

2015 Strategic Sustainability Performance Plan U.S. Department of State

June 30, 2015



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GDI

GREENING DIPLOMACY INITIATIVE
UNITED STATES DEPARTMENT OF STATE

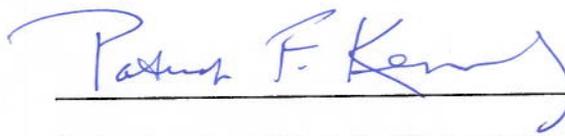
Policy Statement

As an agency with a global reach, we see daily the impacts of environmental pollution on communities, ecosystems, and our own personnel. That is why the Department of State takes a multi-pronged approach to improving its environmental performance – wielding diplomacy, public awareness, and economic development as its tools.

Broadly put, the U.S. Department of State's goal on sustainability is to leverage our facilities and operations to lead by example in renewable energy, energy efficiency and greenhouse gas reduction. We have several policies that guide us, including Executive Order 13693; our strategic plan with U.S. Agency for International Development; our international agreements and efforts on oceans, climate and economies; and the President's Climate Action Plan.

The Department seeks to comply with all applicable environmental and energy statutes, regulations, and Executive Orders.

June 29, 2015
Date

A handwritten signature in blue ink that reads "Patrick F. Kennedy". The signature is written in a cursive style and is positioned above a horizontal line.

Under Secretary of State for Management
Patrick F. Kennedy

Executive Summary Agency Sustainability Plan 2015



VISION

The Department of State's mission is to "create a more secure, democratic, and prosperous world for the benefit of the American people and the international community." The Department recognizes that environmental issues slice across these goals, and is working to utilize not only its operations, but its diplomatic and convening efforts, to lead global change. As Secretary Kerry outlined in his policy guidance for the Department on climate change, "Leading the way toward progress on this issue is the right role for the United States, and it's the right role for the Department of State."

The Department's sustainability vision is to leverage internal operations for meeting its mission through:

- Strengthening markets for green and environmentally preferable products domestically and abroad through our procurement;
- Deploying renewable energy sources on- and off-site and using the projects to add capacity;
- Reducing the Department's environmental footprint to support and showcase the United States' international environmental, climate, and economic priorities; and
- Enabling all Department employees to internalize and express the Department's environmental stewardship message and principles in their work.

LEADERSHIP

The senior-level Greening Council continues to meet quarterly, as it has done since its inception on Earth Day 2009, to coordinate and catalyze environmental efforts across the Department under the umbrella "Greening Diplomacy Initiative". Under Secretary for Management, Patrick Kennedy, serves as the Council chair and Department's chief sustainability officer. The Council's cross-disciplinary membership includes the Chief Information Officer, Chief Acquisition Officer, Chief Financial Officer, Senior Real Property Officers, as well as other senior level officials. With an extensive sustainability background, the Under Secretary for Economic Growth, Energy, and the Environment, Catherine A. Novelli, has taken an active leadership role in the Council as well.

The Greening Council Working Group is made up of working-level directors and managers from across the Department, who work to enact goals, strategy and projects as directed by the Council. This unique group has representation from across the Department.

The Office of Management Policy, Rightsizing, and Innovation (M/PRI) serves as the Greening Council Executive Secretariat, providing high-level and overarching strategic guidance and coordination.

PERFORMANCE REVIEW

Integration with other federal initiatives and agency-wide strategic planning and budgeting process

- Climate change plays a large role in the Department and USAID's strategic planning process, the Quadrennial Diplomacy and Development Review (QDDR). The strategy is available for review at <http://www.state.gov/s/dmr/qddr/>. Additionally, members of the Greening Council Executive Secretariat regularly participate on inter-agency taskforces related to climate change and sustainability. The



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Department's budgeting process includes environmental initiatives on the public diplomacy side, including communications campaigns and international visitor experiences, as well as in operations.

- The Department regularly works to support and initiate environment and climate-related federal initiatives. For example, the Department, along with partners USAID and Treasury, implements the Global Climate Change Initiative, which "is the U.S. commitment to work with global partners to foster low-carbon growth, curb emissions from deforestation and promote sustainable, resilient societies." For more information, please visit <http://www.usaid.gov/climate/us-global-climate-change-initiative>.

Evaluation Measures

- The Department uses data from a wide range of sources – including utility consumption, acquisitions, personnel records, and waste management – to help evaluate the success of sustainability-related projects and programs. For example, the Department has an advanced utility metering platform that automates data collection and analysis. On the fleet side, the Department uses a Fleet Management Information System, which is improving the quality of fleet management data, including fuel consumed. For procurement, all O&M contracts include green purchasing, chemical management, and integrated pest management requirements, and audits help to assure that the Department meets its goals.

Successes

- **Energy Efficiency:** Using utility performance contracts and standard upgrades, the Department has implemented energy and fuel efficient upgrades and retrofits, including replacing GSA steam heating with high efficiency natural gas boilers at the headquarters. With MeterNet, the Department's smart metering platform, the Department is making strides in tracking, benchmarking, and improving building performance.
- **Green Building:** The Department requires at least LEED Silver Certification for new construction and major renovation projects over 5,000 SF in our leases and construction contract specifications. So far we have seven LEED Silver projects, one LEED Gold, and one LEED certification. Three more LEED Silver projects are expected to come online this year, and 13 next year. Water intensity decreased for all buildings in FY 2013.
- **Renewable Energy:** The Department exceeds its renewable energy goals with offsite solar and wind power through an agreement with Constellation Energy and Unicor. The Department also plans to participate in the White House Solar Challenge and enter into a power purchase agreement (PPA) for the purchase of electricity from rooftop photovoltaic systems at two DC metro area buildings. Other renewable energy is sourced from the Department's domestic classified waste, which is now handled off-site at a waste-to-energy electricity generation facility, while plans are also underway to install geothermal heat pumps and wells to condition buildings at the Foreign Affairs Security Training Center (scheduled to be constructed in 2016-2018).

Challenges

- **Funding:** Funding to implement sustainability initiatives is the Department's biggest challenge. Another issue is staffing constraints, which leaves employees with little time to devote to sustainability.
- **Alternative Fuel Availability:** Commercially available alternate fueling infrastructure is limited in many areas of the country and particularly in the metropolitan Washington D.C. area. As a result, the Department's annual alternative fuel consumption consistently falls below targets. Until a compelling business case can be demonstrated to the commercial petroleum retail sector, the Department does not foresee substantially more alternative fuel, particularly E85, locations being added to the current inventory. The Department has worked with several other agencies, including the Department of Defense, to work on adding alternative fuel capacity, but combined AFV consumption data does not support expansion of



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alternative fuel capacities. In the meantime, the Department is focused on reducing its fuel use and runs shuttle buses between facilities in the D.C. area, encourages bike commuting and public transit use, and maintains a free loaner bike program for getting to meetings in the area.

Lessons learned

- Energy intensity, as calculated by OMB, continues to be an issue with an ever-expanding and rotating workforce. Space continues to be at a premium. The Department is experimenting with open office plans and is using lessons learned from GSA's headquarter redesign.

Selected planned actions

- **Domestic Green Building:** In the past 12 months, the Department has added 3 certified projects to our LEED® Silver portfolio. Over the next year, the Department plans to add 13 certified projects to our LEED® Silver portfolio. This is thanks to the Department's Sustainable Buildings Implementation Plan (SBIP), which requires all domestic new construction and major renovations over 5,000 SF to achieve a minimum LEED® Silver rating. These requirements are included in our leases and construction contract specifications via the requirement for LEED® Silver certification.
- **Recycling:** The Department is committed to achieving waste reduction through diversion of non-hazardous solid waste. The Domestic Design Guidelines and Building Standards include waste minimization requirements following the hierarchy of reduction, reuse, recycling, and disposal. All construction and demolition projects include a 50% recycling requirement. Through these efforts, the Department is on track to meet its FY 2015 goal of diverting 50% of non-hazardous solid waste.

PROGRESS ON ADMINISTRATION PRIORITIES INCLUDING CLIMATE CHANGE ADAPTATION, FLEET MANAGEMENT, ESPCS, BIO-BASED PURCHASING STRATEGIES

GHG: With improvements in energy efficiency and off-site renewable energy, the Department met its previous GHG reduction goal. The Department is now looking to achieve its new Scope 1 and 2 GHG reduction target of 38.5% by FY 2025 for domestic operations. Other climate-related gains will continue to be reaped through energy efficiency efforts. The Department will continue to implement and enforce its existing efficiency-related policies, including that all electronics must be Energy Star certified, and when available, minimum EPEAT Silver; data center consolidation; and individual printer and copiers be transitioned to networked ones.

Fleet Management: The Department continues to optimize its fleet, and the domestic fleet continues to shrink. In the past year, the global fleet size grew due to expanded operations in mission-critical countries. However, fuel efficiency has continued to rise, thanks to the Department's continued move towards smaller, more fuel-efficient vehicles, as well as alternative fuel vehicles. The Department has two Chevy Volts in use at its headquarters, and the overseas fleet includes more than thirty all-electric vehicles, which serve as visible reminders of American innovation and environmental priorities. Since FY 2012, the Department has replaced more than 300 full-size sedans with more fuel-efficient mid- and small-size cars, for example. At the same time, the Department has reduced fleet mileage overseas by about 5 million miles between 2009 and 2013.



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Strategic Planning: The 2015 Quadrennial Diplomacy and Development Review (QDDR) is a major undertaking and strategic framework for the Department and USAID operations. It “provides a blueprint for advancing America’s interests in global security, inclusive economic growth, climate change, accountable governance and freedom for all.” The QDDR will help streamline climate and environmental-related efforts and goals.

ESPCs: The Department has already awarded \$16.1M towards its 2016 performance contracting target of \$10.9M. This exceeds the initial and revised targets and meets the Presidential challenge ahead of schedule. Other buildings will be evaluated to determine if they are suitable for performance contracting.

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Size & Scope of Agency Operations

Table 1

Agency Size and Scope	FY 2013	FY 2014
Total Number of Employees as Reported in the President's Budget	15550	15410
Total Acres of Land Managed	169	169
Total Number of Buildings Owned	10	12
Total Number of Buildings Leased (GSA and Non-GSA Lease)	17	17
Total Building Gross Square Feet (GSF)	N/A	N/A
Operates in Number of Locations Throughout U.S.	10	12
Operates in Number of Locations Outside of U.S.	N/A	N/A
Total Number of Fleet Vehicles Owned	363	12300
Total Number of Fleet Vehicles Leased	199	4651
Total Number of Exempted-Fleet Vehicles (Tactical, Law Enforcement, Emergency, Etc.)	954	9060
Total Amount Contracts Awarded as Reported in FPDS (\$Millions)	7400	9060

Agency Progress toward Sustainability Goals in E.O. 13514 and E.O. 13423

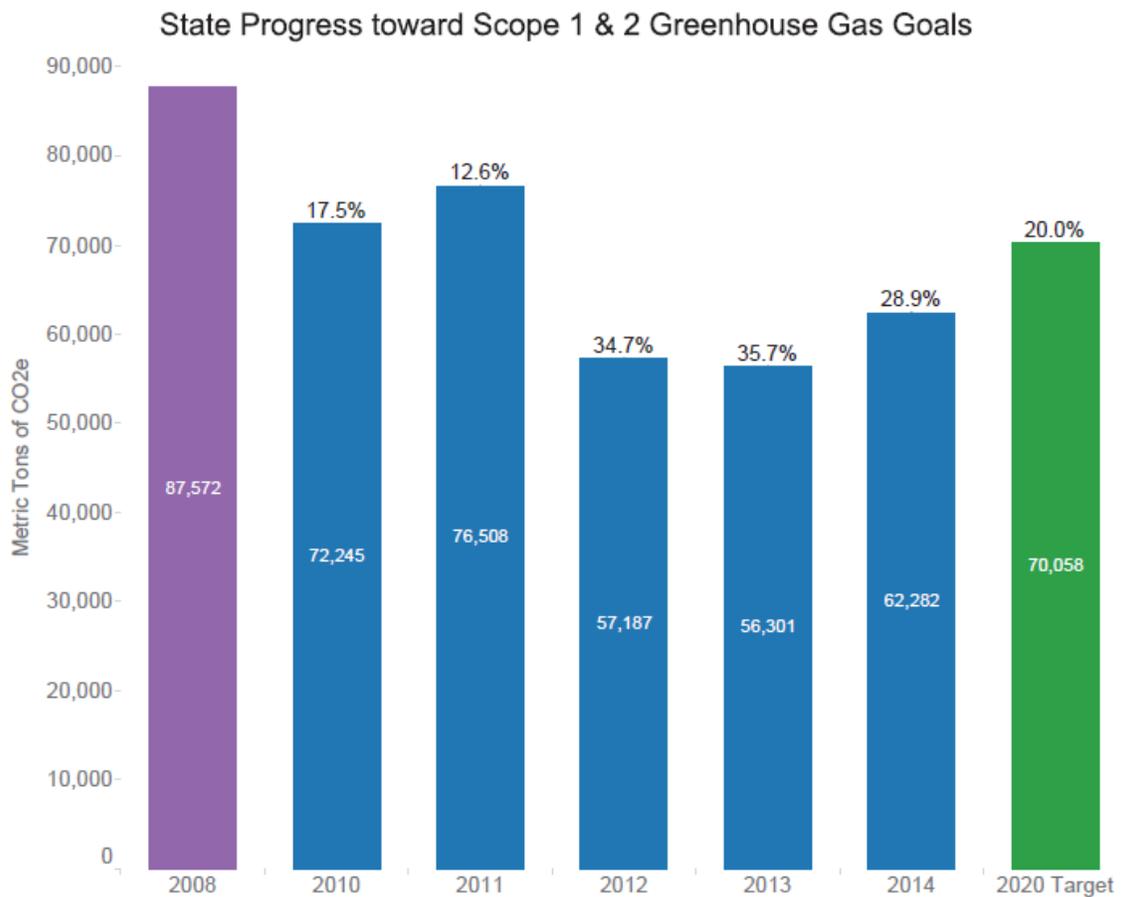
This section provides an overview of agency progress towards the sustainability goals established in E.O. 13514 and E.O. 13423. The subject of many of these goals has been carried over into E.O. 13693, and a review of past performance is useful to determine program effectiveness and development of strategies for future implementation.

Goal 1: Greenhouse Gas (GHG) Reduction

Agency Progress toward Scope 1 & 2 GHG Goal

E.O. 13514 required each agency establish a Scope 1 & 2 GHG emission reduction target to be achieved by FY 2020. The purple bar represents the agency's FY 2008 baseline. The green bar represents the FY 2020 target reduction. The blue bars represent annual agency progress towards achieving this target. The percentage at the top of each bar represents the reduction or increase from the FY 2008 baseline.

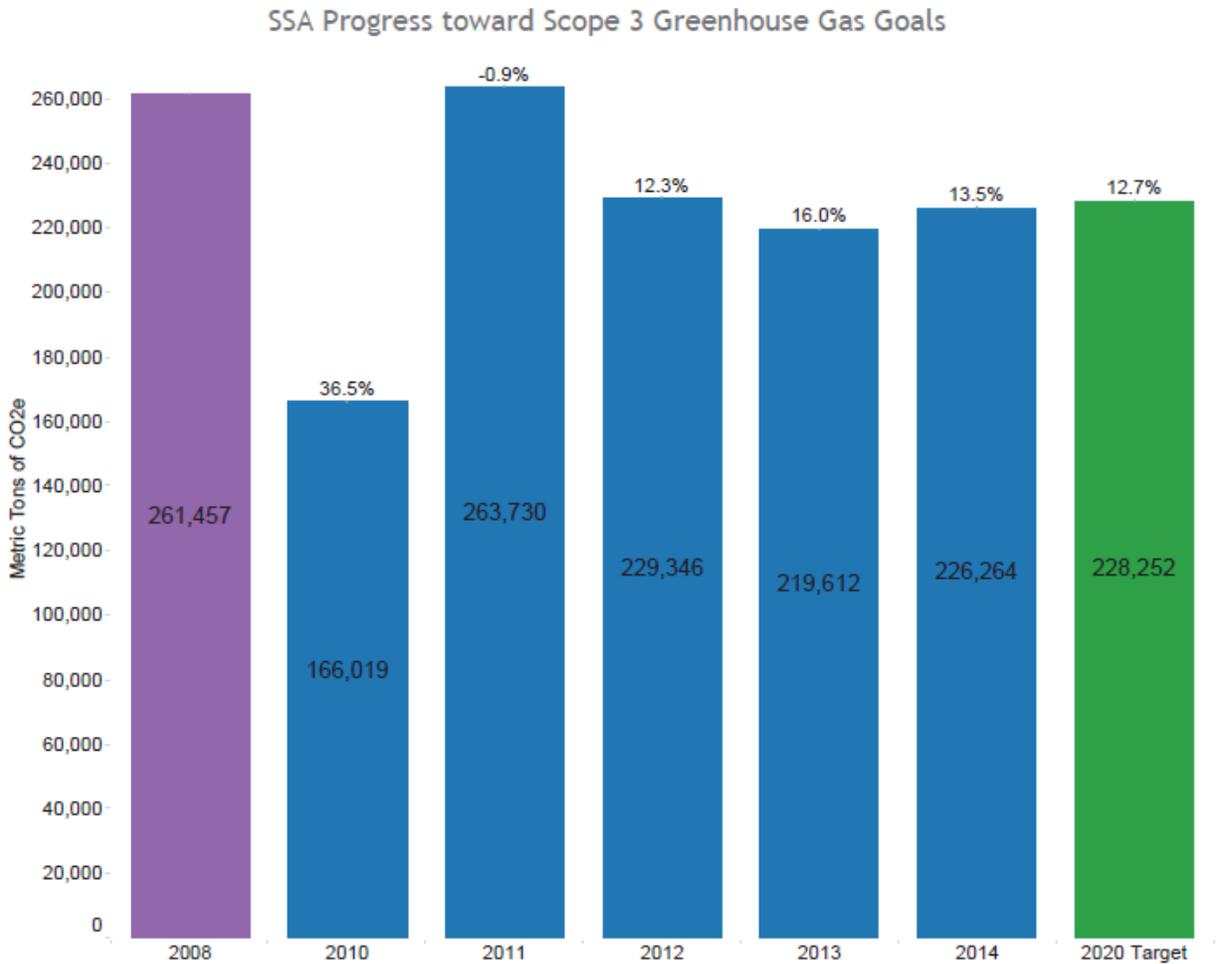
Figure 1-1



Agency Progress toward Scope 3 GHG Goal

E.O. 13514 required each agency establish a Scope 3 GHG emission reduction target to be achieved by FY 2020. The purple bar represents the agency's FY 2008 baseline. The green bar represents the FY 2020 reduction target. The blue bars represent annual agency progress on achieving this target. The percentage at the top of each bar represents the reduction or increase from the FY 2008 baseline.

Figure 1-2

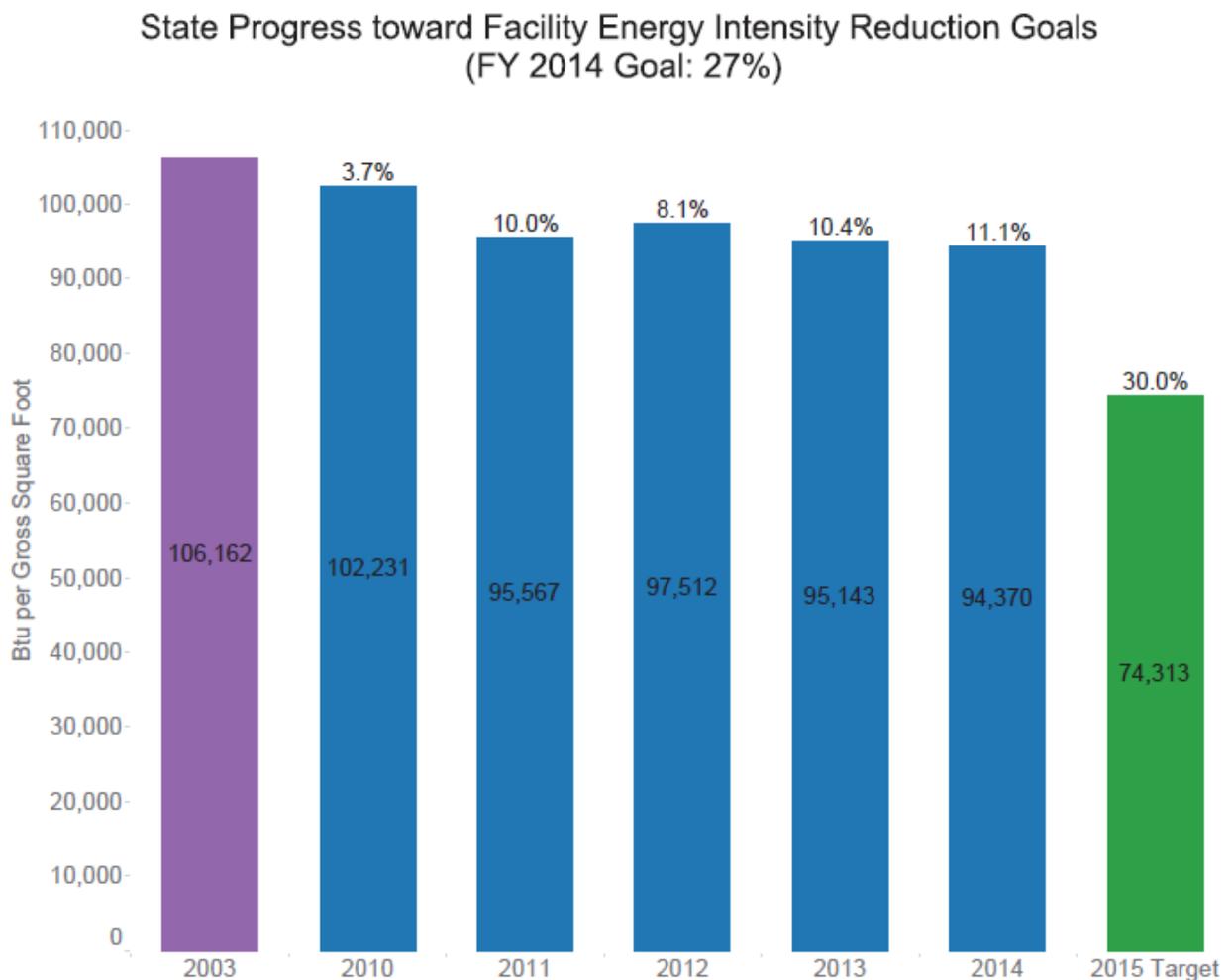


Goal 2: Sustainable Buildings

Agency Progress toward Facility Energy Intensity Reduction Goal

E.O. 13514 section 2 required that agencies consider building energy intensity reductions. Further, the Energy Independence and Security Act of 2007 (EISA) requires each agency to reduce energy intensity 30 percent by FY 2015 as compared to the FY 2003 baseline. Agencies are expected to reduce energy intensity by 3 percent annually through FY 2015 to meet the goal. The purple bar represents the agency's FY 2003 baseline. The green bar represents the FY 2015 target reduction. The blue bars show annual agency progress on achieving this target. The percentage at the top of each bar represents the reduction or increase from the FY 2003 baseline.

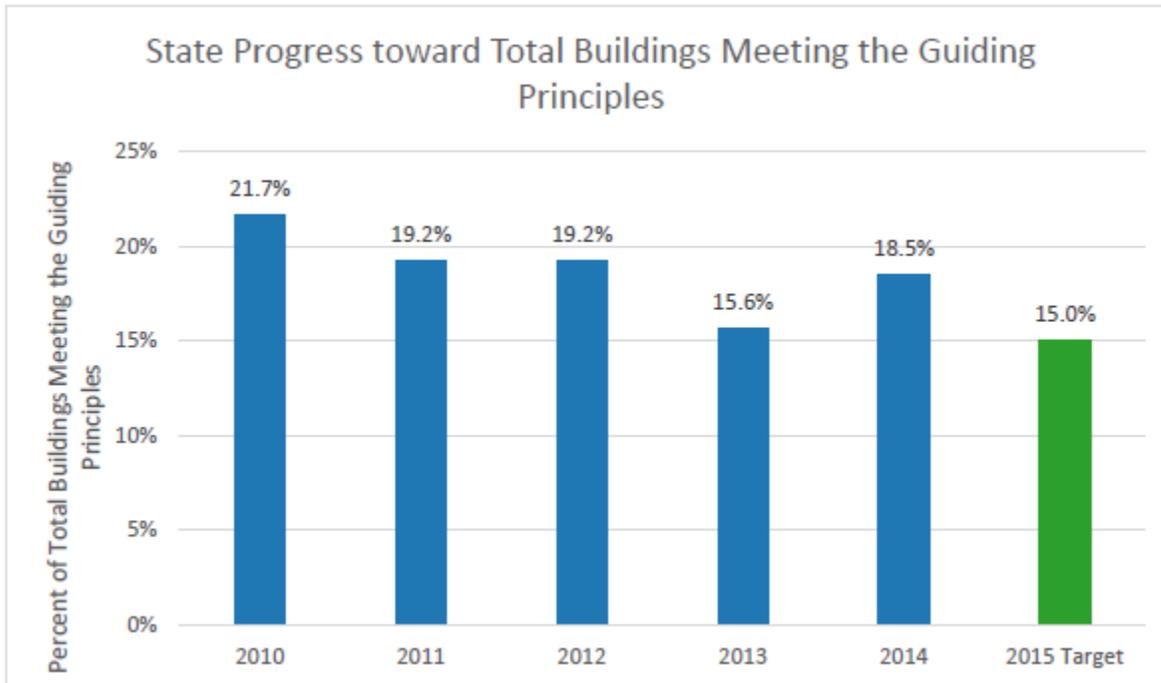
Figure 2-1



Agency Progress toward Total Buildings Meeting the Guiding Principles

E.O. 13514 required that by FY 2015, 15 percent of agencies' new, existing, and leased buildings greater than 5,000 square feet meet the Guiding Principles. In order to meet the FY 2015 goal, agencies should have increased the percentage of conforming buildings by approximately 2 percent annually from their FY 2007 baseline. The green bar represents the FY 2015 target. The blue bars represent annual agency progress on achieving this target.

Figure 2-2

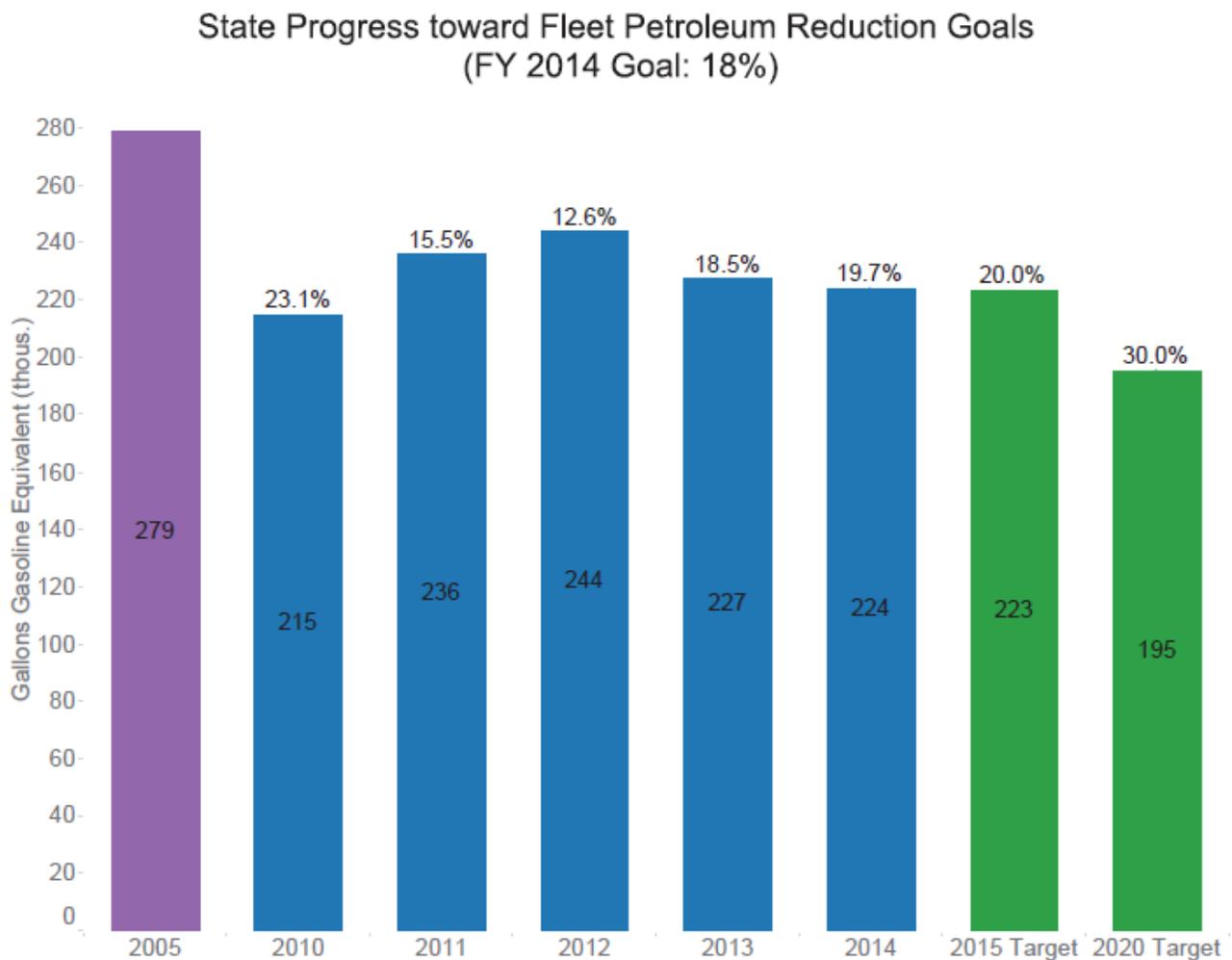


Goal 3: Fleet Management

Agency Progress toward Fleet Petroleum Use Reduction Goal

E.O. 13514 and the Energy Independence and Security Act of 2007 (EISA) required that by FY 2015 agencies reduce fleet petroleum use by 20 percent compared to a FY 2005 baseline. Agencies were expected to achieve at least a 2 percent annual reduction. The purple bar represents the agency's FY 2005 baseline. The green bars represent the FY 2015 target reduction. The blue bars represent annual agency progress on achieving these targets. The percentage at the top of each bar represents the reduction or increase from the FY 2005 baseline.

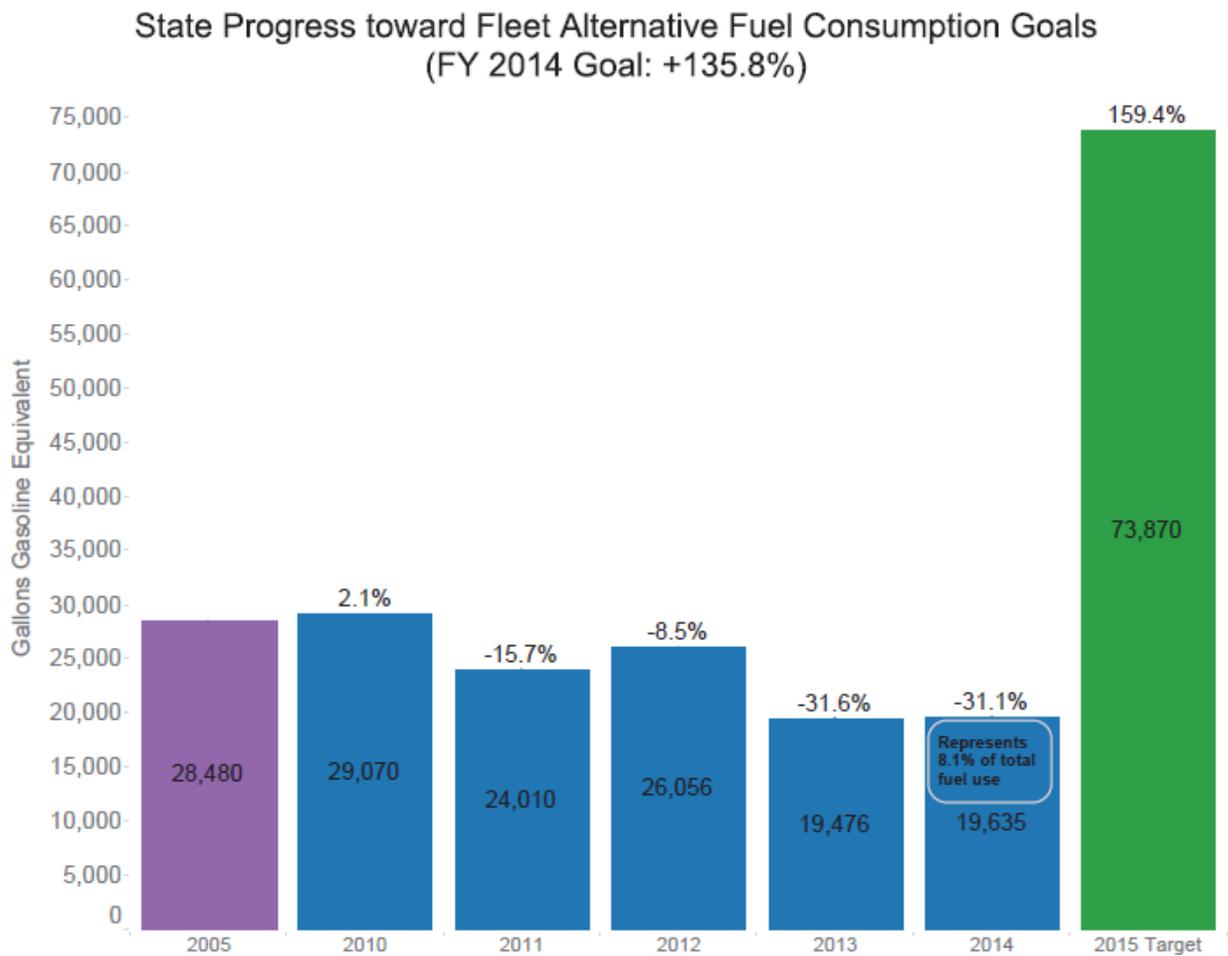
Figure 3-1



Agency Progress toward Fleet Alternative Fuel Consumption Goal

E.O. 13423 required that agencies increase total alternative fuel consumption by 10 percent annually from the prior year starting in FY 2005. By FY 2015, agencies must have increased alternative fuel use by 159.4 percent, relative to FY 2005. The purple bar represents the agency's FY 2005 baseline. The green bar represents the FY 2015 target. The blue bars represent annual agency progress on achieving this target. The percentage at the top of each bar represents the reduction or increase from the FY 2005 baseline.

Figure 3-2

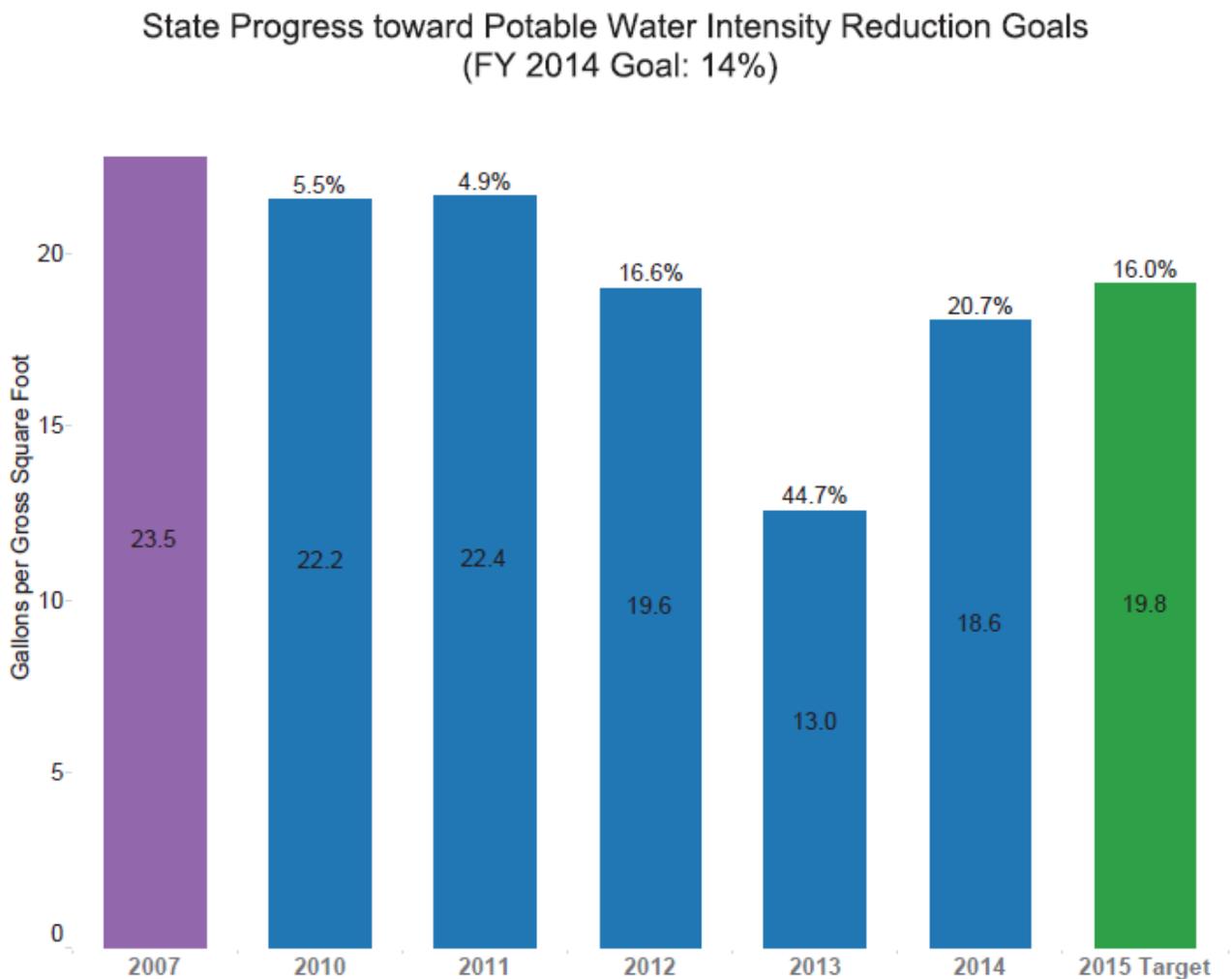


Goal 4: Water Use Efficiency & Management

Agency Progress toward Potable Water Intensity Reduction Goal

E.O. 13514 required agencies to reduce potable water intensity by 2 percent annually through FY 2020 compared to an FY 2007 baseline. A 16 percent reduction was required by FY 2015 and a 26 percent reduction was required by FY 2020. The purple bar represents the agency's FY 2007 baseline. The green bars represent the FY 2015 and FY 2020 target reductions. The blue bars represent annual agency progress on achieving these targets. The percentage at the top of each bar represents the reduction or increase from the FY 2007 baseline.

Figure 4-1



Goal 5: Pollution Prevention & Waste Reduction

E.O. 13514 required that Federal agencies promote pollution prevention and eliminate waste. The E.O. required agencies to minimize the use of toxic and hazardous chemicals and pursue acceptable alternatives. It also required agencies minimize waste generation through source reduction, increase diversion of compostable materials, and by the end of FY 2015 divert at least 50% of non-hazardous and 50% of construction and demolition debris.

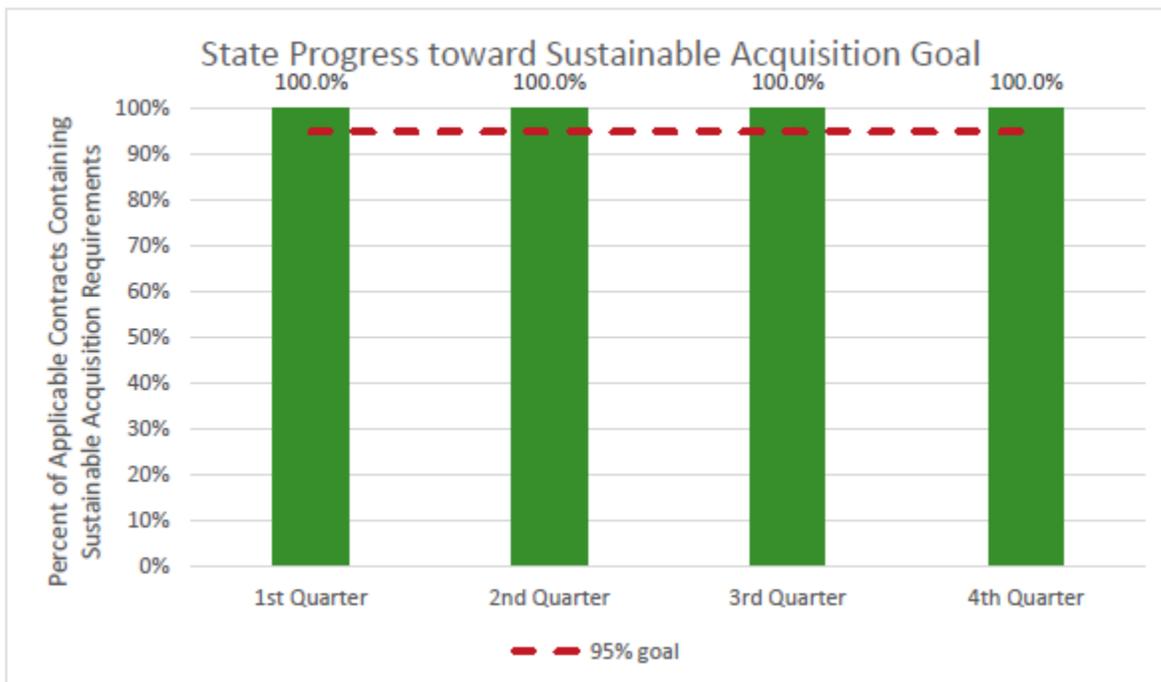
FY 2014 data is not available. Accounting and data reporting for waste reduction will begin in FY 2016. Progress on the waste reduction goal is discussed in the Executive Summary.

Goal 6: Sustainable Acquisition

Agency Progress toward Sustainable Acquisition Goal

E.O. 13514 required agencies to advance sustainable acquisition and ensure that 95 percent of applicable new contract actions met Federal mandates for acquiring products that are energy efficient, water efficient, bio-based, environmentally preferable, non-ozone depleting, recycled content, or are non-toxic or less toxic alternatives, where these products meet performance requirements. To monitor performance, agencies perform quarterly reviews of at least 5 percent of applicable new contract actions to determine if sustainable acquisition requirements are included.

Figure 6-1



Goal 7: Electronic Stewardship & Data Centers

Agency Progress toward EPEAT, Power Management and End of Life Goals

E.O. 13514 required agencies to promote electronics stewardship by: ensuring procurement preference for EPEAT-registered products; implementing policies to enable power management, duplex printing, and other energy-efficient features; employing environmentally sound practices with respect to the disposition of electronic products; procuring Energy Star and FEMP designated electronics; and, implementing best management practices for data center operations.

Figure 7-1

EPEAT	POWER MANAGEMENT	END-OF-LIFE	COMMENTS
			Power management: 92%

EPEAT:

	95% or more Monitors and PCs/Laptops purchased in FY2013 was EPEAT Compliant Agency-wide
	85-94% or more Monitors and PCs/Laptops purchased in FY2013 was EPEAT Compliant Agency-wide
	84% or less Monitors and PCs/Laptops purchased in FY2013 was EPEAT Compliant Agency-wide

Power Management:

	100% Power Management Enabled Computers, Laptops and Monitors Agency-wide
	90-99% Power Management Enabled Computers, Laptops and Monitors Agency-wide
	89% or less Power Management Enabled Computers, Laptops and Monitors Agency-wide

End-Of-Life:

	100% of electronics tracked at end-of life, demonstrating 100% disposal through GSA Xcess, CFL, Unicolor, USPS Recycling Program or Certified Recycler (R2, E-Stewards). <i>Submitted annual report to GSA for Federal Electronics Assets furnished to non-Federal recipients.</i>
	100% of electronics tracked at end-of life, demonstrating 100% disposal through GSA Xcess, CFL, Unicolor, USPS Recycling Program and/or non-Certified Recycler. <i>Submitted annual report to GSA for Federal Electronics Assets furnished to non-Federal recipients.</i>
	100% of electronics not tracked at end-of-life or less than 100% disposal through GSA Xcess, CFL, Unicolor, USPS Recycling Program or non-Certified Recycler. <i>No annual report submitted to GSA for Federal Electronics Assets furnished to non-Federal recipients.</i>

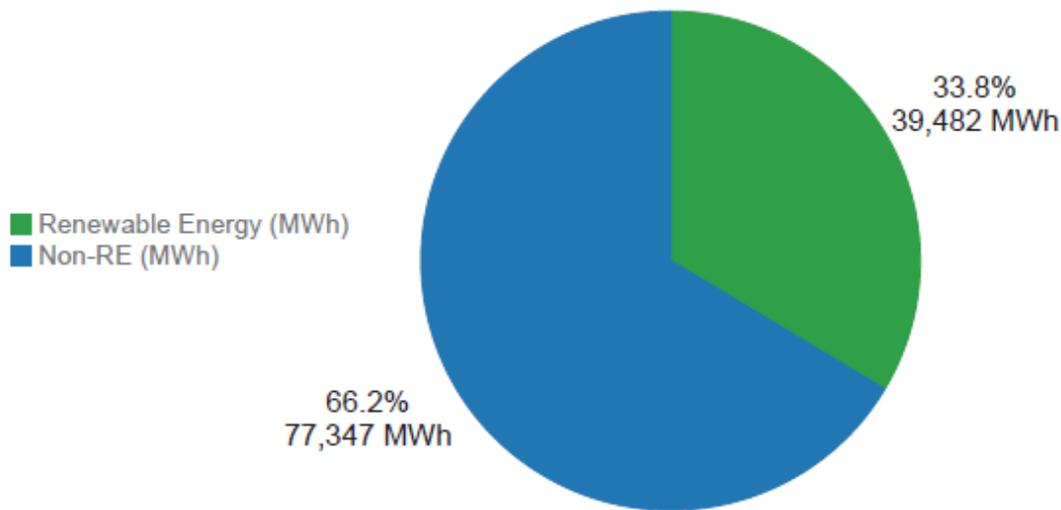
Goal 8: Renewable Energy

Agency Renewable Energy Percentage of Total Electricity Usage

E.O. 13514 requires that agencies increase use of renewable energy. Further, EPACK 2005 requires agencies to increase renewable energy use such that 7.5 percent of the agency's total electricity consumption is generated by renewable energy sources for FY 2014 and beyond. For FY 2012, the required target was 5 percent of an agency's total electricity consumption. In 2013, a Presidential Memorandum entitled *Federal Leadership on Energy Management* revised the Federal agency target for agency renewable energy percentage of total electricity usage to reflect a goal of 20% by 2020.

Figure 8-1

State Use of Renewable Energy as a Percentage of Electricity Use
(FY 2014 Goal: 7.5%)



Goal 9: Climate Change Resilience

Agency Climate Change Resilience

E.O. 13514 required each agency to evaluate agency climate change risks and vulnerabilities to identify and manage the effects of climate change on the agency's operations and mission in both the short and long term.

This goal is addressed through qualitative commitments on the part of each agency and a summary of progress may be found in the Executive Summary at the beginning of this document.

Goal 10: Energy Performance Contracts

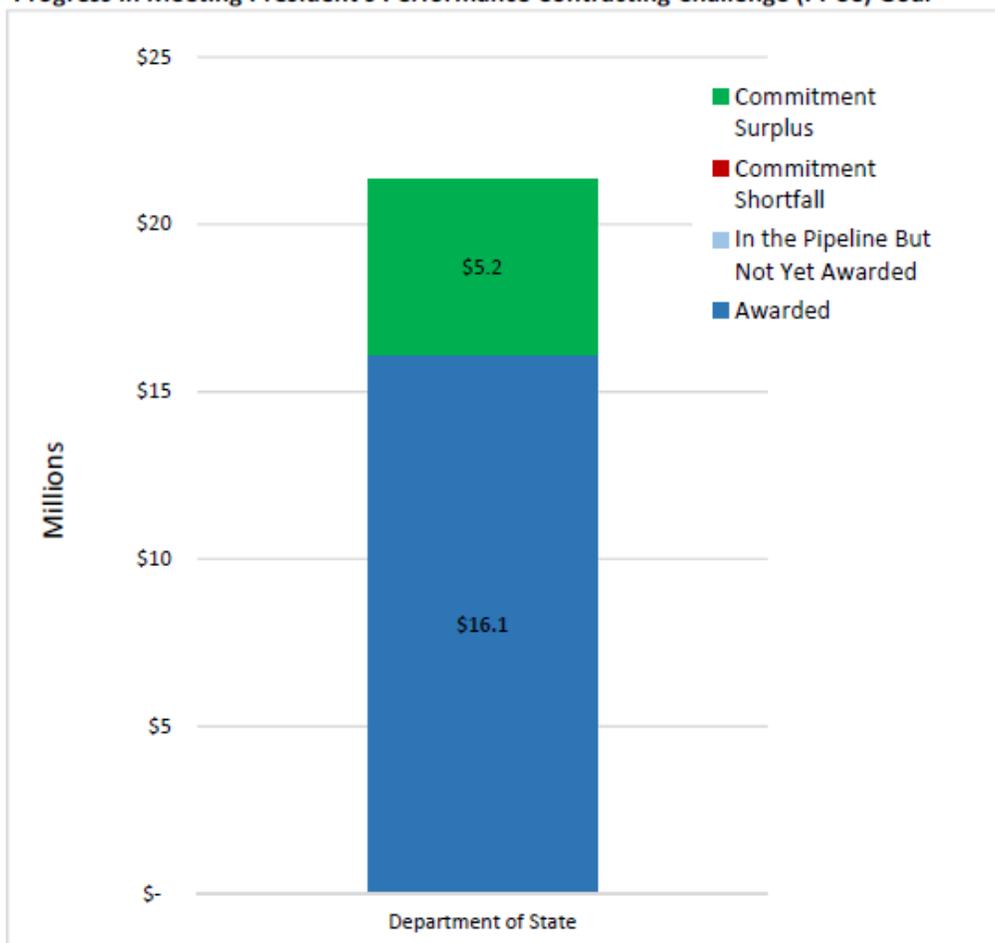
Agency Progress in Meeting President's Performance Contracting Challenge (PPCC) Goal

Energy Performance Contracts, including both Energy Savings Performance Contracts (ESPCs) and Utility Energy Service Contracts (UESCs), enable agencies to obtain energy efficiency investments in buildings and deploy on-site renewable energy through long-term contracts with the private sector, which are in turn paid through savings derived from those investments.

Figure 10-1

The chart below represents the agency's performance contracting commitment and progress toward that commitment as reported through April 15, 2014 (for agencies subject to the 2011 President's Performance Contracting Challenge). The bar graph shows the total dollar value (in millions) of (1) already awarded projects, (2) projects in the pipeline but not yet awarded, and (3) the pipeline shortfall or surplus depending on whether the agency has reached their commitment goal. Note: All agencies were expected to meet or exceed their initial target no later than June 30, 2014.

**Figure 10-1: Department of State
Progress in Meeting President's Performance Contracting Challenge (PPCC) Goal**



Agency Strategies to Meet Goals of E.O. 13693

Goal 1: Greenhouse Gas (GHG) Reduction

Table 1-1: Strategies – Scope 1 & 2 GHG Reduction

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
Required Strategies under E.O. 13693			
Use the FEMP GHG emission report to identify/target high emission categories and implement specific actions to resolve high emission areas identified.	No	Equip domestic facility managers with greenhouse gas emission data for their facilities and enable GHG reduction activities.	(1) Compare GHG emissions per kWh of data centers in different locations. (2) Deliver data center analysis to CIO. (3) Distribute GHG emission data to all domestic facility managers. (4) Develop a list of potential energy or GHG reduction projects for facilities with most impact on portfolio GHG emissions.
Identify alternative sources of data or alternative methods of analysis not set forth in E.O. 13693, but with the potential to support its goals.	No	No alternative sources of data or methods of analysis to support EO 13693 goals are apparent at this time.	N/A
Identify and support management practices or training programs that encourage employee sustainability and greenhouse gas consideration.	Yes	Develop and deliver a sustainability training program for all domestic facility managers based on the implementing instructions for EO 13693.	Develop and deliver an EO 13693 sustainability training program for domestic facility managers, working with the Foreign Service Institute, HR, and other stakeholders.
Conceptualize the goals of E.O. 13693 within a projected cost-benefit framework to identify low-hanging fruit.	No	Much of the low hanging fruit has already been identified as part of the implementation under EO 13514. The Department always considers projected cost-benefit.	N/A
Isolate successful measures applied toward the goals of E.O. 13514 that could be expanded to meet the goals of E.O. 13693.	Yes	Review the Renewable Energy Savings Agreement that has significantly reduced the Department’s GHG emissions and enroll suitable additional facilities. Consider using performance contracting to meet identified goals for additional facilities.	1) Identify additional electric accounts to add to the Renewable Energy Savings Agreement. (2) Evaluate other buildings to determine if they are suitable for performance contracting.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
Determine unsuccessful programs or measures to be discontinued to better allocate agency resources, human and otherwise.	Yes	The Department has installed an advanced metering system at 15 domestic buildings to remotely monitor electric, natural gas, steam and water use at these buildings. The Department is undergoing a software revision and re-commissioning; once complete, the system will enable remote auditing.	(1) Conduct third party commissioning of MeterNet after the software upgrade to verify accurate metering, trending, and reporting. (2) Establish remote auditing to determine real time energy consumption. (3) Establish operations and maintenance standard procedures for metering and monitoring to identify underperforming equipment.
Determine which goals set forth in E.O. 13693 represent unambitious targets given past agency performance, identify by how much they could be exceeded, and establish new within-agency target.	No	The Department has not identified any unambitious targets in EO 13693, especially when one considers the tight budget climate, security and global challenges, and limited resources that have persisted over the last several fiscal years.	N/A
Employ operations and management best practices for energy consuming and emission generating equipment.	Yes	The Department will incorporate FEMP training for its domestic facility managers, as well as potentially include a requirement for credentialed energy managers in large Operations and Maintenance contracts.	(1) Alert domestic facility managers of upcoming training opportunities pertaining to energy consuming and emission generating equipment. (2) Include the requirement for a full time energy manager in the O&M contract for the Department's headquarters building.

Table 1-2: Strategies – Scope 3 GHG Reductions

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
Required Strategies under E.O. 13693			
Reduce employee business ground travel.	No	The Department regularly attempts to reduce travel when feasible.	N/A

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
Reduce employee business air travel.	Yes	While travel will always be a part of the Department's requirements, the Department continues to expand use of digital video conferencing and regional travel bundling.	(1) Conduct quarterly DVCs with the field on sustainability. (2) Encourage use of DVCs through promoting its use in the annual sustainability survey, and internal communications. (3) Continue DVC use by senior officials as a model. (4) Encourage offices to bundle travel when possible through awareness campaigns.
Develop and deploy employee commuter reduction plan.	Yes	Increase employees' use of bicycling, public transit and car-pooling through awareness campaigns and subsidies.	(1) Increase traffic to the Department's internal domestic commuting website resource. (2) Increase access to information by setting up dynamic screens in public areas with bikeshare, public transit and car sharing information.
Use employee commuting survey to identify opportunities and strategies for reducing commuter emissions.	Yes	Building on success of commuting survey based on one domestic facility, Deploy domestic survey in partnership with goDCgo and review findings with Greening Council Working Group to identify and implement strategies to reduce emissions.	(1) Deploy survey for domestic commuters in fall 2015. (2) Work with HR to investigate possibility of incorporating scope 3 considerations into Employee profile. (3) Meet in late fall 2015 to discuss survey findings and present to the Greening Council.
Increase number of employees eligible for telework and/or the total number of days teleworked.	Yes	The Department will continue to promote telework through its annual Telework Week, communications campaigns, and more.	(1) Continue to celebrate Telework Week in August. (2) Continue to incorporate telework considerations into management training.
Develop and implement bicycle commuter program.	Yes	The Department will continue to expand its bicycle commuter program through regular communications and awareness activities.	(1) Continue to celebrate Bike to Work Day and Car-Free Day each year with a fun ride, pit stop and awareness campaign. (2) Continue to sign up new riders on its central internal website resource and bike blog. (3) Host "how-to's" for bike repair and bike commuting for employees during lunch hour. (4) Encourage employees to find a bike buddy by using the message boards at the free biker showers in the headquarters.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
Provide bicycle commuting infrastructure.	No	The Department will continue to expand its bicycle commuter program through regular communications and awareness activities.	(1) Install a repair stand and bike pump at its “bike station” in domestic headquarters. (2) Add to existing pool of riders for the Department’s free bike share program for biking to meetings. (3) Become a corporate member of the Capital BikeShare program to expand affordable and convenient bike commuting options for domestic employees.
Plan to begin FY 2016: Report scope 3 greenhouse gas emissions for leases over 10,000 E.O. 3(h)(v) rentable square feet	No	N/A	N/A

Goal 2: Sustainable Buildings

Building Energy Conservation, Efficiency, and Management

Section 3(a) of E.O. 13693 states that agencies will promote building energy conservation, efficiency, and management. Section 3(a)(i) requires agencies to reduce building energy intensity by 2.5% annually through the end of FY 2025 (measured in British thermal units per square foot), relative to a FY 2015 baseline and taking into account agency progress to date, except where revised pursuant to section 9(f) of E.O. 13693.

Building Efficiency Performance, and Management

Section 3(h) of E.O. 13693 states that agencies will improve building efficiency, performance, and management.

Section 3(h)(iii) requires that agencies identify, as a part of the planning requirements of section 14 of this order, a percentage of the agency's existing buildings above 5,000 gross square feet intended to be energy, waste, or water net-zero buildings by FY 2025 and implementing actions that will allow those buildings to meet that target. Targets will be established in 2016.

Section 3(a)(ii) of E.O. 13693 states that agencies must improve data center efficiency at agency facilities. Section 3(a)(ii)(C) requires that agencies establish a power usage effectiveness target in the range of 1.2-1.4 for new data centers and less than 1.5 for existing data centers.

Table 2-1: Strategies – Sustainable Buildings

(A) Strategy	(B) Top Five? Yes/No/N A	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
Required Strategies under E.O. 13693			
Use remote building energy performance assessment auditing technology 3(a)(A)	Yes	The Department has installed a remote advanced metering system at 15 domestic buildings to monitor electric, natural gas, steam and water use at these buildings, and will continue to expand its use of this system to identify savings opportunities.	(1) Conduct third party commissioning of MeterNet after the software upgrade to verify accurate metering, trending, and reporting. (2) Establish remote auditing to determine real time energy consumption. (3) Regularly review data to identify savings opportunities.
Participate in demand management programs 3(a)(B)	No	Participation in demand management programs conflicts with the Department’s GHG reduction goals as many of our buildings receive electricity under a renewable Energy Savings Agreement.	N/A
Ensure that monthly performance data is entered into the Environmental Protection Agency (EPA) ENERGY STAR Portfolio Manager 3(a)(C)	Yes	Enter monthly energy and water consumption data for all domestic owned and operated facilities in PortfolioManager so the data can be evaluated.	Verify monthly energy and water consumption data is entered into PortfolioManager.
Where feasible: Incorporate Green Button data access system into reporting, data analytics, and automation processes 3(a)(D)	Yes	Use Green Button automation processes to populate PortfolioManager for those utility accounts that participate.	Survey utility accounts and determine availability of Green Button data access and automation.

(A) Strategy	(B) Top Five? Yes/No/N A	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
Implement space utilization and optimization practices and policies 3(a)(E)	Yes	Real Property Management (RPM) actively uses its Space Allocation Standards and Building Design Guidelines to standardize space allocations within the Department and improve utilization rates. Also, the Department utilizes an internal Building Advisory Committee to evaluate Bureau-proposed projects for adherence to space standards and design guidelines.	RPM has begun developing a system for tracking utilization rate (UR) improvements. That method will be completed in the next 12 months and URs will be both a major criterion for project initiation as well as a metric for subsequent reports.
Identify opportunities to transition test-bed technologies to achieve the goals of this section 3(a)(F)	No	While this strategy is not one of our top 5 priorities, the Department continues to evaluate cutting edge sustainable building technologies in use throughout Government and private industry and will incorporate as appropriate if such technologies prove to be effective in meeting the goals of this section.	N/A
Where feasible: Conform to city energy performance benchmarking and reporting requirements 3(a)(G)	No	While this strategy is not one of our top 5 priorities, our projects in leased facilities comply with local city reporting mandates as required of the local landlord/lessor.	N/A
Begin planning for FY 2020 requirement: Ensure all new construction of Federal buildings greater than 5,000 gross square feet that enters the planning process be designed to achieve energy net-zero and, where feasible, water or waste net-zero by FY 2030 3(h)(i)	No	While this strategy is not one of our top 5 priorities, the Department is planning to be in compliance with this FY2020 requirement.	N/A

(A) Strategy	(B) Top Five? Yes/No/N A	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
<p>In all new agency lease solicitations over 10,000 rentable square feet, include criteria for energy efficiency as a performance specification or source selection evaluation factor 3(h)(iv)</p>	<p>No</p>	<p>While this strategy is not one of our top 5 priorities, the Department’s Sustainable Buildings Implementation Plan (SBIP) requires all domestic new construction and major renovations over 5,000 SF to achieve a minimum LEEDR silver Rating. These requirements are included in our leases and construction contract specifications via the requirement for LEEDR Silver certification.</p>	<p>N/A</p>
<p>In all new agency lease solicitations over 10,000 rentable square feet, include requirements for building lessor disclosure of carbon emission or energy consumption data for leased portion of building 3(h)(iv)</p>	<p>No</p>	<p>While this strategy is not one of our top 5 priorities, the Department’s Sustainable Buildings Implementation Plan (SBIP) requires all domestic new construction and major renovations over 5,000 SF to achieve a minimum LEEDR silver Rating. These requirements are included in our leases and construction contract specifications via the requirement for LEEDR Silver certification.</p>	<p>N/A</p>

(A) Strategy	(B) Top Five? Yes/No/N A	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
<p>In planning new facilities or leases, include cost-effective strategies to optimize sustainable space utilization and consideration of existing community transportation planning and infrastructure, including access to public transit 3(h)(vi)</p>	<p>No</p>	<p>While this strategy is not one of our top 5 priorities, the Department's Sustainable Buildings Implementation Plan (SBIP) requires all domestic new construction and major renovations over 5,000 SF to achieve a minimum LEEDR silver Rating. These requirements are included in our leases and construction contract specifications via the requirement for LEEDR Silver certification. In addition, the Department is working to consolidate non-back office functions within the Foggy Bottom and Rosslyn, VA areas. These consolidation plans were described in our 2012 Agency Sustainability Plan.</p>	<p>N/A</p>
<p>Ensure that all new construction, major renovation, repair, and alteration of agency buildings includes appropriate design and deployment of fleet charging infrastructure 3(h)(vii)</p>	<p>No</p>	<p>Fleet charging infrastructure is evaluated within the context of the LEEDR rating standard on applicable projects. (See the Department's Sustainable Buildings Implementation Plan for more information.)</p>	<p>N/A</p>
<p>Include climate resilient design and management into the operation, repair, and renovation of existing agency buildings and the design of new buildings 3(h)(viii)</p>			
<p>Install and monitor energy meters and sub-meters as soon as practicable.</p>	<p>No</p>	<p>Already accomplished by Agency.</p>	<p>N/A</p>

(A) Strategy	(B) Top Five? Yes/No/N A	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
Collect and utilize building and facility energy use data to improve building energy management and performance.	No	Already being done.	N/A
Incorporate green building specifications into all new construction and major renovation projects.	Yes	The Department's Sustainable Buildings Implementation Plan (SBIP) requires all domestic new construction and major renovations over 5,000 SF to achieve a minimum LEED® Silver rating. These requirements are included in our leases and construction contract specifications via the requirement for LEED® Silver certification.	In the past 12 months, the Department has added 3 certified projects to our LEED® Silver portfolio. In the next 12 months, the Department plans to add 13 certified projects to our LEED® Silver portfolio.
Redesign or lease interior space to reduce energy use by implementing daylighting, space optimization, sensors/control system installation, etc.	Yes	The Department's Sustainable Buildings Implementation Plan (SBIP) requires all domestic new construction and major renovations over 5,000 SF to achieve a minimum LEED® Silver rating. These requirements are included in our leases and construction contract specifications via the requirement for LEED® Silver certification.	In the past 12 months, the Department has added 3 certified projects to our LEED® Silver portfolio. In the next 12 months, the Department plans to add 13 certified projects to our LEED® Silver portfolio.
Develop and deploy energy and sustainability training for all facility and energy managers.	No	Optional training is currently provided through FEMP and State's Foreign Service Institute.	N/A
Include in every construction contract all applicable sustainable acquisition requirements for recycled, biobased, energy efficient, and environmentally preferable products.	Yes	The Department will continue to require sustainable acquisition and will continue an awareness campaign with contracting officers.	(1) Continue to require all new construction and major renovations over 5000 square feet to achieve LEED Silver at minimum. (2) Purchase only EPEAT and EnergyStar electronic products (already mandated). (3) Increase awareness about bio-based, energy efficient and environmentally preferable products on the GSA Schedule.

Table 2-2: Strategies – Data Center Efficiency

(A) Strategy	(B) Top Five? Yes/No/N A	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
Required Strategies under E.O. 13693			
<p>Ensure the agency chief information officer promotes data center energy optimization, efficiency, and performance 3(a)(ii)(A)</p>	<p>Yes</p>	<p>Ensure continued implementation of the Department’s Federal Data Center Consolidation Initiative (FDCCI) Plan, which calls for consolidating all Department data centers into four locations and utilizing cloud-based solutions for further efficiency gains.</p>	<p>(1) Continue to identify core/non-core data centers already targeted by the end of FY 2015 in the FDCCI Plan. (2) Install a high energy efficient Modular Data Center on government property by 2017.</p>
<p>Install and monitor advanced energy meters in all data centers by fiscal year 2018 3(a)(ii)(B)</p>	<p>Yes</p>	<p>Install and monitor advanced energy meters in data centers so power usage effectiveness (PUE) can be calculated and evaluated. Continue to implement the FDCCI Plan, and identify cost-efficient siting and operations considerations, such as in the Department’s Enterprise Server Operations Center West (ESOC-W), which uses outside air for cooling for 8 months of the year.</p>	<p>(1) Install and monitor advanced energy meters in data centers. (2) Deliver PUE meter data to the Chief Information Officer as the data becomes available.</p>
Recommended Strategies			
<p>Optimize agency Data Centers across total cost of ownership metrics.</p>	<p>Yes</p>	<p>Improve data center temperature and air-flow management based on actual, rather than outdated perceived needs. Provide training to facility managers on Thermal Guidelines for Data Processing Environments and ask them to be vigilant in identifying opportunities for improvement.</p>	<p>(1) Provide data center temperature and air flow management training to facility managers. (2) Provide engineering support to facility managers who identify opportunities for data center energy management.</p>

(A) Strategy	(B) Top Five? Yes/No/N A	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
Improve data center temperature and air-flow management.	Yes	Continue to implement the Department Federal Data Center Consolidation Initiative Plan.	(1) Continue implementation of the Department's FDCCI Plan through the end of FY 2015
Identify and consolidate obsolete and underutilized agency computer servers into energy efficient data centers.	Yes	Continue to implement the FDCCI Plan.	(1) Continue implementation through the end of FY 2015.

Goal 3: Clean & Renewable Energy

Agency Clean Energy Share of Total Electric and Thermal Energy Goal

E.O. 13693 3(b) requires that, at a minimum, the percentage of an agency's total electric and thermal energy accounted for by renewable and alternative energy shall be not less than: 10% in FY 2016-17; 13% in FY 2018-19; 16% in FY 2020-21; 20% in FY 2022-23; and 25% by FY 2025.

Agency Renewable Energy Share of Total Electricity Consumption Goal

E.O. 13693 3(c) sets a second schedule that addresses specifically renewable energy. It requires that renewable energy account for not less than 10% of total electric energy consumed by an agency in FY 2016-17; 15% in FY 2018-19; 20% in FY 2020-21; 25% in FY 2022-23; and 30% by 2025.

Table 3-1: Strategies – Clean & Renewable Energy

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
Recommended Strategies			
Install agency-funded renewable on-site and retain corresponding renewable energy certificates (RECs) or obtaining replacement RECs 3(d)(i)	Yes	Where resources, life cycle cost analysis and site conditions allow, install on-site renewable energy generation.	(1) Review sites for on-site renewable energy generation installation opportunities.
Contract for the purchase of energy that includes installation of renewable energy on or off-site and retain RECs or replacement RECs for the term of the contract 3(d)(ii)	Yes	Continue to establish renewable energy power purchase agreements for new facilities where life cycle cost effective.	(1) Verify renewable energy was delivered to our DC metro area facilities through our Constellation Energy Savings Agreement. (2) Participate in the White House Solar Challenge and enter into a power purchase agreement (PPA) for the purchase of electricity from rooftop photovoltaic systems at two DC metro area buildings.
Purchase electricity and corresponding RECs or obtaining equal value replacement RECs 3(d)(iii)	Yes	Purchase electricity and corresponding RECs or obtaining equal value replacement RECs for new facilities.	(1) Document purchased electricity and corresponding RECs and replacement RECs
Purchase RECs 3(d)(iv)	Yes	Purchase RECs for new facilities to meet renewable energy goals.	Document RECs purchased to meet renewable energy goals.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
Install thermal renewable energy on-site at Federal facilities and retain corresponding renewable attributes or obtain equal value replacement RECs 3(e)(i)	No	N/A	N/A
Install combined heat and power processes on-site at Federal facilities 3(e)(ii)	No	The Department continually reviews opportunities for cost-savings and energy savings initiatives such as combined heat and power when feasible.	N/A
Identify opportunities to install fuel cell energy systems on-site at Federal facilities 3(e)(iii)	No	N/A	N/A
Identify opportunities to utilize energy from small modular nuclear reactor technologies 3(e)(iv)	No	N/A	N/A
Identify opportunities to utilize energy from a new project that includes the active capture and storage of carbon dioxide emissions associated with energy generation 3(e)(v)	No	N/A	N/A
Implement other alternative energy approaches that advance the policy set forth in section 1 and achieve the goals of section 2 of E.O. 13693 3(e)(vii)	Yes	Install geothermal heat pumps and wells to condition buildings at the Foreign Affairs Security Training Center - scheduled to be constructed in 2016-2018.	(1) Review and approve design of geothermal heat pump system. (2) Ensure educational signage about the geothermal project is installed once complete.
Consider opportunities to install or contract for energy installed on current or formerly contaminated lands, landfills, and mine sites.	NA	N/A	N/A

Goal 4: Water Use Efficiency & Management

Potable Water Consumption Intensity Reduction Goal

E.O. 13693 section 3(f) states that agencies must improve water use efficiency and management, including stormwater management. E.O. 13693 section 3(f)(i) requires agencies to reduce potable water consumption intensity by 2% annually through FY 2025 relative to an FY 2007 baseline (measured in gallons per gross square foot). A 36% reduction is required by FY 2025.

ILA Water Consumption Reduction Goal

E.O. 13693 section 3(f)(iii) also requires that agencies reduce their industrial, landscaping and agricultural (ILA) water consumption (measured in gallons) by 2% annually through FY 2025 relative to a FY 2010 baseline.

Table 4: Strategies – Water Use Efficiency & Management

(A) Strategy	(B) Top Five? Yes/No/N A	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
Required Strategies under E.O. 13693			
Install appropriate green infrastructure features to help with storm- and wastewater management (such as rain gardens, rain barrels, green roofs, or impervious pavement) 3(f)(iv)	Yes	For all domestic new construction and major renovation, evaluate the life cycle cost effectiveness of installing appropriate green infrastructure features to help with storm- and wastewater management.	(1) Review cost analysis for each project and either proceed with installation or document decision not to install.
Install and monitor water meters; collect and utilize building and facility water data for conservation and management 3(f)(ii)	Yes	Ensure each facility domestically owned or operated by the Department has water meters installed. Consider the use of water sub-metering for more precise data or when cost savings can be achieved (e.g., reducing sewer charges due to cooling tower evaporation). Monitor water meters at each facility to determine water use and identify opportunities for conservation and management.	(1) Monitor water meters to determine water consumption at each facility, identify trends, and identify opportunities for water conservation and management. (2) Verify water meter data has been recorded in PortfolioManager.

(A) Strategy	(B) Top Five? Yes/No/N A	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
Recommended Strategies			
Install high efficiency technologies (e.g., WaterSense).	Yes	For all domestic new construction and major renovation, install high efficiency technologies where life cycle cost effective. High efficiency technologies will also be considered during performance contracting.	(1) Document installed high efficiency technologies. (2) Track information through third party green building certifications for water efficiency credit or through M&V data for performance contracts to document water consumption reduction.
Prepare and implement a water asset management plan to maintain desired level of service at lowest life cycle cost (for best practices from the EPA, go to http://go.usa.gov/KvbF).	No	N/A	N/A
Minimize outdoor water use and use alternative water sources as much as possible.	Yes	Domestic building managers have been instructed not to install new irrigation systems unless an alternative water source is available. All new landscape design is required to be native/low water plantings.	(1) Ensure native/low water landscaping is used during new building construction and major renovations. (2) Document outdoor water use from alternative water sources.
Design and deploy water closed-loop, capture, recharge, and/or reclamation systems.	No	The Department continually evaluates water-saving potential.	
Install advanced meters to measure and monitor (1) potable and (2) industrial, landscaping and agricultural water use.	No	Already installed advanced meters.	N/A
Develop and implement programs to educate employees about methods to minimize water use.	No	The Department has several awareness campaigns.	N/A
Assess the interconnections and dependencies of energy and water on agency operations, particularly climate change's effects on water which may impact energy use.	No	N/A	N/A
Consistent with State law, maximize use of grey-water and water reuse systems that reduce potable and ILA water consumption.	No	N/A	N/A

(A) Strategy	(B) Top Five? Yes/No/N A	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
Consistent with State law, identify opportunities for aquifer storage and recovery to ensure consistent water supply availability.	No	N/A	N/A
Ensure that planned energy efficiency improvements consider associated opportunities for water conservation.	Yes	Energy savings performance contracts require that water conservation opportunities be evaluated. In-house engineers are also required to evaluate water conservation opportunities when considering energy conservation measures.	(1) Review feasibility studies, progress reports and M&V data for performance contracts to identify opportunities for water conservation and document water consumption reduction.
Where appropriate, identify and implement regional and local drought management and preparedness strategies that reduce agency water consumption including recommendations developed by Regional Federal Executive Boards.	No	This is part of the Department's emergency preparedness initiatives.	N/A

Goal 5: Fleet Management

Fleet Per-Mile Greenhouse Gas Emissions Goal

E.O. 13693 section 3(g) states that agencies with a fleet of at least 20 motor vehicles will improve fleet and vehicle efficiency and management. E.O. 13693 section 3(g)(ii) requires agencies to take actions that reduce fleet-wide per-mile greenhouse gas emissions from agency fleet vehicles relative to a new, FY 2014 baseline and sets new goals for percentage reductions: not less than 4% by the end of FY 2017; not less than 15 % by the end of FY 2020; and not less than 30% by then end of FY 2025.

E.O. 13693 section 3(g)(i) requires that, as a part of the Sustainability Planning process agencies should determine the optimum fleet inventory, emphasizing eliminating unnecessary or non-essential vehicles. This information is generally available from the agency Vehicle Allocation Methodology (VAM) process that is completed each year. To satisfy this requirement for 2015, please include the VAM results and the appropriate agency fleet management plan to the appendix of this document. Future versions of this plan will require similar submissions by agencies.

Table 5-1: Strategies – Fleet Management

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
Required Strategies under E.O. 13693			
Collect and utilize agency fleet operational data through deployment of vehicle telematics – as soon as is practicable, but not later than two years after date of order 3(g)(iii)	Yes	The Department of State (DOS) Fleet Management Council (FMC) created a sub-committee to address the vehicle telematics deployment requirement.	(1) DOS’s FMC sub-committee will identify specific applications to meet mission and reporting requirements and acquire a telematics system to be deployed in the domestic fleet by March 31, 2016.
Ensure that agency annual asset-level fleet data is properly and accurately accounted for in a formal Fleet Management System as well as submitted to the Federal Automotive Statistical Tool reporting database, the Federal Motor Vehicle Registration System, and the Fleet Sustainability Dashboard (FLEETDASH) system 3(g)(iv)	Yes	In 2010 DOS acquired a fleet management information system (FMIS) that conforms to the standards published in GSA’s Bulletin B-15. The FMIS manages all fleet accounting and utilization data and is integrated with the Department’s property management software program.	Worldwide deployment of the Department’s FMIS is at 91.9 percent with full completion expected by the end of FY15. The robust functionality of the FMIS has and will continue to improve virtually all aspects of fleet management, specifically accurate accountability, across the Department.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
Plan for agency fleet composition such that 20% of passenger vehicle acquisitions are zero emission or plug-in hybrid vehicles by 2020, and 50% by 2025. Vehicles acquired in other vehicle classes count double toward this target 3(g)(v)	Yes	DOS will incorporate the requirement for 20% of passenger vehicle acquisitions to be ZEVs or PHEVs by 2020 and 50% by 2025 into its Fleet Management Plan and Agency fleet policy.	(1) DOS will issue internal policies by the end of FY15 to ensure compliance with this requirement.
Plan for appropriate charging or refueling infrastructure for zero emission or plug-in hybrid vehicles and opportunities for ancillary services to support vehicle-to-grid technology 3(g)(vi)	Yes	DOS has installed two electric vehicle charging stations domestically and will continue to work with other Federal and civil components to further develop charging and refueling infrastructure.	(1) DOS will continue discussions with Federal and civil components on the necessary actions to develop and implement the appropriate infrastructure.
Recommended Strategies			
Optimize/Right-size the composition of the fleet (e.g., reduce vehicle size, eliminate underutilized vehicles, acquire and locate vehicles to match local fuel infrastructure).	No	N/A	N/A
Increase utilization of alternative fuel in dual-fuel vehicles.	Yes	DOS will continue efforts to increase consumption of E85 through fuel use tracking and provision of internal Missed Opportunity Fuel Reports to vehicle users, along with assistance in identifying alternative fuel sources.	(1) DOS will continue targeting those bureaus with low alternative fuel use in dual-fuel vehicles in an effort to reach our target to increase the utilization of alternative fuel in dual-fuel vehicles by 10 percent in FY 2015.
Use a Fleet Management Information System to track fuel consumption throughout the year for agency-owned, GSA-leased, and commercially-leased vehicles.	No	N/A	N/A
Increase GSA leased vehicles and decrease agency-owned fleet vehicles, when cost effective.	No	N/A	N/A
Implement vehicle idle mitigation technologies.	No	N/A	N/A

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
Minimize the use of "law enforcement" vehicle exemption and implementing the GSA Bulletin FMR B-33, <i>Motor Vehicle Management, Alternative Fuel Vehicle Guidance for Law Enforcement and Emergency Vehicle Fleets</i> of November 15, 2011.	No	N/A	N/A
Where State vehicle or fleet technology or fueling infrastructure policies are in place, conform with the minimum requirements of those policies.	No	N/A	N/A
Reduce miles traveled (e.g., share vehicles, improve routing with telematics, eliminate trips, improve scheduling, use shuttles, etc.).	No	The Department maintains a shuttle system among DC-area buildings, and has several initiatives already aimed at reducing miles traveled.	N/A

Goal 6: Sustainable Acquisition

Sustainable Acquisition Goal

E.O. 13693 section 3(i) requires agencies to promote sustainable acquisition by ensuring that environmental performance and sustainability factors are considered to the maximum extent practicable for all applicable procurements in the planning, award and execution phases of acquisition.

Table 6-1: Strategies – Sustainable Acquisition

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
Required Strategies under E.O. 13693			
Meet statutory mandates that require purchase preference for recycled content products designated by EPA 3(i)(i)(A)	Yes	Establish OPE and AQM POC. Provide COR training thru AQM and bi-monthly COR Advisory Council Meeting.	(1) Perform quarterly reviews using the Federal Procurement Data System-Next Generation (FPDS-NG).
Meet statutory mandates that require purchase preference for energy and water efficient products and services, such as ENERGY STAR qualified and FEMP-designated products, identified by EPA and DOE 3(i)(i)(B)	Yes	Work closely with IRM POC to report on these requirements.	(1) Perform quarterly reviews using the Federal Procurement Data System-Next Generation (FPDS-NG).
Meet statutory mandates that require purchase preference for Biopreferred and biobased designated products designated by the USDA 3(i)(i)(C)	Yes	Establish OPE and AQM POC. Provide COR training thru AQM and bi-monthly COR Advisory Council Meeting.	(1) Perform quarterly reviews using the Federal Procurement Data System-Next Generation (FPDS-NG).
Purchase sustainable or products and services identified by EPA programs such as the ones outlined in 3(i)(ii)	No	N/A	N/A
Purchase Significant New Alternative Policy (SNAP) chemicals or other alternatives to ozone-depleting substances and high global warming potential hydrofluorocarbons, where feasible 3(i)(ii)(A)	No	N/A	N/A
Purchase WaterSense certified products and services (water efficient products) 3(i)(ii)(B)	No	N/A	N/A

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
Purchase Safer Choice labeled products (chemically intensive products that contain safer ingredients) 3(i)(ii)(C)	No	N/A	N/A
Purchase SmartWay Transport partners and Smartway products (fuel efficient products and services) 3(i)(ii)(D)	No	N/A	N/A
Purchase environmentally preferable products and services that meet or exceed specifications, standards, or labels recommended by EPA that have been determined to assist agencies in meeting their needs and further advance sustainable procurement goals of this order 3(i)(iii)(A)	No	N/A	N/A
Meet environmental performance criteria developed or adopted by voluntary consensus standards bodies consistent with section 12(d) of the National Technology Transfer and Advancement Act of 1995 3(i)(iii)(B)	No	N/A	N/A
Ensure contractors submit timely annual reports of their BioPreferred and biobased purchases 3(i)(iv)(B)	Yes	Establish OPE and AQM POC. Provide COR training through AQM and bi-monthly COR Advisory Council Meeting.	(1) Perform quarterly contract file reviews and confirm actual results and validate that the bio-based/preferred clauses are in the contract.
Reduce copier and printing paper use and acquiring uncoated printing and writing paper containing at least 30 percent postconsumer recycled content or higher as designated by future instruction under section 4(e) of E.O. 13693 3(i)(v)	Yes	Work with GIS on copier program, continue to consolidate printer and copier functions to networked equipment to reduce use, and continue awareness campaigns to reduce printing and paper needs around the Department.	(1) Identify the account individual in the first quarter. (2) Check on copy/printer paper usage quarterly and advise that the goal will be met within the first year. (3) During the Department's America Recycles Day event, send out messaging encouraging employees to think about reducing paper and copier use.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
Recommended Strategies			
Update and deploy agency procurement policies and programs to ensure that Federally- mandated designated sustainable products are included in all relevant procurements and services.	No	N/A	N/A
Deploy corrective actions to address identified barriers to increasing sustainable procurements with special emphasis on biobased purchasing.	No	N/A	N/A
Include biobased and other FAR sustainability clauses in all applicable construction and other relevant service contracts.	No	N/A	N/A
Review and update agency specifications to include and encourage biobased and other designated green products to enable meeting sustainable acquisition goals.	No	N/A	N/A
Use Federal Strategic Sourcing Initiatives, such as Blanket Purchase Agreements (BPAs) for office products and imaging equipment, which include sustainable acquisition requirements.	No	N/A	N/A
Report on sustainability compliance in contractor performance reviews.	No	N/A	N/A
Ensure that agency purchase-card holder policies direct the exclusive use of the GSA Green Procurement Compilation where desired products are listed in the Compilation.	No	N/A	N/A
Employ environmentally sound disposal practices with respect to agency disposition of excess or surplus electronics.	No	The Department will continue to adhere to its current lifecycle replacement schedule.	(1) The Department will continue to use GSA Xcess to dispose of all equipment that are at end-of-life.

Goal 7: Pollution Prevention & Waste Reduction

Pollution Prevention & Waste Reduction Goal

E.O. 13693 section 3(j) requires that Federal agencies advance waste prevention and pollution prevention. E.O. 13693 section 3(j)(iii) requires agencies to annually divert at least 50% of non-hazardous construction and demolition debris and section 3(j)(ii) requires agencies to divert at least 50% of non-hazardous solid waste, including food and compostable material, and to pursue opportunities for net-zero waste or additional diversion.

Table 7-1: Strategies – Pollution Prevention & Waste Reduction

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
Required Strategies under E.O. 13693			
Report in accordance with the requirements of sections 301 through 313 of the Emergency Planning and Community Right-to-Know Act of 1986 (42 U.S.C 11001-11023) 3(j)(i)	Yes	The Department submits Tier II reports annually as required.	(1) Submit Tier II reports to local and state emergency responders prior to deadline.
Reduce or minimize the quantity of toxic and hazardous chemicals acquired, used, or disposed of, particularly where such reduction will assist the agency in pursuing agency greenhouse gas reduction targets established in section 2 of E.O. 13693 3(j)(iv)	Yes	Domestically, the Department makes no direct purchase of toxic or hazardous chemicals. Contracts for facilities operations and maintenance contain language requiring use of environmentally preferable products. Domestic building construction and renovation follow green building practices per GSA PBS-P100.	(1) Ensure all new and renewing contracts contain environmentally preferable purchase requirements verified by contract compliance audit. All major renovation and construction projects in excess of 5000 F2 are required to demonstrate toxic and hazardous chemical reduction through product submittals and 3rd party sustainable building certification.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
Recommended Strategies			
Eliminate, reduce, or recover refrigerants and other fugitive emissions.	Yes	The Department's Affirmative Procurement Program contains guidance for the purchase of non-ozone depleting substances. CFCs are being phased out of all domestic facilities owned and operated domestically. O&M contracts require HFC management training, equipment for refrigerant recycling and certification of individuals performing refrigerant recovery.	(1) O&M contractors maintain refrigerant inventory and are required to notify DOS of any leaks and or losses. Verification through contract compliance review.
Reduce waste generation through elimination, source reduction, and recycling.	Yes	The Department has implemented several product substitution, waste reduction and recycling initiatives, and service contract modifications to reduce the variety and amounts of waste generated at domestic facilities. The Department is committed to achieving waste reduction through diversion of non-hazardous solid waste. The Domestic Design Guidelines and Building Standards include waste minimization requirements following the hierarchy of reduction, reuse, recycling, and disposal.	(1) Promote and monitor waste diversion to support Department goal of 50 percent diversion of non-hazardous solid generated from routine activities. (2) Verify through tracking of reports from waste/recycling contractors. (3) Our new classified waste disposal process has allowed us to greatly reduce the amount of disposal performed at our headquarters facility. The majority of disposal is now handled via incineration offsite by a waste-to-energy electricity generation facility. (4) Continue to offer employees opportunities to recycle e-waste and other hard-to-recycle items at work through campaigns on Earth Day and America Recycles Day.
Implement integrated pest management and improved landscape management practices to reduce and eliminate the use of toxic and hazardous chemicals/materials.	No	The Department already does this.	N/a

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
Establish a tracking and reporting system for construction and demolition debris elimination.	Yes	All construction and demolition (C&D) projects initiated by the Department include a requirement for 50 percent recycling of C&D debris. It is important to note that this requirement is not an annual goal but a per project goal for C&D recycling. Tracking form is included in the contract specifications.	(1) Construction and demolition waste reduction shall continue to be monitored through contractor waste and recycling submittals utilized for third party sustainable building certification of all projects greater than 5000 F2.
Develop/revise Agency Chemicals Inventory Plans and identify and deploy chemical elimination, substitution, and/or management opportunities.	No	N/A	N/A
Inventory of current HFC use and purchases.	No	N/A	N/A
Require high-level waiver or contract approval for any agency use of HFCs.	No	N/A	N/A
Ensure HFC management training and recycling equipment are available.	No	N/A	N/A

Goal 8: Energy Performance Contracts

Energy Performance Contracting Goal

E.O. 13693 section 3(k) requires that agencies implement performance contracts for Federal buildings. E.O. 13693 section 3(k)(iii) also requires that agencies provide annual agency targets for performance contracting to be implemented in FY 2017 and annually thereafter as part of the planning of section 14 of this order.

Table 8-1: Strategies – Energy Performance Contracts

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
Required Strategies under E.O. 13693			
Utilize performance contracting to meet identified energy efficiency and management goals while deploying life-cycle cost effective energy and clean energy technology and water conservation measures 3(k)(i)	Yes	Utilize performance contracting to meet identified energy efficiency, clean energy technology and water conservation management goals. A UESC detailed feasibility study has already been performed for one building and an agreement to conduct the work is expected soon. Other buildings will be evaluated to determine if they are suitable for performance contracting.	(1) Implement an Agency Agreement with a UESC to implement energy and water conservation measures at the State Annex 1 building. (2) Evaluate other buildings to determine if they are suitable for performance contracting and document the results of the evaluation and/or the performance contracts awarded.
Fulfill existing agency performance contracting commitments towards the \$4 billion by the end of calendar year 2016 goal established as part of the GPRA Modernization Act of 2010, Climate Change Cross Agency Priority process 3(k)(ii)	Yes	The Department has already awarded \$16.1M towards its 2016 performance contracting target of \$10.9M. This exceeds the initial and revised targets and meets the Presidential challenge ahead of schedule. Other buildings will be evaluated to determine if they are suitable for performance contracting.	(1) Continue to document performance contracting commitments. (2) Evaluate other buildings to determine if they are suitable for performance contracting and document the results of the evaluation and/or the performance contracts awarded.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
Recommended Strategies			
Evaluate 25% of agency's most energy intensive buildings for use with energy performance contracts	Yes	Evaluate the most energy intensive buildings to determine if they are suitable for performance contracting and document the results of the evaluation and/or the performance contracts awarded.	(1) The Department will evaluate 25% of the most energy intensive buildings to determine if they are suitable for performance contracting.
Prioritize top ten projects which will provide greatest energy savings potential	Yes	Based on on-going evaluations and planned future evaluations, the Department will prioritize and identify the top ten projects which will provide the greatest energy savings potential	(1) Conduct evaluations of potential energy conservation projects and document the top ten projects with the greatest energy savings potential.
Cut cycle time of performance contracting process by at least 25%	No	N/A	N/A
Assign agency lead to participate in strategic sourcing initiatives	No	N/A	N/A
Devote 2% of new commitments to small buildings (<20k sq. ft.)	No	N/A	N/A
Identify and commit to include 3-5 onsite renewable energy projects in energy performance contracts	No	On-site renewable is considered when feasible.	N/A
Ensure relevant legal and procurement staff are trained by FEMP ESPC/ UESC course curriculum	No	Currently training is listed on internal sustainability site.	N/A
Provide measurement and verification data for all awarded projects	Yes	The Department will continue to evaluate measurement and verification (M&V) data for all awarded performance contracts projects. Invoices for annual payments will not be processed until M&V data show that guaranteed energy savings has been achieved.	(1) At a minimum, document M&V reviews prior to scheduled annual payments.
Enter all reported energy savings data for operational projects into MAX COLLECT (max.gov)	No	N/A	N/A

Goal 9: Electronic Stewardship

Electronic Stewardship Goal

E.O. 13693 section 3(l) requires that agencies promote electronics stewardship and requires ensuring procurement preference for environmentally sustainable electronic products as established in section 3(i);(ii) establishing and implementing policies to enable power management, duplex printing, and other energy-efficient or environmentally sustainable features on all eligible agency electronic products; and (iii) employing environmentally sound practices with respect to the agency's disposition of all agency excess or surplus electronic products.

Table 9-1: Strategies – Electronic Stewardship

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
Required Strategies under E.O. 13693			
Establish, measure, and report procurement preference for environmentally sustainable electronic products 3(l)(i)	Yes	Department-wide policy is that all electronics must be Energy Star certified, and when available, EPEAT Silver is the minimum level acceptable. Using existing IDIQ contracts and the GSA schedule, which only lists Energy Star and EPEAT products, is required for all non-micro purchases.	(1) The Department continues to enhance its procurement tracking abilities and aims to have the appropriate tracking system by the FY 2015 reporting cycle.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
Establish, measure, and report policies to enable power management, duplex printing, and other energy-efficient or environmentally sustainable features on all eligible agency electronic products 3(1)(ii)	Yes	Continue electronic monitoring program for agency devices to ensure all environmentally preferable features are utilized. The Department will continue to adhere to its current lifecycle replacement schedule for desktop workstations, monitors, and printers (both desktop and network.) Desktop printers will continue to be consolidated and replaced with network printers as soon as practicable.	(1) All domestic offices and overseas missions will continue to evaluate their printer inventory to determine all printers that are duplex capable and set those printers to duplex print. (2) Non-duplex capable printers will be replaced with a duplex capable printer as part of its lifecycle replacement schedule. (3) Power Management is part of the Department's Standard Operating Environment for desktop computers and will be monitored and scored using the Department's continuous monitoring risk management tool.
Establish, measure, and report sound practices with respect to the agency's disposition of excess or surplus electronic products 3(1)(iii)	Yes	The Department will continue to adhere to its current lifecycle replacement schedule.	(1) The Department will continue to use GSA Xcess to dispose of all equipment that are at end-of-life.
Recommended Strategies			
Update and deploy policies to use environmentally sound practices for disposition of all agency excess or surplus electronic products and monitor compliance.	Yes	The Department will continue to adhere to its current lifecycle replacement schedule. The Department will promote employee awareness of environmentally sound practices for disposition of electronic products.	(1) The Department will continue to use GSA Xcess to dispose of all equipment that are at end-of-life. The Department will provide employees with information about the Department's efforts, the benefits of environmentally sound practices to dispose of electronic products, and general resources for employees.

Goal 10: Climate Change Resilience

Table 10: Strategies – Climate Change Resilience

(A) Strategy	(B) Top Five? Yes/No/N A	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
Required Strategies under E.O. 13693			
Update agency external programs and policies (including grants, loans, technical assistance, etc.) to incentivize planning for, and addressing the impacts of, climate change. (In column C, identify names of agency programs or policies)	No	The Department has integrated climate change and climate adaptation into its strategic planning documents and external programs.	N/A
Recommended Strategies			
Update agency emergency response procedures and protocols to account for projected climate change, including extreme weather events.	No	Extreme weather is considered in emergency preparedness procedures.	N/A
Ensure workforce protocols and policies reflect projected human health and safety impacts of climate change.	Yes	The Department is putting in place efforts to inform employees about health impacts related to climate change, such as increased risk of insect borne illnesses, such as malaria, dengue, chikungunya, and leishmaniasis in some areas, and air pollution risks, which may be exacerbated by changing climatic conditions.	(1) Incorporate location-specific malaria risk into employee information during job applications. (2) Disseminate air pollution information, where available, to employees so they can make informed decisions about exposure.
Update agency external programs and policies (including grants, loans, technical assistance, etc.) to incentivize planning for, and addressing the impacts of, climate change.	Yes	The Department will continue to work with USG partners, foreign governments, and NGOs to incorporate climate change planning and impacts into its foreign assistance and grant programs.	Due to space constraints, the Department directs the reader to the 2014 Climate Adaptation Plan, available on state.gov/green , where all climate adaptation initiatives underway are fully outlined.

(A) Strategy	(B) Top Five? Yes/No/N A	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
Ensure agency principals demonstrate commitment to adaptation efforts through internal communications and policies.	Yes	Senior officials continue to promote climate change and climate resiliency as a top issue.	(1) Secretary Kerry made climate change the topic of his first policy guidance for employees. (2) Under Secretary for Management Patrick Kennedy, as the Chief Sustainability Officer, regularly speaks to employees in a variety of fora about climate change impacts and adaptation.
Identify vulnerable communities that are served by agency mission and are potentially impacted by climate change and identify measures to address those vulnerabilities where possible.	Yes	The Department will continue to work with USG partners, foreign governments, and NGOs to incorporate climate change planning and impacts into its foreign assistance and grant programs.	(1) The Department regularly works with USAID to implement programs and projects on the ground for affected communities. (2) The Department's Bureau of Population, Refugees, and Migration, Special Envoy for Climate Change, and the Office of Global Change in the Bureau of Oceans, Environment and Science coordinate the Department's engagement with the Nansen Initiative, which examines protection needs associated with cross-border population movements linked to natural disasters, including climate change-related disasters.
Ensure that agency climate adaptation and resilience policies and programs reflect best available current climate change science, updated as necessary.	Yes	The Bureau of Oceans, Environment and Science (OES) and Management Policy, Rightsizing, and Innovation (M/PRI) co-chair the climate adaptation effort, bringing together management and best available science.	(1) Continue to engage with scientists through OES, the Secretary's Office of Science and Technology, and other USG experts from NASA and EPA to ensure best available science is being utilized.
Design and construct new or modify/manage existing agency facilities and/or infrastructure to account for the potential impacts of projected climate change.	No	This is currently being considered through the Departments LEED requirement for all new construction and major renovation.	N/A

(A) Strategy	(B) Top Five? Yes/No/N A	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
Incorporate climate preparedness and resilience into planning and implementation guidelines for agency-implemented projects.	No	Efforts are underway but this is a longer process given the extensive foreign assistance and partnerships that State manages.	N/A
Ensure climate change adaptation is integrated into both agency-wide and regional planning efforts, in coordination with other Federal agencies as well as state and local partners, Tribal governments, and private stakeholders.	No	This is currently being considered through the Departments LEED requirement for all new construction and major renovation.	N/A

Appendices

Instructions:

Agencies should attach the following documents as appendices (optional as noted), and add these to the Table of Contents.

- Agency 2015 Fleet Management Plan and 2015 Vehicle Allocation Methodology results.
- *Optional:* Agencies may, as appropriate, attach a Multi Modal Access Plan, if submitted with the 2015 SSPP.
- Preliminary plan to address the climate preparedness and resilience requirements of section 13(a) and (b) of E.O. 13693 including any planned actions, identification of offices within the agency responsible for plan preparation, and any milestones for the plan.
- *Optional:* Agencies may, as appropriate, attach updated Climate Adaptation Plans if they have prepared any revisions since 2014.

UNCLASSIFIED

U.S. Department of State
FY14 Climate Change Adaptation Plan
Updated 6/30/2015

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Introduction: Framework for Climate Change Adaptation

Vision & Mission

As the lead institution for conducting U.S. foreign policy, the Department of State advances freedom for the benefit of the American people and the international community by helping to build and sustain a more democratic, secure, and prosperous world composed of well-governed states that respond to the needs of their people, reduce widespread poverty, and act responsibly within the international system.

The Department recognizes an overwhelming scientific consensus tells us that our climate is changing and human activity is the primary cause. Without decisive action now around the world, the impacts from climate change will worsen in coming decades. Both the 2010 Quadrennial Diplomacy and Development Review (QDDR) and 2010 U.S. National Security Strategy (NSS) recognize climate change is a national and global security threat multiplier. The 2010 Quadrennial Diplomacy and Development Review (QDDR) highlighted the importance of rapid and effective action to address the global challenge of climate change.¹ The NSS acknowledged that "danger from climate change is real, urgent, and severe. The change wrought by a warming planet will lead to ... new suffering from drought and famine; catastrophic natural disasters; and the degradation of land across the globe. The United States will therefore confront climate change based upon clear guidance from the science, and in cooperation with all nations – for there is no effective solution to climate change that does not depend upon all nations taking responsibility for their own actions and for the planet we will leave behind." The 2015 QDDR outlines a commitment to acceleration of climate change mitigation and resiliency integration into the Department's policies, programming, and operations in accordance with Executive Order 13677 on Climate-Resilient International Development.²

The Department seeks a leadership role in convening partners to build global capacity towards the understanding of and resilience to climate change risks, particularly in the most vulnerable countries. As part of this role, the Department will help disseminate adaptation solutions worldwide by sharing best practices, including from its global facilities and missions. The Department understands doing so will help maintain hard-won development gains globally, enhance the resilience of weather-sensitive economic sectors to changes in climate, reduce risks of dislocation with implications for U.S. national security, and reduce human impacts on the environment.

Principles

¹ *Leading through Civilian Power: The First Quadrennial Diplomacy and Development Review, 2010.*
<http://www.state.gov/documents/organization/153142.pdf>

² *Enduring Leadership in a Dynamic World: Quadrennial Diplomacy and Development Review, 2015.*
<http://www.state.gov/documents/organization/241429.pdf>

The Department will advance policies and programs to prepare for and adapt to the impacts of climate that:

- Are designed, implemented, monitored, and evaluated with meaningful involvement from a diverse representation of society, including women and vulnerable populations;
- Incorporate the best available science and technology;
- Prioritize the most vulnerable communities and populations; and
- Integrate adaptation into broader development plans and programs in a way that maximizes benefits, reduces risks, and increases ecosystem resilience.

Long Term Goals

The Department seeks, over the long-term, to:

- Work with other agencies, and develop and implement effective international adaptation policies and programs and promote the integration of adaptation considerations into diplomatic and development initiatives in sectors that will be impacted by climate change, such as agriculture, energy, water, and disaster risk management;
- Ensure efforts in multilateral bodies, such as the U.N. Framework Convention on Climate Change (UNFCCC), the Intergovernmental Panel on Climate Change (IPCC), U.N technical agencies, and multilateral funding agencies, are pursuing ambitious and effective adaptation strategies;
- Integrate adaptation considerations into its domestic and overseas operations through reporting, planning, and training.

Responsible Offices

Management Policy, Rightsizing and Innovation (M/PRI), Oceans and International Environmental and Scientific Affairs/ Global Change (OES/EGC), and Special Envoy of Climate Change (SECC) are responsible for leading the development, implementation, and evaluation of the Department's adaptation plan.

Agency Vulnerability: Analysis of Climate Change Risks and Opportunities

People are critical to the success of diplomacy and development. Together with USAID, the Department is implementing a long-range strategy to build a workforce with the right skills and support, who are in the right place at the right time. We rely on the creativity, knowledge, skills, and integrity of our dedicated employees to carry out our mission. Their attitudes and actions are

key to mobilizing the shared effort needed to solve problems on a global scale and build a more peaceful and prosperous future for our children, and for children around the world.

As climate change continues to impact the Department’s mission and strategic goals, the Department will need to assess whether employees have the appropriate skills and support to respond to such challenges. The Department may need to strengthen communication and coordination with – and draw upon the expertise of – technical agencies like United States Agency for International Development (USAID), Environmental Protection Agency (EPA), Department of Energy (DOE), and National Oceanic Atmospheric Administration (NOAA).

Potential Climate Risk and Department Vulnerabilities

Department Mission:

- Shape a freer, more secure, and more prosperous world; promote peace and stability in areas of vital interest to America; and help developing nations establish stable economic environments.
- Maintain diplomatic relations with countries and international organizations.

Potential Risks	Potential climate impacts	Potential impact on the Department’s ability to achieve its mission
<ul style="list-style-type: none"> • Warmer and/or fewer cold days and nights, and warmer and/or more frequent hot days over most land areas. (IPCC AR5 WG1 SPM). • Increase frequency and/or duration of heat waves over most land areas. (IPCC AR5 WG1 SPM) • Likely more areas with an increase than a decrease in the 	<ul style="list-style-type: none"> • Through mid-century, most impacts of climate change on human health are projected to be exacerbations of existing climate-sensitive diseases and conditions, and the burden will be greatest in developing countries where those climate-sensitive diseases are the most prevalent now. (IPCC AR5 WGII, Chapter 11) • Even a modest 	<p>The U.S. Department of State has over 275 diplomatic locations around the world, including embassies, consulates, and missions to international organizations.</p> <ul style="list-style-type: none"> • As it gets hotter in most regions, demand will go down for heating, but increase for cooling, which will have implications on energy use and cost as well as building infrastructure. This may not directly impact the Department’s ability to maintain diplomatic relations, but it could make it more challenging to operate U.S. diplomatic missions. (Ongoing vulnerability). • Increase in heavy precipitation events could damage the electric grid, transportation and energy water infrastructure, upon which the

<p>frequency, intensity and/or amount of heavy precipitation events. (IPCC AR5 WG1 SPM)</p> <ul style="list-style-type: none"> • Increased incidence and/or magnitude of extreme high sea level. (IPCC AR5 WG1 SPM) • Increased temperatures will lead to higher peak concentrations of air pollution, including ground level ozone and particulate matter, in already polluted urban regions. (IPCC AR5 WG1 SPM) 	<p>temperature increase is projected to have detrimental effects on yields of major crops in tropical and temperate regions. (IPCC AR5 WGII, Chapter 7)</p> <ul style="list-style-type: none"> • Health infrastructure may be negatively affected in some regions by extreme weather events. (IPCC AR5 WGII, Chapter 10) • Climate trends are affecting the abundance and distribution of harvested aquatic species, both freshwater and marine in different parts of the world. (IPCC AR5 WGII, Chapter 7) • Changes in temperature and precipitation are projected to contribute to increased global food prices by 2050. (IPCC AR5 WGII, Chapter 7) • Migration patterns will be driven by multiple factors, of which climate change is only one. (IPCC AR5 WGII, Chapter 9) 	<p>Department depends, making it difficult to maintain operations that underpin our ability to maintain diplomatic relations. (Medium to long term vulnerability).</p> <ul style="list-style-type: none"> • The combination of sea level rise and storm surges puts Department assets in heavily developed coastal areas at risk of damage and/or increase the difficulty to offer logistical support or maintain operations. (Long-term vulnerability). • Department staff serving in areas with poor air quality will experience a further increase in the already elevated risk of respiratory and cardiovascular disease. Staffing of overseas positions has already been adversely impacted; this will worsen, and could impact operations. (Ongoing vulnerability). • Climate change impacts may threaten international peace, civil stability, and economic growth through aggravating existing problems related to poverty and environmental degradation. As security deteriorates in a given country, the Department’s operations are put at risk and the cost of doing business rises significantly. Environmental and poverty-related issues and regional instability could stress our relationships with some foreign governments and impact trade. As underscored by the 2008 National Intelligence Assessment, “global climate change will have wide-ranging implications for U.S. national security interests over the next 20 years because it will aggravate existing problems—such as poverty, social tensions, environmental degradation, ineffectual leadership, and weak political institutions—that threaten state stability.” (ongoing vulnerability) • The specific impacts of climate change on conflict, migration, terrorism, and complex disasters are still uncertain, as are the specific
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		impacts of climate change on the ability of the Department to promote peace and stability in regions of vital interest to the United States. (ongoing vulnerability)
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Process of Agency Adaptation Planning and Evaluation

Research and Knowledge Base

The Department is actively addressing ongoing vulnerabilities and is using a wide range of resources in the iterative process of identifying and understanding climate change risk and vulnerabilities. These include, but are not limited to:

- **U.S. Global Change Research Program.** USGRP's 2014 National Climate Assessment report documents the impacts of global changes on livelihoods, infrastructure, ecosystems, food production, energy supply, national security, and the cultural heritage of populations and communities.
- **The IPCC's Fifth Assessment Report.** Published by thousands of authors, editors, and reviewers from dozens of countries in 2014, the report is the fifth in a series intended to assess scientific, technical, and socio-economic information related to climate change, its current and potential effects, and options for adaptation and mitigation.
- **The IPCC's Special Report on Extreme Events.** Published in 2011, the Special Report assesses the effect that climate change has on the threat of natural disasters and how countries can better manage an expected change in the frequency of occurrence and intensity of severe weather patterns.
- **The UNFCCC's Cancun Adaptation Framework** provides broad guidance to encourage actions, both inside and outside the Convention, to meet the needs that all parties have indicated as urgent. Those needs include preparing impact and vulnerability assessments – to better understand which populations and sectors are vulnerable and why – and strengthening climate-related disaster risk reduction strategies.
- **The UNFCCC's Nairobi Work Program,** helps improve understanding and assessments of impacts, vulnerability, and adaptation to climate change through expert meetings, workshops, publications, and an online database.

- The **Interagency Climate-Resilient International Development** Working group, forum for USG agencies with international equities to coordinate with each other and NSC on implementation efforts of Executive Order 13677 on Climate-Resilient International Development.
- **The Adaptation Partnership.** Together with Spain and Costa Rica, the United States co-chaired the Global Adaptation Partnership between 2010-2012 to catalyze action by improving coordination and communication among an increasing number of stakeholders engaged in adaptation. As part of the Partnership, in 2012 the Department commissioned a regional and country-by-country inventory of planned and existing adaptation actions in Latin America and the Caribbean, Africa, Asia, and the Pacific. This report remains the most comprehensive inventory of planned and existing adaptation actions to date.
- **Office of the Director of National Intelligence** evaluates and disseminates pertinent security reviews including its recent “Intelligence Community Assessment on Global Water Security”, which highlights global water challenges that have implications for Department operations and programs.
- The **Greening Activities Inventory** is an annual survey conducted by the Department’s Greening Council that provides sustainability and adaptation-related updates from U.S. missions abroad.
- The **Greening Council Executive Secretariat** supports the Department’s senior-level Greening Council and manages the Department’s sustainability-related strategy and program development activities domestically and overseas. The GCES promotes Eco-Diplomacy, the practice of conducting international relations by facilitating and advancing a shared commitment to conserving natural resources through sustainable operations and responsible environmental stewardship.
- The Department’s **Bureau of Overseas Buildings Operations (OBO)** receives on-going data from post managers on issues related to sustainability at the post, compound, and building levels. This data is compiled into an annual trend report related to the Department's overseas missions.
- The Department’s **Bureau of Administration** receives regular updates and communications from domestic facility managers.
- The Department’s **Medical Bureau** provides resources to assess and recommend protocol and strategies for managing health and human resources-related risks.
- The Department’s **International Information Programs Bureau** works directly with US missions on targeted campaigns for public outreach efforts focused on climate change and building climate resiliency globally.

The Department's top operational priorities in planning for and evaluating climate change risk include:

- Setting up infrastructure to solicit and disseminate planning requirements between headquarters and the field;
- Understanding the immediate to near-term impacts of climate change on operations;
- Determining their implications for Department resources and budgetary requirements.

Monitoring and Evaluation

The Department's monitoring and evaluation activities occur on an ongoing basis and when relevant action warrants regular review and assessment. Annual reporting on the Department's progress in its domestic portfolio is included in Department's Annual Sustainability Plan submissions to OMB.

Department Inventory of Adaptation Activities

Over the last two years the Department has improved its understanding of climate risks and vulnerabilities and has used policies and programs to advance its climate resilience. The Department has enhanced efforts to create a more comprehensive portfolio of strategic climate adaptation related activities. In 2014 the Department conducted an internal survey for all functional, policy, program, and regional bureaus in an effort to organize and highlight climate resilience activities. In 2015 the Department has established an intra-agency group focused on "climate-proofing" all of the Department's relevant strategies, programs and investments. This effort is in response to Executive Order 13677 on Climate-Resilient International Development. The group has been exploring a variety of factors related to climate screening of new investments and metric development to determine integration, assessment, and related potential cost savings.

Operations

Procurement

The Department's Bureau of Administration (A Bureau) uses Integrated Logistics Management System (ILMS) procurement process to reduce the Department's overall footprint. The Department is interested in using this information to start to better understand risks related to the Department's supply chain. Demand planning capabilities have been deployed to ensure Posts only order supplies that are truly needed, leading to reductions in warehouse footprint and transportation. Through enhanced demand planning, the Department can also lessen its utilization of air freight, driving down a significant cost and source of environmental impacts. The ILMS Transportation Management System facilitates the consolidation of freight

across multiple customers, reducing trucks and ocean containers. The ILMS analytics team is focused on harnessing the vast data in ILMS to continue to find innovative ways to drive down inventories, lower the reliance on air freight, shrink the Department's warehouse footprint, and in the future determine vulnerabilities in the supply chain.

Domestic

The A Bureau manages the Department's domestic owned and leased properties. In its climate change adaptation plan, the Bureau's approach is two-fold: minimize the impact of our facilities and operations on the environment, and identify vulnerabilities to our facilities and operations from climate variability (e.g., severe weather).

The Department is assessing the vulnerability of the Department's domestic facilities and operations to climate variability. Our focus is on assessing the reliability of its domestic critical infrastructure supporting world-wide operations. In addition, the Department is incorporating a program element related to episodic severe weather in its next periodic update of its Critical Infrastructure Security and Resiliency plan. This will help us to identify and reduce vulnerabilities using risk-based decision logic. Potential vulnerabilities for facilities are identified and tracked through facilities maintenance management programs, where resource decisions on capital investment for mitigation are made.

All domestic leased or government-owned space over 5,000 square feet is designed and constructed based on sustainable design principles with Leadership in Energy and Environmental Design (LEED) Silver certification as a minimum standard. Projects in government-owned properties that are less than 5,000 square feet are designed and constructed following sustainable design principles, but are not LEED certified.

Where possible, the Department seeks to implement renewable energy solutions for its properties to promote energy independence and heat and cool buildings off-peak hours in an effort to be good energy stewards during times where grid stress is anticipated. The Department currently has one LEED Platinum building in Charleston, South Carolina, a "net-zero" building that produces more energy from solar and wind sources than it uses. The Department continues to explore onsite and offsite renewable energy generation for the Department's domestic facilities.

Overseas

The Department's Bureau of Overseas Buildings Operations (OBO) has incorporated sustainable design criteria into new diplomatic facilities overseas for over a decade and continues to update energy and water performance targets. OBO has incorporated environmental criteria into site selection and evaluation criteria including: height above sea level, distance to mass-transit, and available infrastructure such as electrical power and municipal water and sewer services.

OBO has made strides to better communicate with field personnel on issues and best practices for sustainability related to existing facilities operations, including releasing the second addition of the *Guide to Green Embassies: Eco-Diplomacy in Operation* (the *Guide*), which provides comprehensive and useful information for mission staff – at every level – to fully integrate

sustainability and environmental stewardship principles into daily operations and planning. In addition to the *Guide*, the *Post Green Team Toolkit* was provided by OBO to assist the over 150 post Green Teams established and operating around the world. These teams consist of champions who communicate, foster, facilitate, and lead change that support adaptation measures. For example, the *Guide* provides direction for building and maintaining on-site wetlands and rain water catchments for irrigation purposes, and to lessen the Department's water usage footprint in vulnerable regions.

Since 2010, the Department has performed assessments of climate change risks and impacts on operations through an annual Greening Activities Inventory. The results of these annual sustainability surveys inform and shape updates to the Department's policies and tools, which includes guidance on improving resilience of facilities and operations.

Agency Lead:	OBO, M/PRI, A, IRM
Risk or Opportunity:	Opportunity to reduce risk through better infrastructure
Scale:	Global
Status:	On-going

Targets, metrics, strategy for success:

- Greening Activities Inventory annual report;
- Quarterly reports to the Department's senior-level Greening Council on sustainability-related activities and programs;
- Quarterly conference calls with regional Post Green Teams;
- Percentage of building area meeting Guiding Principles of Sustainability (only applicable to office building area over 464sm);
- Number of staff in sustainable facilities as defined by Guiding Principles (only applicable to office building area over 464sm);
- Total potable water consumption reduced in office buildings over 464sm (compared to industry standard);
- Total potable water consumption for irrigation reduced on compounds hosting office buildings over 464sm (compared to industry standard).

Natural Hazard Program

In 2005, OBO created the Natural Hazards Program to provide engineering resources to identify and reduce risk to Department personnel and property from destructive natural events such as earthquakes, floods, landslides, and tropical cyclones. The program advises and educates staff

responsible for safety and acquisition decisions and also assists in needed facility improvements to avert or reduce future damage from natural hazards, including those related to climate variability and change. The Department will continue to explore the risk posed by extreme weather events to its operations and, where appropriate, further integrate climate change considerations into the Natural Hazards Program.

Since inception, the program has integrated counter measures to natural hazards into Department building codes, training, and communications for its facilities managers and engineers, identifying and implementing reasonable measures to reduce or eliminate threats to life safety and damage to U.S. diplomatic facilities.

All US missions are encouraged to report non-seismic natural-hazard related problems (chronic and historic flooding, windows, doors and exterior structures vulnerable to high winds or flying debris, unstable or eroding slopes, etc.) which might constitute a threat to life safety and which might qualify for assessment and risk reduction under the program. The results of these studies are used to match budgeted mitigation funds with posts which might benefit most from such measures being implemented.

Agency Lead: OBO Civil/Structural Engineering Division of the Office of Design and Engineering (OBO/PDCS/DE/CSE)

Risk or Opportunity: Opportunity to reduce risk through better informed engineers and facilities managers

Scale: Global

Time frame: Present – Indefinite

Implementation methods:

- Codes and Standards for Construction
- Training Workshops for Facility Managers
- Management Conferences
- Internal Communications

Performance metrics:

- Number of risks identified and evaluated for mitigation (annual total)
- Number of risks mitigated (from baseline)
- Outreach and Training efforts (annual total)
- Facilities meeting current standards and operational resistance to extreme weather (percentage of total occupied facilities by building type)

Policy

The Department has taken a number of steps to advance policies that encourage embassies and missions to support adaptation action. Some of these steps are new, launched over the last year, and some are ongoing. The following section provides an overview of these efforts.

The Department and USAID issued a Joint Strategic Plan in spring 2014 that sets forth five priorities for both organizations in the coming years. One of these five strategic goals is “Promoting the Transition to a Low-Emission, Climate-Resilient World while Expanding Global Access to Sustainable Energy.” In addition, the Secretary of State issued policy guidance in March 2014 to the Department and posts on climate change. The guidance sets forth U.S. policy and priorities to continue enhancing U.S. leadership on global climate change and underscores the critical and far-reaching impact of climate change on our broader foreign policy objectives and operations. It highlights the range of actions the United States is taking to lead on climate change internationally and domestically through the President’s CAP and the Global Climate Change Initiative (GCCCI), including the Department’s efforts to help countries reduce the risk of climate change while also achieving more sustainable development gains.

The Department is a member of the President’s Council on Climate Preparedness and Resilience, established in 2013. In 2014, it began working with the National Security Council and other federal agencies in international programs that prioritize adaptation in humanitarian, development and export credit programs and facilitate greater interagency cooperation on adaptation, including through potential joint trainings and other capacity building exercises.

Through the Council’s work on implementation of Executive Order 13677 on Climate-Resilient International Development, and as mentioned above, the Department has established an intra-agency working group focused on “climate-proofing” all of the Department’s relevant strategies, programs and investments. Initial brainstorming within the nascent group has focused on assessing and, as necessary, adjusting strategies and programs for climate risk. The Department will finalize its plan for implementing EO 13677 in time for the October 1, 2015 deadline set by the EO’s Interagency Working Group to being implementation.

In 2014, the Department also joined the Friends of the Nansen Initiative. Switzerland and Norway established the Nansen Initiative to examine protection needs associated with cross-border population movements linked to natural disasters, including climate change-related disasters. As part of the Friends of the Nansen Initiative, the Department has had the opportunity to engage with international actors from a broad range of disciplines on human mobility in the context of climate change and natural disasters. As the Nansen Initiative completes its mandate and comes to a close at the end of 2015, the Department is engaged in the process of shaping the initiative’s outcome and recommendations document, as well as the institutional arrangement that might succeed the initiative. The Secretary’s Office of Policy Planning; the Bureau of Population, Refugees, and Migration; the Department’s Special Envoy for Climate Change; and the Office of Global Change in the Bureau of Oceans, Environment and Science coordinate the Department’s engagement with the Nansen Initiative.

In addition, the Department played a critical role in 2013 and 2014 in advancing scientific understanding on climate change impacts and adaptation actions by coordinating the U.S.

government's review of the IPCC's fifth assessment report and the development of the summary for policymakers (SPM) for Working Group II. Among its key points, the SPM highlights that vulnerability is a result of a combination of climate and non-climate-related risks, such as land use change, poverty and inequality, that implementation of adaptation action as well as evaluation of whether actions are effective are still limited, and that countries are still tending to compartmentalize adaptation, rather than integrating it into development planning and action.

With ongoing leadership from the Special Envoy for Climate Change and the Department's Office of Global Change in the Bureau of Oceans, Environment and Science, the Department is the lead federal agency engaged in partnering with countries to achieve substantive and effective outcomes at the negotiations of the UNFCCC. It is one of three agencies implementing the GCCI, which helps promote stability by supporting developing countries in their efforts to transition to sustainable, clean energy economies; conserve forests and manage natural resources; and adapt to climate variability and change. A substantial portion of the activities under this initiative support enhanced resilience in countries that are particularly vulnerable to the impacts of climate change, with associated implications for stability.

The Department coordinates with other federal agencies, such as USAID, NOAA, EPA, DOI and USDA, and partners with other countries to implement the Cancun Adaptation Framework. The Cancun Adaptation Framework provides broad guidance to encourage actions, both inside and outside the Convention, to meet urgent adaptation needs, including the preparing of impact and vulnerability assessments and the strengthening of climate-related disaster risk reduction strategies. The Framework includes an Adaptation Committee to promote the implementation of enhanced action on adaptation in a coherent manner under the Convention, as well as a Loss and Damage Executive Committee to help countries address the risks associated with loss and damage. The Framework also includes a process for Least Developed Countries and other developing countries to develop and implement medium- and long-term national adaptation planning. The Department's lead adaptation officer was Vice Chair of the Adaptation Committee in 2013 and is Co-Chair of the Committee in 2014. She is also a member of the interim Loss and Damage Executive Committee under the Cancun Adaptation Framework.

Together with USAID and NOAA, the State Department is contributing to international efforts, including with respect to the National Adaptation Plan (NAP) process, to address near-term to long-term adaptation needs. This includes near-term needs such as helping farmers understand when it will rain and what to plant as seasonal rainfall patterns shift. On the medium- to long-term time scale, the Department and its partners are helping national governments establish and enforce smarter policies to reduce climate change risks such as policies that encourage communities to protect their coasts from storms and sea level rise through the conservation of mangroves, wetlands and reefs, or that encourage building back better and smarter after a disaster. Correspondingly, in December 2014, the State Department partnered with Germany and others to launch the NAP Global Network. The Network aims to enhance bilateral support for the NAP process through improving coordination among bilateral development partners, facilitating peer learning and exchange, and supporting enhanced leadership on climate adaptation at the national level. These objectives will be achieved through Network-hosted Targeted Topics Forums, in-country donor coordination activities, and global donor coordination and collaboration.

In collaboration with other agencies, like USAID, HHS, NOAA and EPA, the Department will also continue to contribute to the identification and implementation of activities under the UN Framework Convention on Climate Change's Nairobi Work Program (NWP), which seeks to improve understanding and assessment of climate change impacts and vulnerability and strengthen the capacity of countries to make informed decisions on practical adaptation actions and measures based on sound scientific, technical, and socioeconomic information. The NWP has attracted more than 200 partner organizations that have made over 140 action pledges to advance climate adaptation by:

- assessing risk and vulnerability;
- raising awareness of climate impacts and adaptation solutions;
- building capacity;
- delivering climate information and services to decision makers;
- facilitating the sharing of knowledge and good practices; and
- providing financial and technical support for adaptation planning and activities.

The Department is an active member of the Global Environment Facility's Least Developed Countries Fund (LDCF) and Special Climate Change Fund (SCCF) Council, the main vehicles for vulnerable countries to access multilateral adaptation funding under the Convention. The United States is the second largest donor to the LDCF and the third largest donor to the SCCF. As a member of the Council, The Department helps ensure the effective implementation of the funds' policies.

The Department, together with USAID, also provides technical guidance to the Department of Treasury, which represents the United States on the Green Climate Fund Board. The purpose of the Green Climate Fund is to make a significant and ambitious contribution to the global efforts towards attaining the goals set by the international community to combat climate change, including helping vulnerable countries adapt to the impacts of climate change.

The Department is also engaged in advancing climate change policy through other fora outside the UNFCCC such as the Global Climate Observing System (GCOS). Department funding to GCOS assists in supporting:

- the creation of an international framework for observing the climate system, particularly with respect to articulating and developing observing requirements;
- the Secretariat, which plays a critical role in coordinating global climate observations systems, with a focus on developing and at-risk nations;
- hand-on workshops that educate and train nations in establishing climate monitoring sites, as well as collecting, maintaining, and archiving data from these stations; and
- bilateral capacity-building agreements that have strengthened our ties with nations such as China, South Africa, Australia, and New Zealand.

In addition, the Department actively collaborates with NOAA in developing the Global Framework for Climate Services under the World Meteorological Organization, which aims to enable better management of the risks of climate variability and change, through the development and incorporation of science-based climate information and prediction into planning, policy and practice on the global, regional and national scales.

Finally, the Office of the Special Envoy for Climate Change and the Department's Office of Global Change in the Bureau of Oceans, Environment and Science have sought to build the capacity of missions and employees to better understand the science of climate change and its impacts, adaptation, and the UNFCCC negotiations. They develop and disseminate regular climate science updates, climate digests, cables, and talking points to meet general and country-specific needs, as well as convene interagency briefings and develop papers and guidance for other Department negotiators and officials. The Department also draws upon the technical expertise of other federal agencies, as well as other governments and institutions to support our adaptation policy and programs overseas.

United Nations Framework Convention on Climate Change, International Organizations, and Partnerships

The Department coordinates with other federal agencies and partner with other countries to implement the Cancun Adaptation Framework through effective negotiations of the UN Framework Convention on Climate Change.

Lead Agency: OES/EGC and SECC

Risk or Opportunity: Opportunity to enhance global action on adaptation

Scale: Global

Timeframe: Ongoing

Implementation methods:

- Negotiations
- Submissions
- Expert meetings
- Workshops
- Reports
- Online products
- Calls for action

Performance metrics:

- Policy guidance implemented by embassies.

- Technical and policy guidance provided to relevant international organizations and other partners listed above.
- Cancun Adaptation Framework operationalized.
- Number of partner organizations.
- Number of action pledges.

Collaborating agencies: USAID, NOAA, EPA, DOI, USDA

Strategic Planning Activities

The Department is incorporating climate adaptation and resilience into its broader strategic planning, including as part of one of the top four strategic priorities announced in the 2015 QDDR. In addition, the Department's functional and regional bureaus focus on strategic planning activities which will continue to include climate-related considerations. Comprehensive plans, such as the Joint Regional Strategic plans and Function Bureau Strategic plans, are developed for three year periods. For example, the Department and USAID Joint Strategic Plan highlights "Promoting the transition to a low emission, climate-resilient world while expanding global access to sustainable energy" as one of the five strategic goals for FY14-FY17.³ Highlighted below are samples of The Department's climate adaptation planning strategies through 2017.⁴

Africa

Africa is vulnerable to natural resource degradation and the effects of climate change, which can negatively impact food and nutrition security, access to markets, and the continent's long-term agricultural and economic potential. The Department will lead U.S. Government efforts to ensure that African countries can adapt to climate change and conserve biodiversity while continuing to grow their economies and optimize the use of natural resources and human capital in a socially, economically, and environmentally sustainable manner. Long-term impacts include significant temperature increases and changes in hydrological cycles, resulting in negative effects in terms of crop productivity, pest infestation, disease, and water- or temperature-related natural disasters.

Millions of people in Africa, especially smallholder farmers and pastoralists, are vulnerable to the devastating effects of recurrent crises such as drought and floods. In addition, climate change is already increasing the prevalence of debilitating diseases such as malaria, which is becoming more common in higher altitudes due to warmer temperatures. The Department, in conjunction with USAID, commits to work to improve the management of natural resources and enable countries to accelerate their transition to climate-resilient, lower-emission sustainable economic development.

³ US Department of State & USAID, Joint Strategic Plan FY 2014-2017

⁴ Note: this is a sample, not a comprehensive inventory of initiatives and partnerships

The Department and USAID will promote the use of evidence-based analyses to identify the most critical climate stresses; carry out research to find ways to address them, such as developing improved seeds and targeting pests and diseases linked to rising temperatures; and apply these techniques in our on-the-ground work. Our work will encourage sustainable and equitable management of land, water, fisheries, and other resources critical to maintaining and strengthening resilience. This approach will enable the Bureau of African Affairs to decrease the vulnerability of people, places, and livelihoods to climate change by 2017.⁵

East Asia and Pacific

Global climate change and the impact of natural disasters pose a threat to sustainable development. The East Asia-Pacific region can improve its ability to adapt through disaster risk reduction efforts and integrated natural resource management, including biodiversity conservation, which provide climate co-benefits. The Department and USAID laid out an objective in the FY 15- FY 17 strategic plan to assist countries in the East Asia Pacific region to increase climate resilience through these mechanisms.

Biodiversity conservation can contribute to reinforces climate change mitigation and resilience efforts by creating refuges for important species and ecological processes that help sustain broader landscape functioning and ecosystem services like clean water, pollinators, and carbon sequestration. Fostering regional cooperation through the LMI, CTI, and ASEAN facilitates knowledge sharing related to adaptation and energy efficiency, enables sustainable management of trans-boundary resources, and encourages proactive action to limit GHG emissions.

In addition, regional efforts bolster climate-resilient agriculture and infrastructure development through the LMI, establish climate-resilient fisheries and coastal communities enhance climate resilient urban planning, and build governments' capacity to access climate information as well as improve disaster preparedness and response efforts. Because biodiversity activities can provide climate co-benefits, capacity building with regional institutions and networks that engage in this work, including the ASEAN Wildlife Enforcement Network (ASEAN-WEN), the South Asia Wildlife Enforcement Network and the MRC, also contributes to climate change efforts.⁶

Programs

As one of lead three agencies implementing the U.S. Global Climate Change Initiative (GCCCI), the Department will help vulnerable countries and communities reduce climate risks and impacts, lower the long-term costs of responding to climate change, safeguard investments in the longer-term, and achieve sustainable, climate-resilient development. With leadership from the Department, overall U.S. international adaptation assistance has increased eight-fold since 2009.

⁵ Bureau of African Affairs, FY 2015-2017 USAID Regional Strategic Plan

⁶ Bureau of East Asia and Pacific Affairs, FY 2015-2017 USAID Regional Strategic Plan

The U.S. government spent roughly \$1.8 billion on adaptation in FY10-FY13. Our bilateral programs prioritize vulnerable Least Developed Countries, Africa, Small Island Developing States, and glacier-dependent countries. These programs help vulnerable countries and communities understand what to expect from climate change and what can be done to adapt and build resilience in key sectors.

The Department supports many adaptation efforts through its diplomatic and programmatic engagement. The lead agency varies, depending on the program. Some programs are global in scale while others are regional. Below are a few illustrative examples:

Least Developed Countries Fund and Special Climate Change Fund: Through the fund, the Department has supported Least Developed Countries (LDCs) in implementing activities identified in the National Adaptation Programs of Action. These country-driven strategies identify urgent and immediate adaptation needs. The Department also supports developing countries through the Special Climate Change Fund, including small island developing states and glacier-dependent countries to strengthen the resilience of key national development sectors.

Assistance to the two funds has leveraged additional donor assistance. As the average funding available per country has grown, countries have been increasingly able to integrate adaptation into larger development programs that address multiple sectors and are therefore anticipated to result in more substantial and long-lasting resilience to climate risks.

More than 100 vulnerable countries have benefited from the LDCF and SCCF, which have supported the integration of climate change adaptation into 175 national development policies, plans and frameworks in 57 countries. These funds assist 47 countries in enhancing their national hydro-meteorological and climate information services for climate resilient development and disaster risk reduction. The LDCF and SCCF also strengthen the capacity of 280 national and subnational agencies and more than 400,000 individuals to take adaptive actions.

Pacific Small Island Developing States: The Department designed a program with USAID to advance adaptation in the Pacific Small Island Developing States.

The program:

- Enhances institutional and human capacity in the region to access adaption funds and to understand, forecast, and use climate information to strengthen adaptive capacity in key development sectors.
- Supports food security in the context of climate change among farming communities in Fiji, Kiribati, Samoa, Solomon Island, Tonga, and Vanuatu.
- Improves the ability of communities in the outer islands of Kiribati to address the impact of climate change and variability on water resources.
- Promotes healthy ecosystems such as mangroves, coral reefs, and wetlands that can form natural barriers against extreme weather events in the Solomon Islands.

Maldives. The Department designed a program with USAID to boost climate resiliency and water security in the Maldives. The program enables analysis of projected climate change and

vulnerability, improves decision making based on sound science, analysis and information, and provides select climate-resilient water, sanitation and solid waste infrastructure, supplies and training to communities.

Central America. The Department designed a program with USAID to support regional climate change programming in Central America. The adaptation component of the program seeks to (1) build partnerships, capacity, and governance structures at the regional level in support of national efforts in responding to the threats and potential impacts of climate change, (2) support the development of science analyses of climate change impacts in Central America and the Dominican Republic, and (3) develop and implement sustainable options for investments in climate change related information and tools.

Chile. Under the framework of the U.S.-Chile Environmental Cooperation Agreement, the Department supports the U.S. Department of the Interior and U.S. Geological Survey in work with the Government of Chile and Centro de Estudios Científicos to improve understanding of the role of glaciers in hydrological resources and to enhance Chile's glacier management strategy. Partners have brought together more than 50 glacier experts to discuss glacier monitoring strategies to assist in predicting long term water storage and availability.

Global Innovation Lab for Climate Finance: The Department founded the Global Innovation Lab for Climate Finance, which was launched in April 2014. The Lab will design, stress test and pilot the most new promising instruments and approaches targeted at catalyzing private investment in mitigation and adaptation in developing countries. Furthermore, the Lab will support the efforts of developed countries to meet their international climate finance commitment to mobilize \$100 billion per annum by 2020 from a range of public and private sources to support climate action in developing countries.

US Mission Examples

Several US overseas missions are actively engaged in activities to address climate vulnerabilities through bilateral agreements and local engagement efforts. US diplomatic posts are implementing solutions in an effort to reduce their environmental footprint, conserve resources, and enhance security in response to and in preparation for potential adverse climate conditions. Over 150 US diplomatic posts have active green teams focused on overall sustainability activities. In accordance with E.O. 13653, the Department is considering opportunities for including climate impact mitigation elements, such as solar powered back-up energy supply, as part of preparedness and resilience efforts. A few specific examples are shared in the below section.

Embassies Djibouti & Addis Ababa

Grant funding from the Ambassador's Special Self-Help (SSH) program builds the resilience of local communities against increased drought conditions, largely through facilitating the construction of water reservoirs, and through assisting pastoral communities to diversify their sources of household income.

The Regional Environment Officer (REO) hub in Ethiopia reported plans for the coming year to include tracking and reporting on host government climate adaptation and mitigation policies, including the implementation of Ethiopia's Climate Resilient Green Economy strategy..

Embassy Canberra

Embassy Canberra has formed a Green Team that plans and implements ideas to reduce energy consumption and provide back-up energy supply. These actions include the installation of solar panels on government owned residences. Employees are actively encouraged to participate on the green team. Climate change has become a leading issue for the embassy's diplomatic outreach and they engage host government officials, think-tank, and NGO communities at every opportunity and at all levels.

In addition, several Department offices with missions not specifically focused on environmental activities build in climate considerations into their operations and program implementation. For example, the Department's Bureau of Education and Cultural Affairs (ECA) hosts International Visitor Exchange Program participants focused on climate change and resilient development. In addition, several ECA programs, like the Sports Diplomacy initiative, are revamping their request for proposal (RFP) process to include sustainability and climate resiliency educational components to their program schedules.

Finally, many bureaus are also modifying their travel budgets by increasing the use of DVCs and updating internal telecommuting policies to address transportation congestion and overall grid stress during extreme weather events. For example, the Department's Legal bureau encourages telework arrangements and alternative work schedules when possible for staff.

Lead Agency:	Varies
Risk or Opportunity:	Opportunity
Scale:	Global and regional (varies)
Timeframe:	Ongoing
Implementation methods:	Varies
Performance metrics:	Varies
Collaborating agencies:	Varies

Next Steps: Actions to Better Understand and Address Climate Change Risks and Opportunities

The Department will continue to engage in the activities described above in an effort to strengthen understanding and further operational, policy and programmatic action. Most notably, the Department will implement its strategic goal of “Promoting the Transition to a Low-Emission, Climate-Resilient World while Expanding Global Access to Sustainable Energy” in its Joint Strategic Plan with USAID. It will implement the climate change policy guidance which was issued by the Secretary of State in March 2014 and the strategic objectives as outlined in the 2015 QDDR of 1. Strengthen climate diplomacy and development, 2. Strengthen staff understand of and engagement in climate issues, 3. Integrate climate change into all of our diplomacy and development efforts, 4. Designate critical countries for in-depth climate engagement, 5. Expand climate and clean energy diplomacy beyond capitals. The Department will also continue to partner with countries to advance substantive and effective outcomes at negotiations of the United Nations Convention on Climate Change, and to strengthen knowledge and understanding of and enhanced action to address adaptation through its engagement through a variety of global, multilateral and bilateral policy and programming.

Moreover, the Department will continue to improve its understanding of vulnerabilities to climate risks through collaboration with other federal agencies that have international operations. Specifically, the Department will collaborate with the Department of Defense-led regional scenario working group in an effort to develop useful assessment tools for State’s operations and work with GSA on best practices in building design and operations. The Department will continue to work in coordination with the federal domestic and international community to utilize best available science to improve data-driven resilience tools.

The Department has used its preliminary inventory of climate resilience-related policies and programmatic strategies as part of the preparation of the 2015 QDDR. The next steps include the development of criteria for evaluating global operational, programmatic, policy, and strategic decisions. .

The Department is invested in a shared commitment to conserving natural resources through sustainable operations and responsible environmental stewardship. In accordance with the President’s Climate Action Plan, the Department is developing the necessary tools to strengthen government and local community planning and response capacities internationally, as well as toolkits for climate resilience planning for our diplomats in the field.

For example, the Department is planning on incorporating sustainability modules with resilience/adaptation components into select entry-level Foreign Service officer (FSO) orientation training courses. The Department aims to promote a culture of environmental stewardship by providing officers in the field the tools to implement projects and policies that incorporate resilience considerations.

Externally, the Department will support the development of a Eco-Capitals Forum program, which will serve as a venue for diplomatic communities to share best practices in climate resilience in the energy, water, and building management sectors with local and federal governments in capital cities around the globe. A pilot version of the program is currently being implemented in Washington, D.C. area, with over 77 foreign diplomatic missions entering into a sustainability pledge with the local DC government. Through the Forum, foreign missions work

together to address environmental challenges in Washington D.C., including issues like storm water management.

Summary & Preliminary Strategic Goals through FY17

The Department's internal stakeholders will identify and address barriers to success for on-going and anticipated climate related challenges. Below is a preliminary sample of some of the Department wide climate resilience actions through FY 17.

Category	FY14	FY15	FY16 - FY 17
Training and Tools	<p>The Department currently offers guidance on improving resilience of facilities and operations for embassy operations through a sustainability tool kit and guide to green embassies. Completed.</p> <p>-The Department is working with field officers to develop eco-options to address a variety of potential climate risks. (Several eco-options program are currently available, including smart metering, air quality monitoring, energy audits etc.)</p> <p>-The Department in coordination with EPA is developing air quality monitoring training for foreign service officers in the field. (in process)</p>	<p>-The Department is incorporating adaptation components into new sustainability modules which are in development for select entry level FSO training courses.</p> <p>- Incorporation of Climate related security considerations in scenario planning activities for the field.</p> <p>-The Department is expanding eco-options to include renewable options to enhance Department energy security in response to climate risks.</p>	<p>Expand upon relevant Foreign Service Institute training opportunities to include mid and senior level officers.</p>

<p>Partnerships</p>	<p>The Department currently participates in the Federal Climate Change Adaptation Community of practice, The Interagency Working Group on Climate Resilient Development, National Capital Planning Community, President’s Council on Climate Preparedness and Resilience, and the NSS Climate Change Preparedness and Resilience Exercise series.</p> <p>-The Department is working with EPA to develop an Air Quality Monitoring program for US Missions overseas that leverage EPA air quality monitoring expertise. EPA will have a final updated AirNow.gov portal to include DoS sites by 9/15.</p>	<p>-The Department is supporting development of an Eco-Capitols Forum program which will serve as a venue for the diplomatic community to share best practices in energy, water, and management (low emission development) with local and federal governments in capital cities around the globe. Three potential pilot sites have been identified for FY16 launches.</p>	<p>The Department will continue to participate in federal and regional workgroups and promote expansion of activities which aim to strengthen global resilience to climate change.</p>
<p>Vulnerability Assessment</p>	<p>The Department has performed preliminary assessments of risks and impacts of climate change on operations through an annual sustainability survey since 2010. (on-going)</p>	<p>-The Department is collaborating on is actively pursuing vulnerability assessment tools through the climate screening sub group, collaboration with DOD, GSA, and relevant science agencies.</p>	<p>The Department will continue to work in coordination with the federal community, to and utilize best available science to continue to improve data-driven resilience tools, including an interactive sea level rise maps for international operations.</p>

Strategic Planning and Outcomes	-The Department operated in accordance with the QDDR strategic objectives as outlined in 2010, and continues to update objectives as outlined in the above report. (on-going, 2015 QDDR is available)	- In accordance with the CAP the Department released Climate Diplomacy Guidance in spring 2014 which outlined the strategic vision for the Department's climate activities and resilience goals. The Department is currently working on the 2015 QDDR implementation plan.	-Develop Climate Adaptation criteria for relevant activities based on inventory findings and QDDR guidance.
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Department of State
Fleet Management Plan
March 2015





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A. Introduction

Agency Primary/Core Mission, Organizational and Geographic Structure, and Fleet Configuration

The Department of State operates a global fleet of vehicles required to meet diplomatic priorities at locations possessing a wide array of environmental and infrastructure conditions and amid rapidly changing security considerations. The diversity of mission requirements creates vehicle demands that can range from secure armored transport for diplomats to pickup trucks for maintenance purposes. Additionally, to meet the daily and emergency needs of posts in developing countries, a variety of specialty vehicles are often required, such as fire engines, ambulances, emergency response vehicles, water delivery trucks, and mail transportation vehicles. Consequently, the Department requires a fleet that is both flexible in size and composition to successfully support its mission.

“The Department’s mission is to shape and sustain a peaceful, prosperous, just, and democratic world and foster conditions for stability and progress for the benefit of the American people and people everywhere.”

From the FY 2014 Agency Financial Report, released November 2014

The Department allocates its overseas fleet, which constitutes 88% of the FY 2014 inventory, to embassies, consulates, and missions around the world. Six regional offices further support embassies in their respective parts of the globe: Africa (AF), the Americas (WHA), East Asia and Pacific (EAP), Europe and Eurasia (EUR), Middle East and North Africa (NEA), and South and Central Asia (SCA).

The domestic fleet, which constitutes 12% of the Department’s FY 2014 inventory, is allocated to bureaus with offices located across the United States, including: the Bureau of Diplomatic Security (DS), the International Boundary and Water Commission (IBWC), Bureau of Overseas Building Operations (OBO), and the Fleet Management & Operations Division (FMO) of the Office of General Services Management.

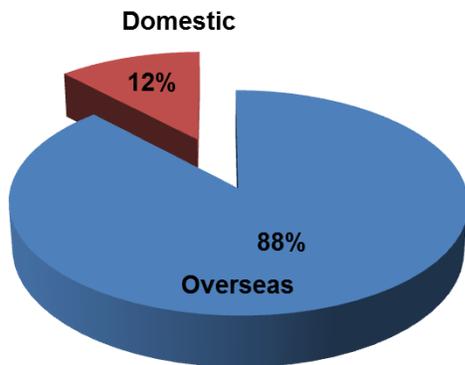


Figure 1: DOS Fleet Composition

The Department’s fleet management statistics and Vehicle Allocation Methodology (VAM) results are organized according to the following five reporting elements as applied throughout this document: Overseas, Diplomatic Security (DS), Fleet Management & Operations (FMO), International Boundary and Water Commission (IBWC), and Overseas Building Operations (OBO).



Support of Ancillary Missions, including Administrative Functions

Foreign Ancillary Missions

Each overseas U.S. mission develops an annual Integrated Country Strategy and Mission Resource Request (MRR), which includes defining the role of motor vehicles in supporting overseas embassies, consulates and posts. This is a multi-year strategic document that features: a Chief of Mission statement, a Foreign Assistance priorities narrative, goal papers, performance indicators, and a request for State Operations and Foreign Assistance resources, including fleet requirements. The annual MRR provides the overarching U.S. government foreign policy basis for out-year mission activities, a collective understanding of priorities and performance that reveals the actual direction and status of U.S. foreign policy in the field, and the strategic context and policy parameters for tactical decisions and operational programming. The MRR is the critical first step in the annual planning process which advises the Senior Review process and culminates in the submission of the President's Budget to Congress.

The MRR serves as the basis for determining the requirements and allocation of fleet resources to support posts' international ancillary missions discussed in greater detail below. These ancillary missions include: diplomatic and administrative support, diplomatic and staff security, overseas buildings, and international narcotics and law enforcement.

Diplomatic and Administrative Support: The International Cooperative Administrative Support Services (ICASS) system is the Department's shared services platform and principal means of providing and sharing the cost of common administrative support across all foreign affairs agencies at more than 250 participating diplomatic and consular posts. The Department of State is the primary service provider and it offers these administrative support services to other agencies using a Working Capital Fund under authorities contained in 22 USC 2695 and 2684. In fiscal year 2014, more than 300 billing entities obtained administrative support services through ICASS valued at more than \$3 billion. The ICASS program makes available a full range of administrative services at overseas posts, including: motor pool operations and vehicle maintenance, travel services, reproduction services, mail and messenger services, information management, reception and telephone system services, purchasing and contracting, human resources services, cashiering, vouchering, accounting, budget preparation, non-residential security guard services, and building operations. For motor pool operations, ICASS offers vehicle operating expenses, dispatch and driver services, uniform costs for motor pool staff, and physical and eye exams for drivers. Under ICASS, each post budgets for, funds, acquires, and manages its own ICASS vehicles.

ICASS is a self-funding cost-sharing system; in the long run, the revenue from charges to customer agencies should equal the cost of service provided. The OMB granted ICASS authority for a no-year (revolving) capital fund program in 1996. This program is in place at approximately 95% of all posts.

ICASS managed services sustain the entire post, including personnel transportation and vehicles required for tasks such as emergency response, electricity maintenance, waste haulage, and building maintenance. While some posts also have on-site ICASS supported



vehicle maintenance and repair services, traditional fleet maintenance are outsourced when possible.

Outside of ICASS, agencies represented overseas may operate Program Vehicles funded directly by the respective agency's appropriated funds (including the Department of State). This is particularly true among smaller posts that may not have an ICASS program in place but still require program vehicles to meet their transportation needs.

In addition to supporting mission personnel, many posts must meet non-routine transportation demands as an extended ancillary mission. These include:

- **Congressional Delegations/VIP Visits:** Official Congressional and Executive Branch delegations travel frequently to posts. While not exclusively, these visits occur most often in locations with active military engagement or where the U.S. government has a deep and broad-ranging bilateral relationship. Extensive transportation support is often necessary for visit support and security reasons, and can limit the availability of vehicles for daily mission work unless additional vehicles are identified for visits. While these visits can occur well over fifty times a year for select posts (including examples of over 200 visits in a single year), the frequency and high profile of the visitors creates an increased motor pool need, regardless of total post size.
- **Multilateral Conferences:** Similar to congressional visits, multinational conferences such as Asian-Pacific Economic Cooperation (APEC), North Atlantic Treaty Organization (NATO) or the World Economic Forum (WEF) require support for representatives from multiple U.S. agencies and embassies and place a competing demand on mission fleet requirements.

Diplomatic and Staff Security: The mission of DS, the Department's law enforcement and security organization, is to provide a secure environment for the conduct of American diplomacy. DS protects people, property, and information at more than 284 posts worldwide, as well as dignitaries within the United States. The high-threat and security-driven mission of DS dictates the vehicle types and inventory required. Additionally, since many embassies, consulates, and missions are situated in dangerous or physically challenging locations, many posts are characterized as "hardship" or "danger" posts, resulting in unique vehicle and inventory demands and costs.

In high-risk locations, having a sufficient number of vehicles are critical to a post's ability to react to emergencies and protect personnel. For example, in July 2014, the U.S. Embassy in Tripoli was forced to suspend operations and the 99 remaining American citizens were able to drive over land in 37 armored vehicles (AVs) out of Libya to Tunis with no incidents or injuries. In fact, many posts' official evacuation plans call for ground-based transportation of staff to designated safe areas. Such scenarios make it prudent to retain a fleet size sufficient and flexible enough to meet these contingencies while still providing efficient day-to-day fleet operations. At high risk locations, the Regional Security Officers (RSOs) also routinely respond to situations outside of secure diplomatic facilities such as criminal activity or incidents where American-affiliated personnel require assistance. Having armored vehicles provides an extra layer of protection for



the personnel responding and those being assisted. These vehicles are also critical to supporting posts operating in difficult environments. Several posts, including Frankfurt, conduct the delivery of diplomatic pouches by a multi-vehicle overland convoy to neighboring posts that can require more than a full working day to accomplish.

While overseas fleets are generally used by all mission personnel and are unassigned, there are limited exceptions. The Chief of Mission (COM) and in select cases other senior personnel at post have assigned armored vehicles. Most Marine Security Guard (MSG) detachments also have dedicated drivers and vehicles. With the exception of the detachment commander, individual Marines are not permitted to have personally owned vehicles (POVs) at post. If available, assigned vehicles provide transportation between work and lodging. Some MSG detachments also rely heavily on public transportation and taxis when there is no driver support and in rare instances, some detachments may utilize self-drive or dedicated vehicles. In addition, the security fleet can include vehicles used for roving patrols, surveillance detection units, advance, lead and follow vehicles, government technical monitors, local guard coordinators, residential security coordinators, residential security technicians, and dedicated react vehicles.

Overseas Buildings: The mission of the Bureau of Overseas Buildings Operations (OBO) is to provide safe, secure, and functional facilities that represent the U.S. government to the host nation and support staff in the achievement of U.S. foreign policy objectives. To achieve this outcome, OBO requires vehicles for specific large overseas construction projects, the number and types of which vary from year to year. For construction in a high-risk location, one or more armored vehicles may be acquired and operated for the life of the project. Although the number of vehicles for OBO purposes is relatively small, their requirements can cause unpredictability in long-term reporting and optimization of overseas fleets.

International Narcotics and Law Enforcement: The Bureau of International Narcotics and Law Enforcement Affairs (INL) is dedicated to strengthening criminal justice systems, countering the flow of illegal narcotics, and minimizing transnational crime. INL plays a key role in leading the development and synchronization of U.S. international drug and crime assistance. By virtue of its mission, INL operates in challenging, remote, and dangerous nations. INL manages a dynamic fleet to support complex and hazardous mission requirements.

Domestic Ancillary Missions

Domestic ancillary missions include diplomatic and administrative support, diplomatic security and training, and enforcement of U.S./Mexico boundary and water treaties, each of which is described in greater detail below:

Diplomatic and Administrative Support: Fleet Management & Operations (FMO) provides domestic transportation services to meet fleet needs throughout the country. However, the organization primarily supports Headquarters (HQ) administration by providing a motor pool with dispatch and driver services, as well as an essential shuttle bus program that operates throughout the National Capital Region (NCR).



Diplomatic Security and Training: Domestically, DS operates 24 hours a day, seven days a week in 8 regions and has 30 office sites with vehicles allocated to each office for criminal investigative work and dignitary protection. During 2014, DS deployed its fleet to successfully protect 132 visiting foreign officials at 205 U.S. city stops, for a combined total of 752 calendar days. In addition, certain senior Department positions, such as the Secretary of State and the U.S. Permanent Representative to the United Nations, are assigned full-time DS protective details with associated support vehicles.

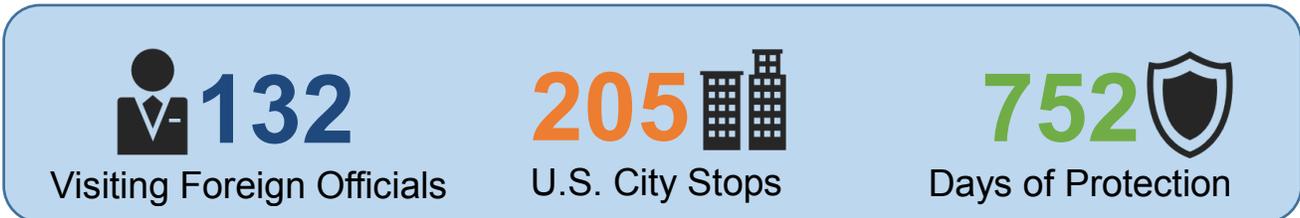


Figure 2: 2014 Diplomatic Security Statistics

Due to the high volume of armored vehicles in the overseas and domestic fleet, a specialized armored car training program is in place to equip all drivers of these vehicles with the required operating skills. This training program is run by DS personnel and requires an inventory of specialized cars, many of which have been substantially altered to meet the needs of the training program and are not used for typical transportation purposes.

U.S./Mexico Water/Boundary Treaties: The International Boundary and Water Commission (IBWC) is responsible for addressing water and boundary problems arising along the 1,952 miles of border common to the United States and Mexico. Vehicles are assigned to all offices including the HQ in El Paso, Texas. Among the organization’s responsibilities, IBWC maintains power-plants, dams, and levees; consequently, vehicles often operate off-road (e.g., on top of levees) and the fleet inventory must be equipped to operate in these unique conditions.

Primary Use of Vehicles and Need for Particular Vehicle Quantities/Types Due to Mission Requirements

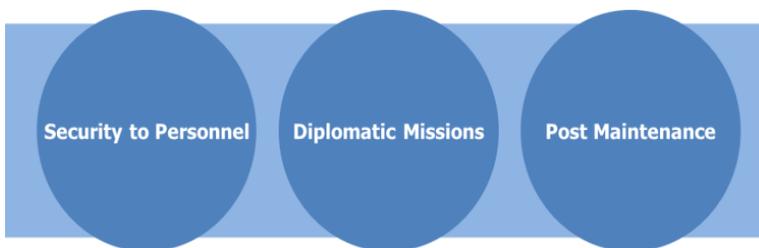


Figure 3: Primary Fleet Usage

The Department’s fleet is primarily used to support security for personnel and foreign officials, enable maintenance and support activities, and provide the flexibility for the Department to execute its global diplomatic mission.

The nature of the Department’s mission and activities create the need for focused security, often requiring armored vehicles. These are positioned at overseas diplomatic facilities and are sometimes designated for quick reaction. Armoring requires larger and more powerful vehicles to accommodate the additional weight that is necessary to support the heavy duty cooling



systems. Embassies, ambassadors, and other diplomatic personnel are subject to attack and armored vehicles have proven critical in providing additional security. For example, on May 28, 2014 at U.S. Consulate Herat, a motorcade with three AVs was attacked by rocket-propelled grenade (RPG) fire. One of the AVs was hit in the rear window with the RPG. The driver and occupants reported minor injuries. However, the vehicle was not disabled, and the motorcade was able to continue to Camp Arena, where the driver and agent in charge received medical attention

Providing domestic transportation services to meet fleet needs throughout the country, the FMO fleet consists mainly of administrative-use sedans, SUVs, buses, passenger vans, and light cargo trucks located primarily in the metropolitan area of Washington, D.C.

The International Boundary and Water Commission (IBWC) fleet consists of light and heavy cargo trucks, sedans and passenger vans located in field offices along the U.S./Mexico border, extending from Texas to California. The bulk of the IBWC fleet consists of 4x4 pickups, required because they travel over unpaved roads and on levees to support IBWC’s mission. They are also used for emergency response, especially in Texas, where flooding occurs. The HQ in El Paso has three motor pool vehicles. IBWC also has several Law Enforcement (LE) vehicles due to increasing violence along the U.S./Mexico border.

In addition, embassies, consulates and missions require sedans, sport utility vehicles (SUVs), vans for transportation, and trucks for facility maintenance.

An overview of the 2013 and 2014 worldwide fleet inventories, reported through the Federal Automotive Statistical Tool (FAST), is highlighted in Figure 4 below. Inventory data reported via FAST includes all vehicles in the Department’s operating inventory as of the last day of the fiscal year, September 30.

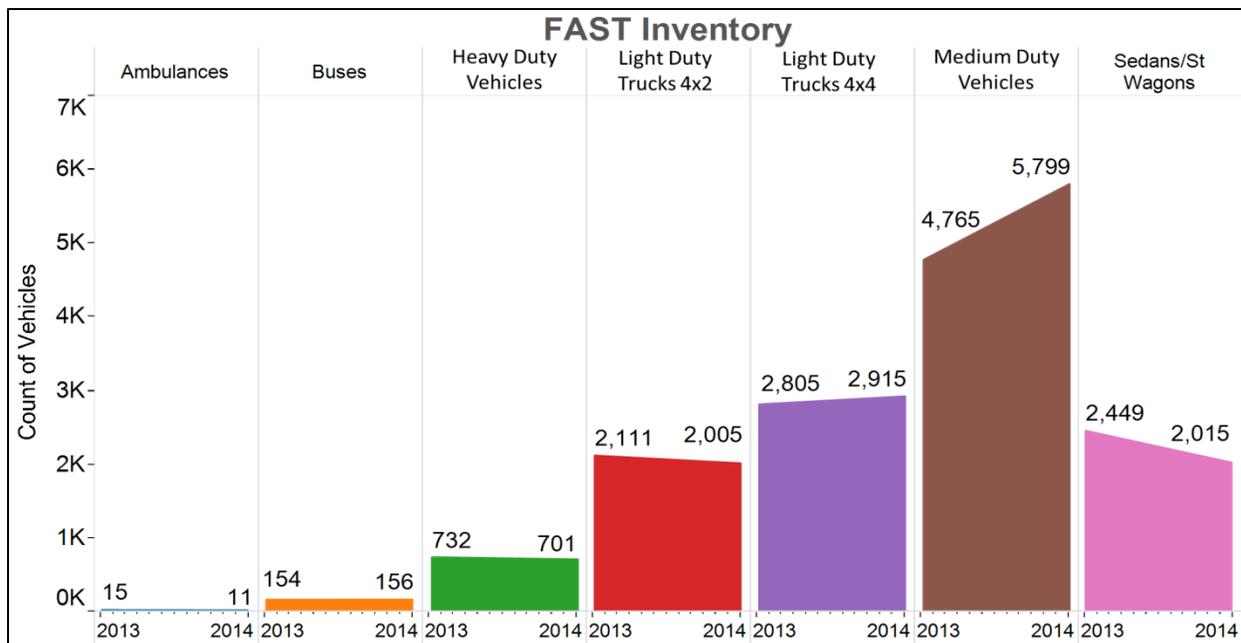




Figure 4: 2013 and 2014 FAST Inventory

The vehicle inventory counts and statistics noted throughout this plan are those subject to the VAM study, which included all Department-owned vehicles in-service at any point during FY14 (October 1, 2013-September 30, 2014). As a result, the vehicle inventory reported throughout the plan may exhibit minor variations from the inventory, projected acquisitions, and disposals reported for the March FAST data call.

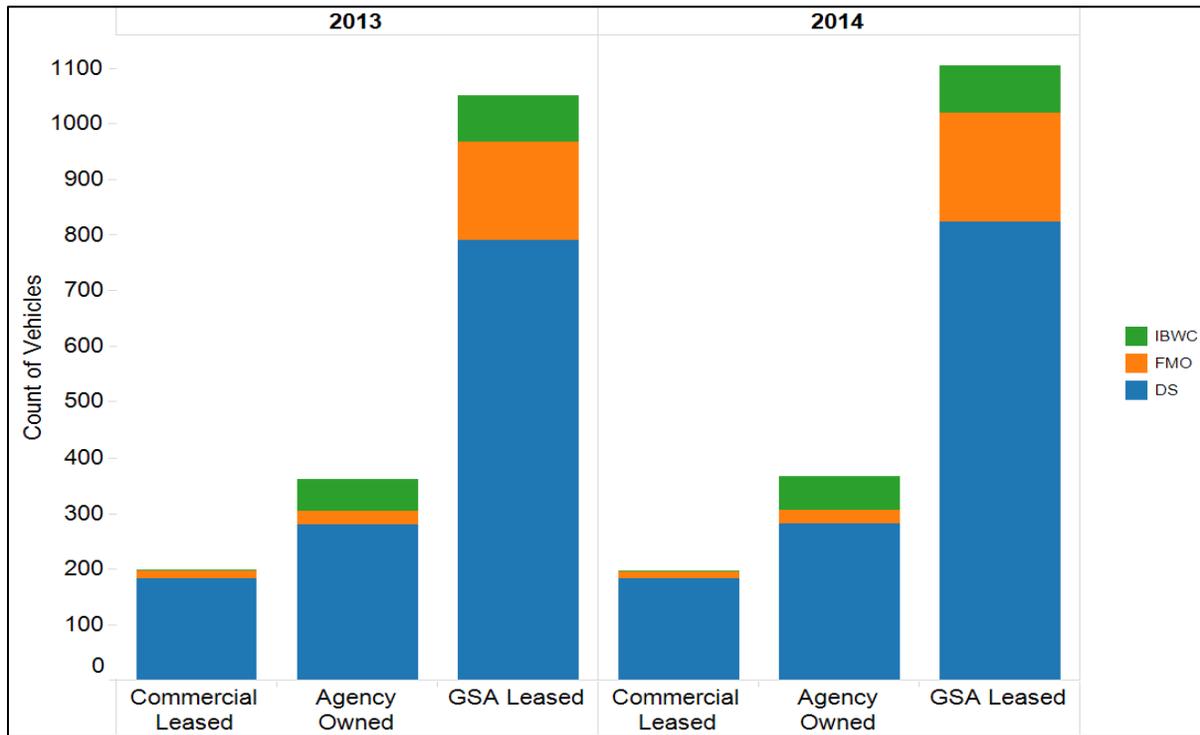


Figure 5: 2013 and 2014 Domestic Inventory

The figure above shows a comparison of 2013 and 2014 domestic fleet by ownership. GSA Leased vehicles comprise 66% of the Department’s domestic fleet, while Agency Owned and Commercial Leased vehicles constitute the other 34%.

B. Criteria for Justifying and Assigning Vehicles

Factors and Considerations Used to Determine Vehicle Assignments and Method for Assigning Vehicles

A majority of the Department vehicles are assigned to a motor pool in support of the mission and population overseas. In addition, Department vehicles are not assigned to individuals; instead, they are assigned to positions, offices, or job classifications. The Department considers and may grant written authorization for home-to-work vehicle usage under 41 CFR Part 102-5. Those granted home-to-work authorization are required to complete Department home-to-work training on the applicable home-to-work policies, personal responsibilities, and potential discipline for improper vehicle usage.



The Department determines vehicles assignments based on primary and ancillary missions. For example, diplomatic security is an ancillary mission that requires armored sedans to transport the Chiefs of Mission. As another example, overseas administrative support requires that housing be properly maintained so pickup trucks are assigned to embassy departments for use by groups of personnel who perform electrical, plumbing, air-conditioning and other maintenance and repair services.

Ongoing initiatives with the domestic Fleet Management and Operations Division and overseas fleet managers facilitate continuing vehicle classification education so that correct data is reflected in the Department's system of record, the Integrated Logistics Management System (ILMS). These education initiatives are also combined with scheduled system enhancements to maintain and improve the data quality of ILMS. A system enhancement will be implemented in May 2015 to assist users with selection and enforcement of the valid GSA vehicle and fuel type classifications, as defined for annual Federal Automotive Statistical Tool (FAST) reporting process, when adding new or updating vehicle information records. ILMS will be updated to include FAST vehicle and fuel type mappings and will direct users to appropriate selections based on the vehicle information provided. These education and system enhancement initiatives improve data and reporting accuracy for the Department fleet.

Below are the vehicle justification and assignment criteria for the five reporting elements. Through the annual Vehicle Allocation Methodology (VAM) process described in section C, the Department continues to review and revise these assignments as needed.

Overseas: Most non-domestic vehicles belong to one of three categories:

- **Category One:** At most posts, one armored vehicle is assigned for the use of the Chief of Mission/Principal Officer, otherwise known as either an Ambassador or Consul General. Marine Security Guard vehicles also fall under this category.
- **Category Two:** This category includes passenger vehicles from a motor pool used to provide transportation for staff. Drivers are generally provided. Overseas armored vehicles are justified and assigned based on the threat conditions and security requirements at each post. The remainder of passenger vehicles are justified and assigned based upon local host country driving conditions, the availability of public transportation, security concerns, and political threat in conjunction with the number of personnel at post.
- **Category Three:** This category includes "functional vehicles," such as: water trucks, emergency units, man lifts (or "cherry pickers"), etc. that are assigned to a department at post.

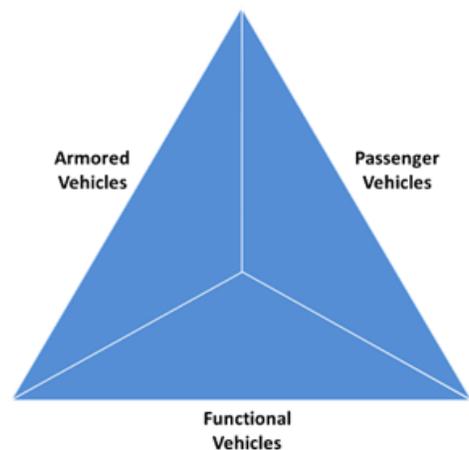


Figure 6: Non-Domestic Vehicle Categories



Fleet Management & Operations (FMO): FMO vehicles are working capital funded. Client bureaus request authority through their chain of command and receive funding commitment for the vehicle support from their comptroller or budget officer. FMO does not assign a vehicle or provide transportation service if justification is, in whole or in part, *unofficial* use (such as for home-to-work transportation or for personal convenience).

All FMO vehicles are included in the Department's VAM process, and FMO bases its vehicle justification documentation on mileage data and survey information. Any vehicle that does not meet utilization and/or criticality standards is subject to removal from the fleet if the FMO client does not provide suitable justification.

The FMO motor pool meets the transportation needs for executives and staff. Individuals can sign up for self-drive vehicles; however, dispatch and driver services are available.

Diplomatic Security (DS): DS fleet vehicles are justified and assigned to the investigative, administrative and law enforcement offices based on mission needs and personnel strength levels. Vehicles are required for protection, such as motorcades, where both transport and follow-on units are utilized. Vehicles are also used for training and are assigned to several training facilities, including the Federal Law Enforcement Training Center (FLETC). The Department locates vehicles at the United Nations for security and protection purposes, and provides vehicles for technology-related law enforcement purposes and to carry and transport sensitive equipment. Diplomatic couriers also need vehicles to carry classified documents from one office to another or to airports. A small motor pool meets the administrative needs of DS HQ.

International Boundary and Water Commission (IBWC): The only position assigned a vehicle within IBWC is the United States Commissioner. Each office has a different mission. Terrain and type of use are the key factors that determine vehicle types. The fleet management office, located in the HQ in El Paso, TX, routinely reviews office requirements to determine adequate numbers of vehicles required to accomplish the various missions pursuant to treaties between the United States and Mexico. Under authority provided by 22 USC, Chapter 7, subchapter IV, the Commission ensures that missions entrusted to IBWC can be fully accomplished by justifying and assigning an adequate number of vehicles.

Overseas Building Operations (OBO): The project requirements, location, and availability of vehicle resources in the post motor pool play significant factors in determining whether or not a vehicle will be assigned to an OBO Project Director. A project located at a remote site at post will generally qualify for the assignment of a vehicle. The assignment of additional vehicles at a remote site must be justified according to the individual requirements of the project. Projects at non-remote sites or in urban settings will not automatically qualify for the assignment of a vehicle, instead, the availability of public transportation or motor pool vehicles is considered as the first option.



C. VAM Target Development and Explanation of Reported Fleet Size and Cost Changes

Method used to Produce Vehicle Allocation Methodology (VAM) Targets

The Department’s annual VAM survey determines vehicle assignments and assess the size, composition, and allocation of the fleet. By administering a 23-question survey for 99.5% of vehicles in the fleet, the Department evaluates each vehicle’s purpose, utilization, and criticality to supporting the mission. The Department analyzes VAM survey responses using a commercially-developed fleet utilization tool to determine a future-need recommendation on a vehicle-by-vehicle basis. The tool categorizes vehicles by recommendation to retain or dispose. The Department’s Fleet Management Council (FMC) and other domestic and overseas fleet management stakeholders review the results of the tool’s analysis and provide additional details for any vehicles that were originally recommend for elimination, but should be retained to support mission-critical requirements. The findings of the comprehensive VAM Study (VAM Questionnaire and Analysis, VAM Justifications, and VAM Action) identify the Department’s target fleet size and serve as the foundation for its Fleet Management Plan.

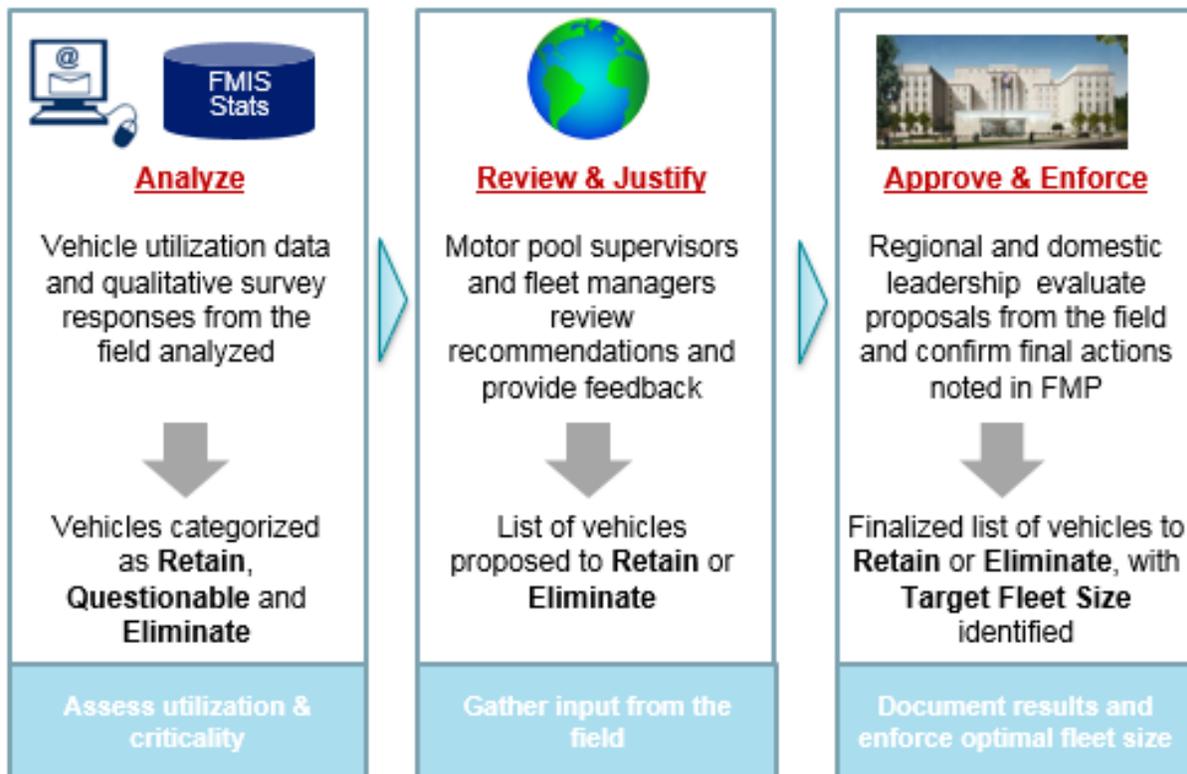


Figure 7: VAM Process Steps



The Department of State uses the qualitative and quantitative data collected via the annual Motor Vehicle Survey (MVS) and VAM questionnaires administered using the Department's Integrated Logistics Management System (ILMS), to assess the size, composition, and allocation of its fleet. The responses provided by domestic and overseas fleet managers are analyzed on a vehicle-by-vehicle basis according to criteria identified by the Department's Fleet Management Council (FMC). The factors considered are: vehicle age, usage, reported hours driven, trips per year, criticality, overseas motor pool hardship, danger, and public transportation options. The following tables illustrate how the combination of vehicle type weights (Table 1) and utilization and criticality parameters (Tables 1 and 2) are used in the Department VAM analysis to determine whether a particular vehicle type will receive a recommendation of Retain, Questionable, or Eliminate. Each vehicle type is assigned a different pass/fail parameter for utilization and criticality scores; these parameters are show in the green columns on the right-hand side. The FMC annually reviews the criticality and utilization question weights and pass/fail parameters on an annual basis in preparation for the VAM study.

Vehicle Type	Miles/Yr Weight	Hrs/Yr Weight	Trips/Yr Weight	Utilization		Criticality	
				Fail	Pass	Fail	Pass
Bus/Ambulance	60%	20%	20%	40%	50%	40%	45%
Heavy-Duty Truck	50%	30%	20%	40%	50%	40%	45%
Limo	70%	15%	15%	50%	60%	60%	70%
Pick-up	50%	30%	20%	50%	60%	40%	45%
Sedan/Coupe	80%	10%	10%	50%	60%	45%	55%
Station Wagon	80%	10%	10%	50%	60%	45%	55%
SUV	80%	10%	10%	50%	60%	45%	55%
Van	80%	10%	10%	50%	60%	45%	55%

Table 1: VAM Utilization Question Weights and Pass/Fail Parameters by Vehicle Type

Question	Weight
Q9. Armored Vehicle	0%
Q10. Emergency vehicle	7%
Q11. Backup/Spare Vehicle	0%
Q12. Law Enforcement Vehicle	0%
Q13. Have Installed Equipment	10%
Q14. Tools/Equipment Secured	7%
Q15. Tools/Equip difficult to carry	4%
Q16. Use Public Transport?	7%
Q17. Pooling/Sharing Possible	7%
Q18. Chauffeur Driven	7%
Q19. On-call Taxi meets req	7%
Hardship (0,5,10,15,20,25,30,35)	15%
Danger (0,5,10,15,20,25,30,35)	26%

Table 2: VAM Survey Criticality Question Weights



As a result of the VAM analysis, each vehicle receives a VAM recommendation of *Eliminate*, *Questionable* or *Retain*. The table below displays the list of reasons for which a vehicle is placed into a specific VAM recommendation category:

Recommendation	Reason	
Eliminate	Disposals	Vehicles identified in inventory as disposed in FY14.
	Beyond Repair	Vehicles identified in the VAM Questionnaire as 'Cannot be operated or repaired'.
	VAM Answer	Vehicles placed into the Eliminate category based on utilization and criticality reported in the VAM.
Questionable	Law Enforcement Non-Armored	Vehicles identified in the VAM Questionnaire as 'Law Enforcement' but the ILMS vehicle record does not indicate armoring.
	Data Issue	Vehicles having questionable data on VAM Questionnaire (e.g. >30,000 annual miles or 3,900 annual hours driven).
	VAM Answer	Vehicles placed into the Questionable category based on utilization and criticality reported in the VAM.
Retain	New Vehicle	Vehicles less than one year old.
	VAM Answer	Vehicles placed into the Retain Category based on utilization and criticality reported in the VAM.

Table 3: VAM Recommendation Categories

During the FY 2014 VAM study, vehicles with an initial recommendation of *Questionable* or *Eliminate* that fell into the following two categories required a standard justification, in which Post was required to either indicate agreement that the vehicle be disposed without a replacement or provide a justification explaining why that vehicle should be retained:

- Newly-identified Questionable or Eliminate vehicles
 - Vehicles with a VAM Recommendation of 'Questionable' or 'Eliminate' that did not receive the prior year (FY 2013) VAM Justification
- Non-exempt vehicles justified in FY 2013
 - Vehicles with a VAM Recommendation of 'Questionable' or 'Eliminate' with the following four FY 2013 VAM Justifications: 'Data Entry Issue', 'New Vehicle', 'Other', 'Awaiting Disposal'



The Department expanded vehicle consideration in the FY 2014 VAM Justification phase to include all vehicles in 'Received' status or placed 'In-Service' status since October 1, 2014. These vehicles required a simplified justification to identify whether they represented a replacement or a net addition to the fleet. This addition to the VAM requirements ensured that the survey contributed to a more comprehensive analysis of the Department's fleet. The ILMS screenshots below display the justification process for overseas posts and domestic management:

VAM Results

*Business Unit: = [] BOGOT Q
 Asset Identification: begins with []
 PR#: begins with []
 VIN: begins with []
 Fiscal Year: = [] 2014
 Justification Required: = [] []
 Justification Complete: = [] []
 VAM Recommendation: = [] []
 VAM Action: = [] []

Search [] Clear []

Legend
 Indicator Statuses
 ● R = Retain ● Q = Questionable ● E = Eliminate

Business Unit	Vehicle Type	Asset Identification	PR#	VIN	Fiscal Year	Justification Required	Justification Complete	VAM Recommendation	VAM Action
BOGOT	Pick-Up	AVS199980429	199980429	1GAGG25R8Y1191310	2014	N	N	R	
BOGOT	Pick-Up	AVS199980437	199980437	1GAGG25R3Y1190596	2014	Y	Y	Q	
BOGOT	Pick-Up	AVS199981019	199981019	1GAGG25R8Y1198791	2014	N	N	R	
BOGOT	Pick-Up	AVS199981020	199981020	1GAGG25R2Y1197832	2014	N	N	E	
BOGOT	Pick-Up	AVS200071042	200071042	1GNEK13R4XJ309966	2014	Y	N	E	
BOGOT	Pick-Up	AVS200071050	200071050	1GNCT18Z8M0135639	2014	N	N	Q	
BOGOT	SUV	000000008598	200780621	3GNGK26K78G255949	2014	Y	Y		
BOGOT	SUV	000000008604	200780627	3GNGK26K88G252414	2014	Y	Y		

Figure 8: VAM Results Page

VAM Justification

VAM Results and Justification Last VAM Submission Date 10/28/14 1:24PM

Business Unit BOGOT VIN 1GAGG25R3Y1190596 Make CHEVROLET Model EXPRESS Fiscal Year 2014

Click here to hide/unhide VAM Questionnaire Details

Justification

Could this vehicle be eliminated without a replacement vehicle?
 Yes No

Is this a Mission Critical Vehicle? ?
 Yes No

Justification Options: [] ?

Description: []

Save [] Submit [] Back to VAM Results []

Figure 9: Standard Justification Process



VAM Justification

VAM Results and Justification Last VAM Submission Date

Business Unit BOGOT VIN 3NGGK26K88G309775 Make CHEVROLET Model SUBURBAN Fiscal Year 2014

[Click here to hide/unhide VAM Questionnaire Details](#)

Justification

Replacement Vehicle: Yes No

*Replacement VIN#: 1NGNR26K7MF143885 In Service

Comments:

Save Submit Back to VAM Results

Figure 10: Simplified Justification Process

During the FY 2014 VAM Action phase, overseas Post Management Officers (PMOs) and Domestic Fleet Managers received a regional bureau workbook containing each vehicle's VAM recommendation and corresponding justification. Following a thorough review of each vehicle's status and Posts' overall fleet composition, PMOs and Domestic Fleet Managers determined a final VAM action to 'Retain' or 'Eliminate' a vehicle. Figure 10 provides a snapshot of a VAM Action Workbook:

Can this vehicle be eliminated without a Replacement?	Is this a Mission Critical Vehicle?	Justification Option (FY14)	Description	Is this a replacement vehicle?	VIN	Comment	VAM Action
N	N	Awaiting Disposal	already disposed				
N	Y	Utility Vehicle					
				Y	1FDNF80C9SVA55335		Retain
				Y	FG635EA40074		Retain
N	Y	Utility Vehicle					Eliminate
							Eliminate
N	Y	New Vehicle					
N	Y	New Vehicle					
N	Y	Critical to Mission Security					

Figure 11: VAM Action Workbook

The VAM study enables establishment of the Department's optimal FY 2015 fleet and sets specific target fleet sizes for each overseas post and domestic bureau. The Department's target fleet sizes are calculated as a sum of the vehicle slots with a final action of Retain. Any vehicle slot with a final action of Eliminate represents a net decrease of the fleet and is planned for disposal of by the end of the 2015 calendar year.

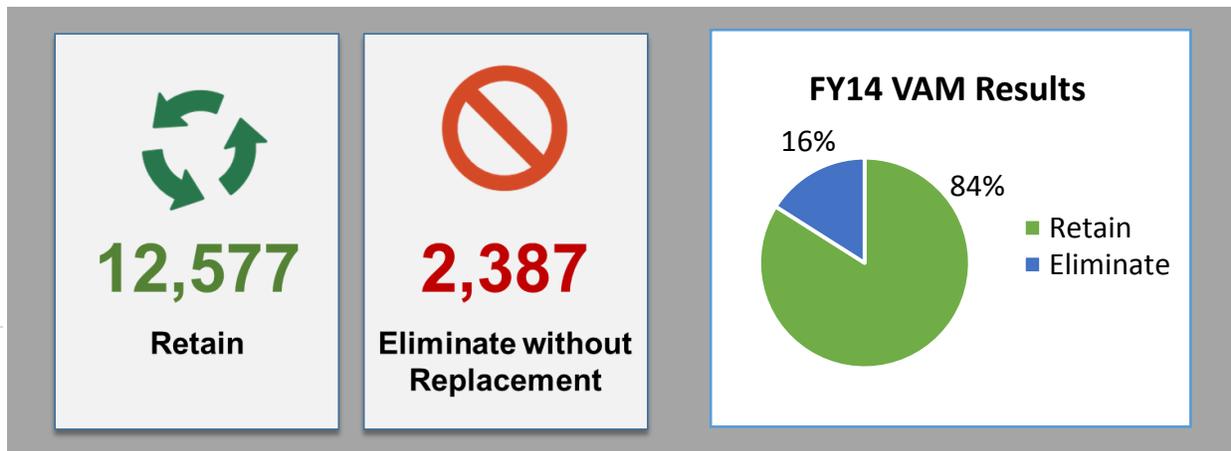




Figure 12: Fiscal Year 2014 VAM Results

On a monthly basis, Office of Logistics Management (A/LM) representatives provide fleet stakeholders a Target Fleet Size compliance report that is used to monitor the Department’s progress in meeting its FY 2015 optimal fleet level objectives.

Based on the results of the FY 2014 VAM analysis, below is a summary of the FY 2014 fleet and recommended changes to achieve an optimized fleet size by FY 2015. The vehicle slot change in the table below considers all vehicles that received a VAM Action of “Eliminate” at the conclusion of the FY 2014 VAM.

Vehicle Type	FY14 Baseline Fleet	Recommended Vehicle Slot Changes	FY15 Optimized Fleet
Bus/Amb	168	-26	142
HD Truck	734	-71	663
Limo	82	-1	81
Pick-Up	2,051	-305	1,746
Sedan/Coupe	1,377	-235	1,142
Station Wagon	594	-130	464
SUV	6,906	-1,119	5,787
Van	3,052	-500	2,552
Grand Total	14,964	-2,387	12,577

Table 4: Current Fleet and Optimized Fleet Composition by Type



Measurable Changes in Fleet Size/Cost and Attaining Annual VAM Projection Target

In developing its Attainment Plan and FMP for submission in February 2012 (FY 2011), the Department exempted 11,775 Department-owned vehicles, which included all overseas and DS law enforcement vehicles. During the completion of the FY 2012 and FY 2013 FMP, the Department did not exempt any Department-owned vehicles; therefore, the entire fleet (domestic, overseas, law enforcement) underwent the comprehensive VAM study, with the exception of GSA leased and commercially leased vehicles. Consequently, the 2015 optimized fleet is based upon Department-owned vehicles only.

Figure 12 summarizes inventories and proposed optimal fleet size submitted by the Department for FY 2011 through FY 2014.

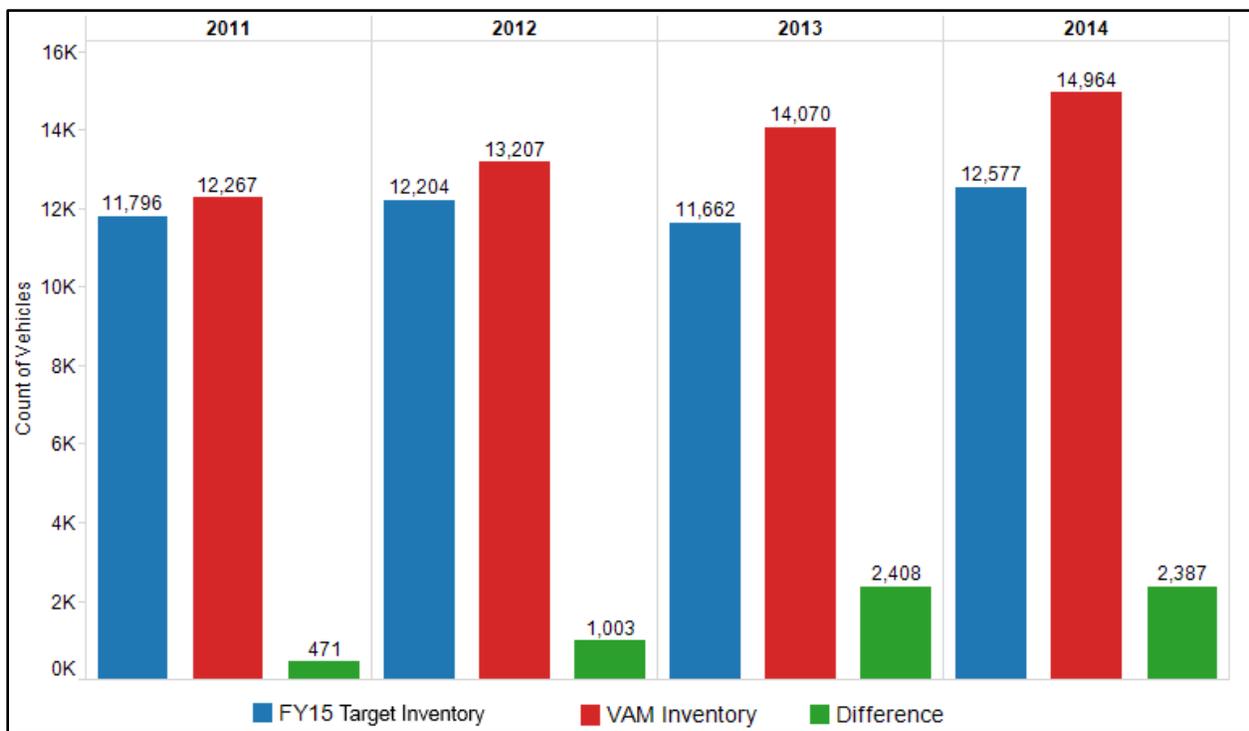


Figure 13: Fiscal Years 2011 to 2014 Vehicle Fleet Size and Fiscal Year 2015 Target



Since 2011, the Department's total fleet management costs have continued to decline. Between FY11 and FY14, total fleet costs decreased by 40%. Several factors contributed to the reduction in fleet size and cost:

- Fleet managers are disposing underutilized vehicles in accordance with VAM Actions from the FY 2013 VAM. To date, 85% of the vehicles that were recommended for elimination in FY 2013 have been disposed.
- The implementation of the Department's new Fleet Management Information System (FMIS) has improved data quality and fleet tracking, as the Department continues to focus on improving the information collected on the fleet in its property management system. FMIS and the VAM Study have exposed data anomalies; follow-up actions have been created with Post to improve the Department's fleet data.
- Overseas locations where Department and the United States Agency for International Development (USAID) fleets were maintained in close proximity worked to consolidate motor pools. Consolidation often increases the Department's inventory as vehicles are typically added to the ICASS program, administered by the Department. Over time, this consolidation will yield fleet efficiencies, cost reductions, and a net reduction in overseas fleet sizes.
- Between FY 2011 and FY 2013, the Department's fleet size increased by 15% due to expanded missions in Iraq, Afghanistan, and Pakistan, in addition to the expansion of State and other agency employees at overseas missions. The Department will continue its commitment to decreasing fleet size and cost as security situations in these locations improve and the high-threat missions draw down.
- The Department is also re-balancing our armored vehicle distribution to reflect rapidly changing mission environments and anticipates continued reduction in excess armored vehicles in FY 2015. To date, 164 excess AVs have been redistributed to Posts and other U.S. government agencies.

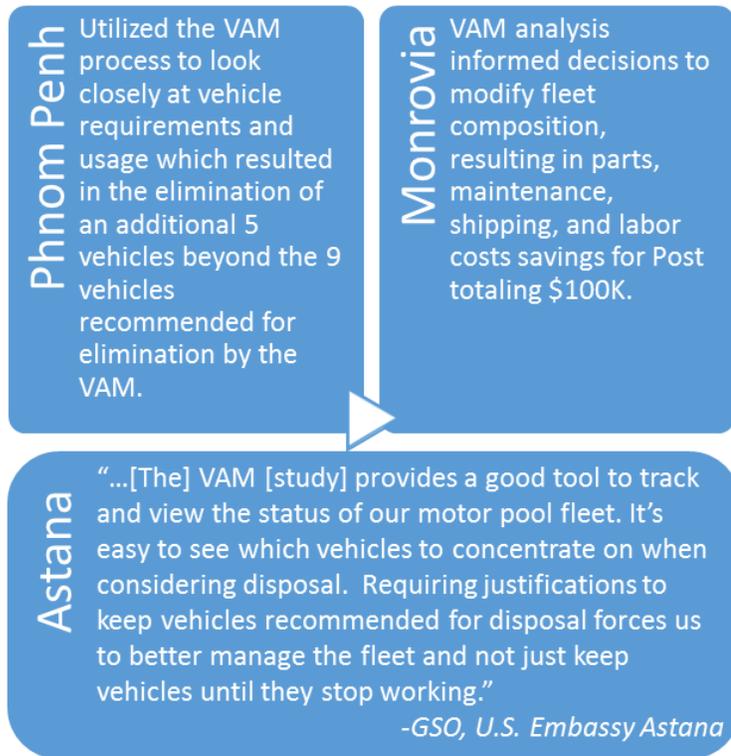


Figure 14: VAM Success Overseas



Plans to Correct Deficiencies and Factors that Hinder Attainment of Annual VAM Targets

The Department plans to pursue the following initiatives to continue correcting reporting deficiencies and address challenges that hinder attainment of annual VAM targets.

- **Expand the Fleet Management Council (FMC):** As the scope of the VAM process has expanded, participation in the FMC has increased. The FMC includes representation from each domestic and overseas organization that operates fleet vehicles as well as ICASS, Post User Groups, and budgeting and safety staff to ensure that the Department's diverse vehicle needs (both domestic and overseas) are recognized, and that costs and impacts of the fleet size and composition are thoroughly vetted within the Department. The FMC's effectiveness increases as its membership expands, and it will continue to remain an essential component to improved fleet management across the organization, including improved data quality.
- **Complete Implementation of a Global Fleet Management Information System (FMIS):** Detailed information on the FMIS can be found under topic H, below.
- **Continue Implementation and Improvement of a Global VAM:** For the third year in a row, the Department's entire fleet has undergone a comprehensive VAM study. The Department is also aggressively improving and strengthening requirements for justification of a retain VAM action for underutilized vehicles.
- **Evaluate Law Enforcement (LE) Vehicles:** All LE vehicles were classified according to Bulletin B-33, and continue to be evaluated through the annual VAM study.
- **Improve Vehicle Availability Through GSA:** Right-hand drive vehicles may be necessary because of foreign country requirements. A Department goal is to reduce costs through the consolidation of purchases, and the Department has worked with GSA to have right-hand drive vehicles added to its vehicle selector. Several categories of SUVs have also been created on the selector with a variety of models under that standard. The Department plans to continue working with GSA to add other vehicle types in the near future.
- **Expanding Focus on Vehicle Optimization:** The Department is expanding its focus on vehicle right-typing and life-cycle analysis to identify key opportunities when the replacement of a certain vehicle could be financially beneficial to a mission's fleet operation.



Factors that hinder correction and long-term planning include:

- **FMIS Maturity:** The FMIS must be in use for some time before sufficient data has been captured to provide a basis for meaningful and reliable analysis. As of March 2015, the FMIS has been deployed to 92.9% of the Department's overseas fleet. FMIS is scheduled to be fully rolled out and training completed in 2015, the Department expects to see data quality improve within the next two years.



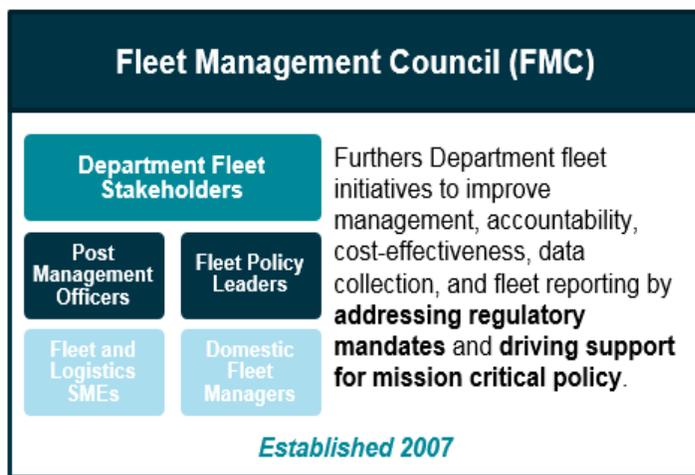
Figure 15: Hindering Factors

- **Management at Danger Locations:** Worldwide volatility requires a rapid response in terms of armored vehicles. This creates the need for a pipeline of unassigned vehicles in the Department's inventory.
- **Challenges from Global Scope:** The number of posts and the extent of their geographical decentralization are unique among non-military U.S. government entities. Different regions of the world, different countries with wide-ranging infrastructures, multiple languages, varying vehicle configurations, varying transportation and highway infrastructures, varying importation and customs regulations, uncooperative foreign governments, and high-risk and hardship locations are just a few of the challenges the Department faces based on the global nature of its mission.
- **Disposal of Excess/Damaged Armored Vehicles:** Vehicle counts may be inflated as a result of pending disposal processing or while posts wait to receive replacement vehicles. In the fall of 2014, a vehicle disposal survey was developed and submitted to the field to gather information regarding armored vehicle disposal issues faced by Posts. The Department is leveraging results of the survey to identify regional disposal barriers and potential solutions for improving the armored vehicle disposal process.



D. Initiatives to Control Fleet Size and Cost

In December 2007, the Department established a Fleet Management Council (FMC) in response to the Office of Management and Budget’s (OMB) management review of federal motor vehicle fleets and initiatives by the General Services Administration’s (GSA) Office of Government-wide Policy. The FMC helps further Department goals to improve overall management, accountability, cost-effectiveness, data collection, and fleet reporting. Council members coordinate efforts to improve global fleet management, enhance communication across dispersed fleet organizations (both domestically and overseas), and respond to regulatory requirements in a cohesive manner.



With representation from 17 different Bureaus/Offices within the Department, the FMC supplies the organizational leadership required to implement the Fleet Management Plan (FMP). Through shared membership, the FMC is linked to the Department of State Greening Council and ultimately reports to the Under Secretary for Management in his capacity as the Department’s Senior Sustainability Officer. This organizational structure ensures the integration of the FMP with the Annual Strategic Sustainability Performance Plan.

Figure 16: Fleet Management Council

The FMC also oversees the Department’s Vehicle Allocation Methodology (VAM) process, through which the Department’s entire motor vehicle fleet is assessed on an annual basis. The VAM process requires extensive collaboration among Department fleet stakeholders, who have collaborated successfully over the past three years to submit individual surveys for nearly every single vehicle in the fleet. VAM results now inform rightsizing decisions, documented in this Section C of this plan, which will assist the Department in optimizing its fleet by the conclusion of 2015. Additionally, the FMC has collaborated to identify opportunities to control the Department’s fleet size and cost, detailed in the following sections.



Fleet Size, Composition, Cost Adjustments, and Expected Changes

Security continues to alter the size and shape of the Department's overseas fleet due to the volatile nature of the threats. As a result, it is difficult to accurately project future requirements. Security requirements based on recommendations from the Benghazi Accountability Review Board or in response to ongoing and escalating threats at a number of our posts generally necessitate more armored vehicles. The growing number of danger posts around the globe has necessitated an increase in armored vehicles for security purposes. In particular, security in Priority Staffing Posts (PSP) such as Afghanistan, Iraq, and Pakistan require the highest number of fully armored vehicles. At some posts, Mission travel policy mandates that travel between home and office be done only by fully armored vehicles. Inventories at these dangerous and high threat posts are expected to remain the same for the foreseeable future based on current security conditions. Host government import and export restrictions also make it difficult to add or remove armored vehicles from U.S. Mission fleet service.

During FY 2014, the Department experienced a growth in new vehicle acquisitions. Recognizing this, the Department is committed to focusing on implementation of additional steps to strengthen acquisition oversight. The Integrated Logistics Management System was enhanced in the fall of 2014 to provide the Motor Vehicle Branch additional acquisition oversight. The system enforces centralized review of all new vehicle acquisition requests to ensure sound justification of the proposed acquisition and enable enforcement of fleet composition policy changes. For instance, the Department continues to move to smaller, more fuel-efficient vehicles that run on alternative fuel, where appropriate. This is particularly true for DS administrative vehicles. The Department will continue to explore and implement initiatives that control acquisition through greater ties to VAM outcomes, post/Bureau target fleet sizes, and coordination with GSA for expanded Auto Choice vehicle options.

The IBWC's fleet size slightly increased in FY 2014 to a total of 145 vehicles reported in FAST. Fuel consumption is expected to increase for IBWC as LE SUVs are

Department Initiatives to Reduce Overseas Fuel Consumption and Costs

"Over the past four fiscal years, the Department of State has reduced its overseas fuel cost significantly through a variety of initiatives including reducing the number of vehicles in the overseas fleet, replacing vehicles with more fuel efficient models, and reducing the size of vehicles replaced.

Since FY 2012, the Department of State has replaced more than 300 full size sedans (model comparable to Ford Crown Victorians and Chrysler 300C) with more fuel efficient mid-size and small cars (models such as Ford Fusion and Chevrolet Impala). Additionally, new vehicle replacements of like vehicles have also had a roughly 30% greater fuel efficiency compared to the five to eight year old vehicles that they replaced. As part of the Department's overseas replacement program, a significant portion of our vehicles now include models with alternative fuel capabilities such as E85 and electric hybrid technology. Our overseas fleet also includes more than thirty all-electric vehicles such as Chevrolet Volts in various locations as a pilot program.

*Department of State overseas fleet statistics cannot be directly compared year to year, as we are now completing an effort to improve the veracity of data through automated data entry, while prior years have larger amount of manually entered data. However, trends in our fuel economy initiatives show that while we spent approximately \$33 million annually for fuel in fiscal years 2009 and 2010 with overseas fleet mileage totaling about 77 million miles annually, in fiscal years 2012 and 2013 our annual overseas fuel expenditures had dropped to about \$19.5 million for a fleet with an annual mileage total of approximately 72 million miles." **Chief, Motor Vehicle Branch***



incorporated into the fleet to deal with increased crime and hostilities along the U.S./Mexico border. IBWC also experienced an increase in miles traveled because of levee projects. Within the next 12 to 24 months the miles traveled should decrease as projects wind down.

The tables below display a breakdown of total costs for the Domestic and Overseas Fleets from FY 2011 to FY 2014. Costs associated with Agency Owned vehicles include the cost of acquisition, maintenance, depreciation, and other indirect costs. Costs for Commercial and GSA Leased vehicles include the total lease cost (when applicable). Total fuel cost is also included in the data and accounts for the costs of all fuel types used by the fleets.

In FY 2013, the Department experienced a significant decline in total operating costs, reducing its FY 2012 total operating costs by \$48 million. In FY 2014, the Department continued total fleet operating costs control with a decline of \$1 million, decreasing from \$174 million in FY 2013 to \$173 million in FY 2014. Although domestic vehicle acquisitions decreased by \$5.5 million from FY 2013 to FY 2014, overseas acquisition costs increased by 37%. The relative stability of overall fleet costs can also be attributed to the inclusion of indirect costs for the first time in this year's FAST submission and improved maintenance data, enabling increased data accuracy in accounting for the Department's overall fleet costs.

Costs	FY 2011	FY 2012	FY 2013	FY2014
Agency Owned	5,960,482	7,296,505	8,842,890	3,518,869
Commercial Leased	1,727,612	1,363,374	807,217	1,064,007
GSA Leased	6,186,942	6,355,045	6,255,718	6,547,908
Fuel	2,601,341	2,641,387	2,585,148	2,471,032
Totals	\$16,476,377	\$17,656,311	\$18,490,973	\$13,601,816

Table 5: Total Domestic Fleet Costs

Costs	FY 2011	FY 2012	FY 2013	FY2014
Agency Owned	228,948,182	184,436,303	137,206,168	139,970,196
Fuel	43,226,681	20,285,620	18,904,161	19,890,707
Totals	\$272,174,863	\$204,721,923	\$156,110,329	\$159,860,903

Table 5a: Total Overseas Fleet Costs

FY 2011 costs are an estimation derived from vehicle cost and fuel consumption actuals reported by fleet managers for only 60% of the fleet, the best data available at the time. Therefore, the significant cost reductions between FY 2011 and FY 2012 may be inaccurate and potentially overstated. Deployment of the Department's Fleet Management Information System (FMIS) improved the quality of the fleet data available and contributes to more accurate reporting in FY 2014. Full deployment of FMIS is expected to be achieved within FY 2015.

Although agency-owned vehicle costs increased during FY 2014 due to the inclusion of indirect costs and increased vehicle acquisitions, armored vehicle costs reported via FAST continued to decline for the third year in a row. Armored vehicle costs include both the new vehicle acquisition and costs associated to armoring of the vehicle. The expanded mission to support high threat posts led to increased armoring costs in FY 2011 (\$135M). In FY 2012, FY 2013,



and FY 2014, armored vehicle costs reduced to \$41 million, \$33 million, and \$21 million respectively, reflecting shifts in budget and mission demand.

Agency Vehicle Acquisitions from Other than GSA

By policy and procedure, GSA is the Department's mandatory supply source for passenger vehicle acquisitions. Off-shore passenger vehicle purchases will only be approved if it is demonstrated that a GSA vehicle will not meet government requirements. Requests to procure vehicles overseas must go through a cost-comparison analysis, and only if the analysis demonstrates that an in-country purchase is more cost effective, it will be considered for approval. Almost every acquisition goes through GSA, with the assumption that it is the most cost-effective source. Additionally, overseas posts are expected to acquire American-made vehicles where possible.

A few commercial leases are in place domestically for a number of executive vehicles. GSA approved these because it could not supply the type of vehicles needed by DS for dignitary protection. Domestically, wherever possible, owned vehicles due for replacement are being replaced with GSA fleet leased vehicles.

Trends toward Larger, Less Fuel-Efficient Vehicles and Justifications for Such Moves

Other than armored vehicles (whose number rises or falls based upon worldwide security considerations) there is presently no trend toward acquiring larger, less fuel-efficient vehicles occurring overseas or domestically. As an exception, IBWC did acquire several 2X4 pickups to reduce costs, but they have not performed off-road (particularly on levees) as needed, so will be replaced by 4X4s. As a result, fuel consumption may slightly increase to meet the needs of the new vehicle types. Fortunately, new technologies are making the vehicles increasingly fuel efficient.

Basis Used for Reported Future Cost Projections (Published Inflation Estimates, Historical Trends, etc.)

Since 66% of the domestic fleet is leased from GSA, most domestic projections are based on GSA data and replacement standards. For its owned vehicles, DS applies a 5% increase for its initial cost projection. IBWC applies 3% for its initial cost projection for its owned vehicles. Future cost projections are determined considering significant budget uncertainty resulting from unstable security conditions affecting the current and future need for armored vehicles. With the total cost of each armored vehicle averaging \$130,000 - \$150,000, the variation in armored vehicle needs can significant affect total fleet cost.



Department Initiatives: Identifying New Areas of Opportunity for Improved Fleet Management

The Department continues to pursue opportunities to leverage fleet analytics and technology to improve data quality, increase fleet oversight and management, and identify opportunities to reduce fleet size and cost. The Department’s new fleet initiatives include the following:

Target Fleet Size Report

A monthly Target Fleet Size Report is distributed to fleet stakeholders that enables them to track the Department’s progress toward achieving its FY 2015 optimized fleet size. The report display can be filtered to the World, Bureau, or Post level and features three different views: a Monthly Fleet Growth Report; Comparison of Total Vehicles to Target Fleet Size; and Cumulative Acquisitions vs Disposals per Month. This tool has helped to improve vehicle accountability and keep the Department on track to achieve its FY 2015 fleet goals.

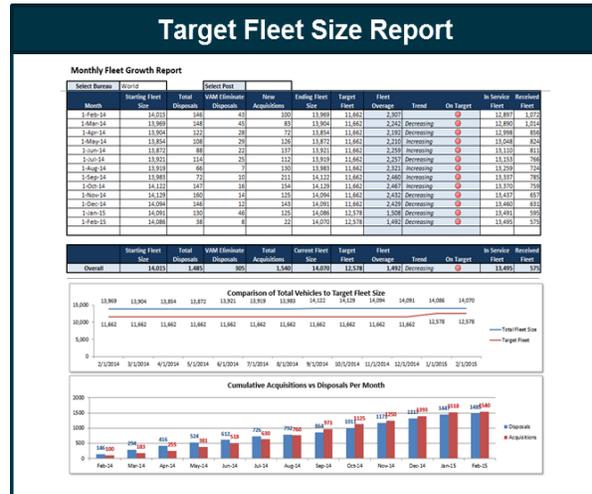


Figure 17: Target Fleet Size Report

Telematics

The Department is currently exploring potential fleet telematics technologies that could be used to automatically capture vehicle data in the field. Telematics, which refers to wireless, two-way communication between a vehicle (or a vehicle’s equipment) and the environment in which that vehicle is managed, would enable the Department to manage its fleet assets in a proactive manner and thereby improve financial metrics and operating efficiency. Telematics has the potential to drive considerable benefits to the Department through improved data accuracy and quality, customer service, fraud detection, and risk/threat response.

Mobile

The Department will begin introducing mobile fleet management tools with a mobile driver application that is being piloted in early 2015. The mobile driver application will facilitate more accurate fleet utilization data by allowing drivers to complete trip tickets using a mobile device and automatically capturing trip data (start/end times) to the FMIS. This application will also capture passenger signatures and a five-star survey without the need for paper trip tickets.

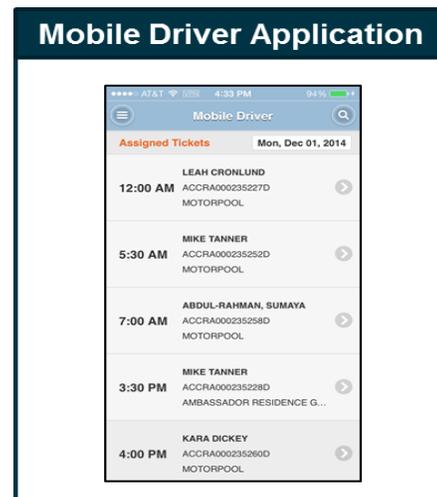


Figure 18: Mobile Fleet Application



Vehicle Utilization Tool

In FY 2014, the Department began using data analytics to model and plot vehicle demand on Posts' motor pools over the course of a given weekday using FMIS Trip Ticket data. Using average and maximum demand, this tool uncovers how many vehicles Posts are using and when. Unlike other metrics that focus only on miles driven and ignore driver wait time, this report can show the actual hours that vehicles spend fulfilling tickets.

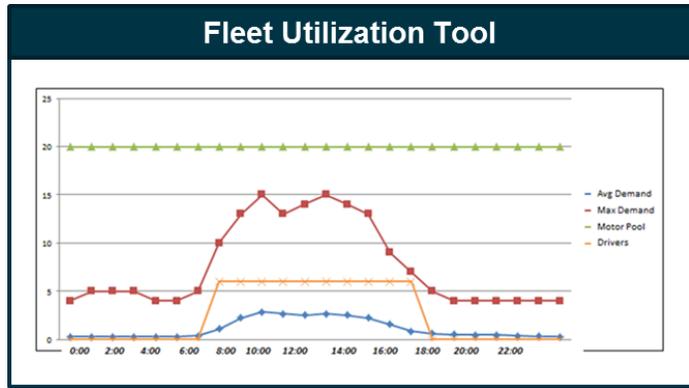


Figure 19: Fleet Utilization Tool

The Department is using this tool to pilot new reports for Post Istanbul and Post Beijing. By working directly with Posts, Department data analytics experts can customize the tool to show driver schedules as well as the number of motor pool vehicles available. By receiving these inputs from post, Department of State can provide more targeted insights into balancing the correct number of vehicles and drivers with the post's demand.

Agile Analytics Tool

Agile Analytics is a data visualization environment that is currently in the pilot phase at the Department of State. This environment provides posts an opportunity to create their own reports from vehicle data that is preloaded in the environment. Agile provides actionable data, as the data displayed on graphs and charts can be clicked on to see the line level detail that is driving the graphics.

If the pilot proves to be successful, posts around the world will be able to produce standard reports in three clicks or less and create their own reports to suit specific needs at post. Other fleet reports, such as Target Fleet Size, can also be produced in Agile so posts can access them real time.

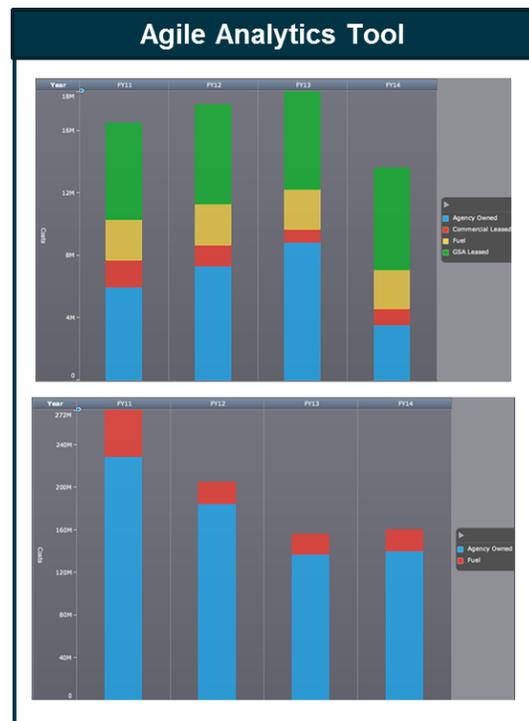


Figure 20: Agile Analytics



Fleet Stat

The fleet dashboard, FleetStat, displays key performance indicators (KPIs) that provide information on motor vehicle growth, composition, and utilization metrics to Department fleet managers, motor pool supervisors, and other fleet stakeholders, with the objective of supporting data-driven decision making. This year, FleetStat added functionality to track posts' and bureaus' progress toward their FY15 Target Fleet Sizes, enabling users to self-check their post operations.

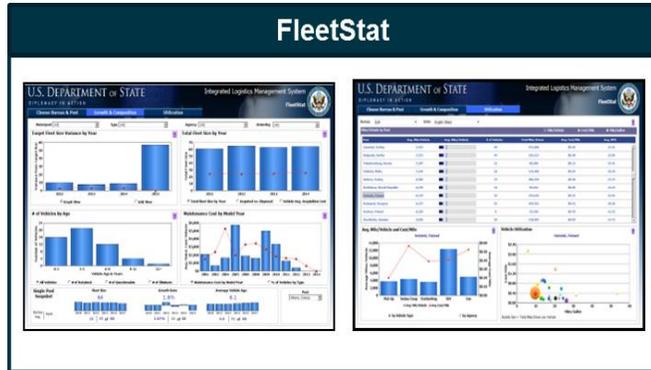


Figure 21: Fleet Dashboard

Armored Vehicle Inventory

In an effort to improve accountability for Armored Vehicles, DEAV conducted an on-site inventory at all storage and armoring sites for 1,045 vehicles. Additionally, all domestic Armored Vehicles were systemically transferred into a new business unit to allow for increased visibility and auditability of the current domestic location of the vehicle. Moving forward, AV Branch will utilize ILMS Asset Management to track and record the transfer of assets to and from armoring and/or storage locations. To improve this new asset transfer process, AV-specific barcodes have been added to each vehicle inventoried to enable the use of ILMS Scanners.

E. Categorization of Law Enforcement (LE) Vehicles

Use of LE Vehicle Classification System from GSA Bulletin FMR B-33 and Exemptions from Energy Policy Act and VAM Reporting

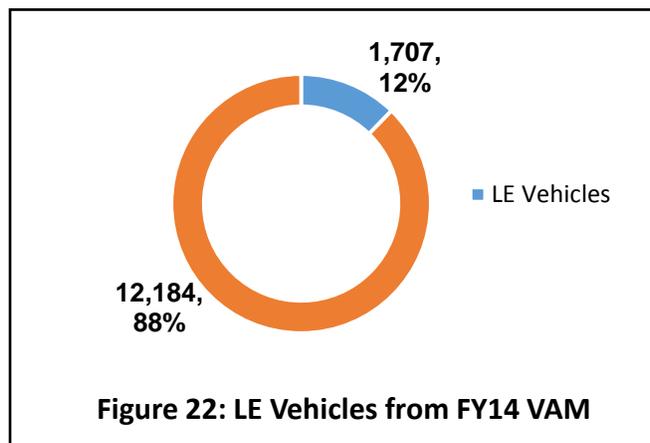


Figure 22: LE Vehicles from FY14 VAM

The LE vehicle classifications are programmed into ILMS and implemented by DS and several overseas posts. Additionally, ILMS was enhanced in January 2015 to provide fleet managers additional LE classification visibility per vehicle and motor pool.

LE vehicles often accrue utilization and maintenance expenses quite differently from typical, road-driven vehicles. For example, some of the vehicles are used in

training scenarios as Vehicle Born Improvised Explosive Devices (VBIDs) and props. This is a positive approach to re-utilizing Department vehicle assets.



F. Justification for Restricted Vehicles

Agency Use of Vehicles Larger than Class III

- ✓ The only organization utilizing these larger vehicles is DS, which uses them to meet armoring requirements and for protection. There are currently justification protocols in place to monitor the acquisition of these vehicles. As a result, GSA and the Department frequently review these orders.

Posting of Executive Fleet Vehicles on Agency Website

- ✓ FMO has posted the executive fleet vehicles on the agency website, as required by the Presidential Memorandum of 2011.

Limousine Compliance with the Definition in GSA Bulletin FMR B-29

- ✓ FMO reported limousines in the Department inventory using the GSA Bulletin FMR B-29 definition.

Use the Ballistic Resistance Classification System of National Institute of Justice (NIJ) Standard 0108.01 for Armored Vehicles

- ✓ DS does not use the ballistic resistance classification system (Standard 0108.01) of the NIJ. Instead, DS has developed internal standards that are classified and exceed the current NIJ standard.

Armored Vehicles Authorization

- ✓ All armored vehicles are authorized by appropriation.



G. Vehicle Replacement Strategy and Results

Schedule to Achieve Optimal Fleet Inventory, Including Plans for Acquiring All Alternative Fueled Vehicles (AFVs) by December 31, 2015

The Attainment Plan details the Department of State plan for its fleet based upon currently available information. The Attainment Plan shows acquisitions and disposals by vehicle type and by fuel type (conventional vs. alternative) through 2015. The Department will revise its plan annually, as needed. In addition to following the results of this year’s VAM process to optimize each organization’s fleet, plans are also in place to acquire AFV vehicles going forward:

- **Overseas:** DOS is continuing to work with regional bureaus to identify posts where alternative fuel may be available, and will strive to acquire AFVs for shipment overseas, where possible. “Green” vehicles cannot be serviced in many locations overseas, and parts cannot be easily procured. However, even with these challenges, the FAST-reported inventory of AFVs has continued to rise for a third year in a row, increasing from 252 vehicles in 2012 to 410 vehicles in 2014, a 62% increase. Additionally, AFV acquisitions increased by 86%, up from 44 vehicles in 2013 to 82 vehicles in 2014.
- **DS:** Replacement of vehicles occurs according to GSA standards. DS is moving toward AFVs in all domestic cases, except where security or LE needs make such a choice impractical. The FAST-reported inventory of AFVs for 2013 was 653 and increased modestly in 2014 to 667.
- **FMO:** Working through GSA, FMO met its AFV acquisition goals. Additionally, FMO is applying the VAM study results to hold stakeholders responsible for eliminating vehicles, where appropriate. All new allocations are being stringently reviewed. The FAST-reported inventory of AFVs for 2012 was 158 and rose by three vehicles in 2014 to 161.
- **IBWC:** Exemptions have been approved for offices located too far from available fuel. The types of AFVs required for the driving terrain are not always available from GSA. IBWC acquires E-85 vehicles where practical. The FAST-reported inventory of AFVs for 2013 was 55 and rose in 2014 to 58.

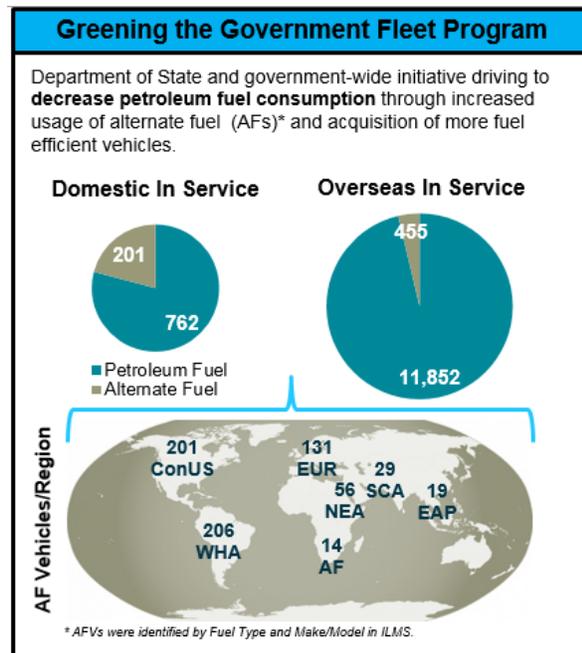


Figure 23: In Service AFVs



Agency Plans and Schedules for Locating AFVs in Proximity to AFV Fueling Stations

The VAM study gathered information regarding where domestic vehicles are domiciled (or parked overnight). DOS uses this information to review whether domestic vehicles can be shifted from one location to another, without impacting the mission, in order to be closer to commercial service stations carrying alternate fuels. However, commercially available alternate fueling infrastructure is limited in many areas of the country and particularly in the metropolitan Washington D.C. area. As a result, the Department's annual alternative fuel consumption consistently falls below targeted goals. Until a compelling business case can be demonstrated to the commercial petroleum retail sector, the Department does not foresee substantially more alternative fuel (particularly E85) locations being added to the current inventory. In the interim, the Department is attempting the following:

- **Overseas:** DOS is gathering information to identify posts where alternative fuels and AFV repairs are available and feasible and plans to attain AFVs where cost effective.
- **DS:** Although the Bureau does not typically relocate vehicles, AFVs can be transferred to where fuel is available to the extent possible.
- **FMO:** These vehicles and shuttle bus services are provided primarily in the Washington, D.C., area. Additionally, AFVs outside of D.C. were relocated and placed in proximity to AFV fueling stations.
- **IBWC:** The vehicles cannot be moved from the hydroelectric power plants or the levees where they operate and where offices are located on the US-Mexico border.

Agency's Approach where Alternative Fuels are not Available

The Department collaborated with several other Federal Agencies in the metropolitan D.C. area to locate or co-locate the alternative fuel capacity in existing non-commercial vehicle refueling locations. Additionally, DOS has worked with the Department of Defense to add alternative fuel capacity within their existing base retail establishments. Unfortunately, the combined AFV consumption data among these agencies does not support expansion of alternative fuel capacities. The Department has also joined several other Federal Agencies in petitioning the Department of Energy (DOE), GSA and the Council of Environmental Quality in developing an interagency solution. In the meantime, the Department is pursuing the following limited solutions:

- **Overseas:** Due to the lack of alternative fuels and vehicle repair and maintenance options available in many cities where Posts are located, hybrids are under consideration for some locations. Additionally, the Department has made significant inroads in reducing the vehicle size of its fleet to reduce fuel consumption.
- **DS:** Since most vehicles are for LE, no initiative is underway to provide alternative fuels in locations where it currently is not available.
- **FMO:** Vehicles have been relocated closer to fueling stations. The Department is working with DOE and Clean Cities to increase availability.
- **IBWC:** Fuel tanks were purchased to supply alternative fuel in its remote locations. However, fuel has been inconsistently available in sufficient quantities.



AFVs not Dependent on Infrastructure, Such as Electric Vehicles and Qualifying Low Greenhouse Gas (LGHG) Vehicles, Placement in Such Areas

To the extent possible, each organization has started to acquire LGHG vehicles in locations where the requirements necessary to maintain these vehicles can be met.

Vehicle Sourcing Decisions for Purchasing/Owning Vehicles Compared with Leasing Vehicles through GSA Fleet or Commercially

- **Overseas:** Overseas vehicles are rarely leased either through GSA or commercially; instead, most are purchased. However, all requested vehicles undergo a review to determine the most appropriate procurement choice. Additionally, all armored vehicles must be purchased as they cannot be returned to GSA for disposal. Instead, they must be destroyed in a manner that ensures that classified armoring techniques/technology will not become accessible. Under ICASS, all vehicles are purchased and costs shared through an OMB-approved chargeback program. All Department Program Vehicles (non-ICASS overseas vehicles), are purchased through GSA and shipped overseas.
 - Additionally, the Department is in communication with EURO-Interagency Fleet Management System (IFMS), a properly designated entity to provide vehicles and fleet management services to the federal government. The Department is investigating whether the overseas IFMS may be able to supply vehicles under a leasing arrangement comparable to GSA Fleet.
- **DS:** DS owns 281 vehicles, leases 825 through GSA, and leases 182 vehicles commercially. As it occurs overseas, DS armored vehicles must be purchased as they cannot be returned to GSA for disposal; instead, they must be destroyed in a manner that protects the classified armoring information. The remainder of the DS fleet consists of commercially leased vehicles, which are utilized because GSA does not provide executive vehicles required for DS mission needs, including dignitary protection. DS also utilizes commercially leased vehicles to diversify the fleet in support of surveillance missions.
- **FMO:** FMO leases 194 GSA Fleet vehicles and 16 commercially leased executive fleet vehicles (including those for the Deputy Secretaries). Efforts to further reduce that number and convert all commercial leases to GSA Fleet leases are ongoing. Additionally, FMO owns 25 agency vehicles.
- **IBWC:** Most of the on-road fleet is currently GSA Fleet leased, with the exception of 60 agency-owned vehicles. IBWC is in the process of replacing all purchased vehicles with GSA Fleet leased vehicles.

Cost Comparison of Owned Vehicles to Leased Vehicles

For each vehicle acquisition, the Department carefully compares the total costs between owning and leasing. Other factors unique to the Department, such as the requirement for armored



vehicles, are considered. Due to the controlled disposal process required, leasing armored vehicles through GSA is prohibited; these vehicles must, therefore, be purchased.

Although the majority of Domestic vehicles are GSA leased, the same trend is not found overseas. For instance, GSA does not offer leases for vehicles overseas; instead, a 'dry lease' would be employed under which the GSA would purchase the vehicle, although the Department would remain responsible for all maintenance and disposal costs. This is required because GSA does not have a presence in many countries in which the Department is located. Therefore, using GSA for this purpose would only serve as a financial tool to separate costs into annual fees, and would not benefit the Department. Instead, the GSA fleet acquisition and in-house vehicle maintenance overseas is a cost-effective alternative to commercial/GSA leases in isolated areas.

Additionally, purchasing vehicles can often be a cost-effective choice, given the Department's ability to leverage duty and tax-free statuses to maximize value in foreign nations. These same advantages could not be used under a leasing model. With these reasons under consideration, the Department continues to evaluate leasing alternatives when acquiring vehicles overseas.

In the overseas fleet, vehicles have predominantly been purchased, transferred from another Federal agency, or donated. Domestically, the majority of the fleet has been GSA leased, while the remainder has been commercially leased, purchased, transferred from another agency, or donated.

Rationale for Acquiring Vehicles from Other than the Most Cost Effective Source

All data indicates that GSA is the "most cost-effective source," and the Department acquires its vehicles through its procurement programs (leasing or purchasing). However, local conditions, the need for maintenance repair, or special requirements are examples of cases when GSA may not be used for certain vehicle purchases.



H. Vehicle Management Information System Description

Overview of Vehicle Management Information System (VMIS)

In 2010, the Department acquired a Fleet Management Information System (FMIS) that conforms to the standards published in GSA's Bulletin B-15, "Requirements for Management Information Systems in Federal Vehicle Fleets."

The FMIS manages all fleet utilization data through a standardized web-based solution and is integrated as a module of the Department's Integrated Logistics Management System (ILMS). The robust functionality of the FMIS has and will improve virtually all aspects of fleet management across the Department, by:

- ✓ Facilitating motor pool management
- ✓ Improving accuracy of utilization statistics
- ✓ Capturing data about vehicle assignment, as well as, maintenance and fuel consumption history
- ✓ Providing increased visibility into all vehicle related expenses
- ✓ Offering enhanced data controls and data reliability
- ✓ Supporting green initiatives through paperless processing

Through FMIS, fleet managers have the ability to perform standardized vehicle registration, dispatch, maintenance, fuel and reporting functions. Additionally, FMIS supports the management of motor pool employee data, and provides the ability to capture licensing, training, and certification histories, as well as employee schedules. FMIS also offers reporting capabilities for standard Department reports, including capturing data necessary for annual FAST reporting for indirect vehicle costs. The Department completed an upgrade of the FMIS in October 2014 which provides enhanced usability, performance and ad-hoc reporting capabilities.



Figure 24: Department Fleet Management Information System (FMIS)

The data provided by FMIS will allow the Department to better identify which vehicles have been dispatched on the fewest number of trips, undergone the most maintenance, and/or underutilized or inefficient to keep based upon specified standards. As a result, Department management will be able to make better informed decisions about anticipated fleet reductions. The data provided by the FMIS may be leveraged to measure and continuously improve the Department's fleet performance.

FMIS helps manage the Department's fleet through one standardized system. The motor vehicle asset data contained within FMIS is maintained within the Department's system of record, the Asset Management module in ILMS. FMIS is the Department's system of record used to manage fleet operations and capture DOS fleet utilization data. The motor vehicle information captured in FMIS is calculated and integrated into the Motor Vehicle Survey (MVS) in ILMS on a monthly basis. FMIS improves the Department's internal controls, increases data reliability, and provides visibility into the entire fleet.

As of March 1, 2015, FMIS has been implemented at more than 247 posts, equating to 92.9% of the Department's overseas fleet. Assuming adequate funding, the Department's goal is to complete implementation for all posts by the end of 2015. The deployment strategy addresses the largest fleets first, and, while working in a geographic region, incorporates some of the smaller posts.



Other Systems Used to Capture Vehicle Information where FMIS is Not Available

The FMIS is not yet implemented for IBWC. Instead, all data is captured through one of two systems:

- **GSA Fleet Vehicles:** Data on all vehicles leased through GSA Fleet is available through Reports CarryOut.
- **IBWC-Owned Vehicles:** Data on all owned vehicles is maintained in a Microsoft Access database.

I. Vehicle Sharing Practices and Plans

Internal or External Vehicle Pooling/Sharing Activities and Consolidation Initiatives

All larger posts have a motor pool operated through the ICASS program. Motor pools of small embassies by contrast do not necessarily operate through the ICASS program. Embassy motor pools service all federal agencies that participate in and subscribe to the ICASS motor pool cost center.

Approximately 33% of U.S. government employees assigned to embassies are not Department of State personnel. Not all agencies with personnel at a post use ICASS motor pool services; instead, they may provide their own vehicles. While the Department cannot assess the necessity or cost effectiveness of other agencies operating and maintaining their own vehicles at any given post, a January 2012 report by the Government Accountability Office (GAO) recommended further reduction in duplicative services overseas.

As improvement continues within the ICASS motor pool program, the Department is working with other agencies to improve post fleet management and motor pool utilization. This may extend to some military and LE groups consolidating their vehicles into the ICASS fleet if no statutory, regulatory, or policy restrictions prevent such.

An ongoing initiative is to consolidate State and USAID motor pools. In locations where consolidation appears feasible but a decision is made not to do so, a formal waiver process must be granted.

Domestically, DS and IBWC operate motor pools at their HQ offices, as does the Department HQ itself. FMO operates the HQ motor pool through a dispatch office utilizing FMIS. FMO provides car and executive driver services, transport services, and charter bus contracting for large group events, and operates Department shuttle-bus program between its multiple Washington, DC office locations.



Efforts to Reduce Vehicles Assigned to a Single Person

The Department has aggressively worked to develop motor pool programs to provide transportation services to employees overseas and domestically. For overseas posts, regional bureaus have been working to reduce the assignment of a vehicle to the Deputy Chief of Mission. Instead, the position would rely on the ICASS motor pool for transportation requirements.

Although vehicles are not assigned to an individual, they may be assigned to specific positions, such as the Chief of Mission. Previously, only law enforcement activities have required applicable assignments by position for the domestic fleet. To minimize this type of assignment, DS has applied the guidance in Bulletin B-33 and identified vehicles that can be informally shared by office personnel.

J. Impediments to Optimal Fleet Management

Obstacles Faced in Optimizing Fleet

Ever-changing security conditions around the world, including degree of danger shifts and danger location changes, represent a significant obstacle to a stable and optimized fleet for the Department. The demand for armored vehicles ebbs and flows depending on risk, and the need for risk mitigation through upgraded transportation tools and processes require constant scrutiny and response. As of 2015, the Diplomatic Security High Threat Directorate identifies 30 posts as high-threat, high-risk. Fleet program implications include:

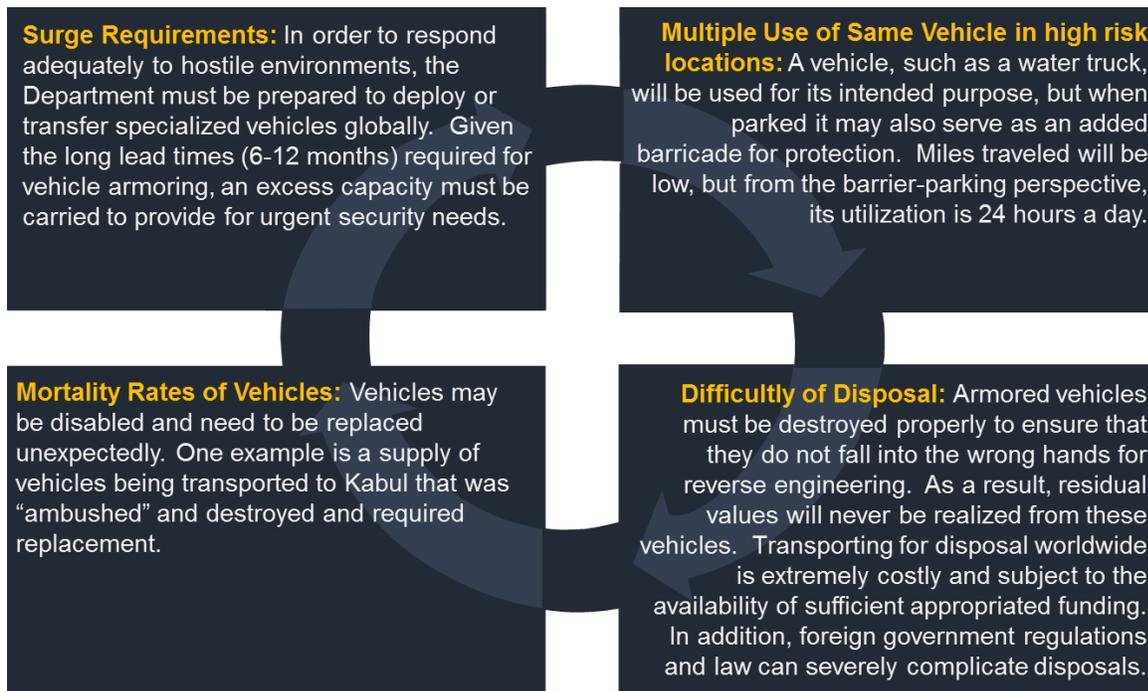


Figure 25: Implications of High-Threat, High-Risk on Fleet Management



Other impediments to optimal fleet management include:

- Because most vehicles are purchased or leased from GSA, the Department acquires many easily identifiable U.S.-manufactured vehicles and ships them overseas. In particularly high-risk locations, this can make the vehicles a target.
- Parts may be in short supply for U.S.-manufactured vehicles in many locations. This affects maintenance, repair, and utilization, and can lead to retaining older vehicles to ensure that backup transportation is available when maintenance work is performed.
- In some locations, social mores may necessitate a larger vehicle inventory. For example, in Saudi Arabia, women are not permitted to drive, so both work and personal transportation services must be provided for female staff and family members.
- Heavier security vehicles drive fuel consumption upward. Heavy, armored vehicles have a shorter life-cycle because of the excess weight they carry, even though the mechanical components have been upgraded.
- Embassy grounds in many locations are comparable to a small town or campus. Housing is often provided and maintained by embassy staff. Consequently, many posts require vehicles that can supply necessary services.
- Since fleet requirements vary widely by location, posts must take the lead in determining needs locally.
- Official delegations visit many embassies around the world. The vehicle fleet at these locations must be able to meet the transportation and security needs of visiting officials. Posts in locations without safe and/or reliable public transportation or car rental services require larger fleets to support visitors and unexpected operational requirements.
- The alternative fuel infrastructure remains inadequate to enable every location to operate AFVs.
- Terrain in many locations is rough on vehicles, tearing up tires and necessitating a higher degree of maintenance and repair. In locations where this applies, maintenance services are unlikely to meet Department standards; instead, in-house shops are a necessity (as well as a supply of tires and other parts).
- Climate in many locations is rough on the vehicles. For example, posts located closer to a sea will find that their vehicles suffer from salt deterioration, particularly if enclosed parking is not available.

Documentation and Requests for Additional Resources Required

There are no additional resources required at this time that the Department has not already addressed internally.

Specific Laws, Regulations, or Issues that Constrain the Operation and Optimization of the Fleet and Possible Solutions

Given the global and high-risk environment in which the Department operates, there are many impediments to reaching certain Green Initiative goals. These variables include, but are not limited to, manufacturer AFV product line changes between model years, GSA order schedules, continuing resolutions, client funding, mission changes, and changes in environmental policy. As a proposed solution, the 'green fleet' environmental requirement could be simplified to



"Reduce petroleum fuel consumption by X% by 20XX (compared to the 20XX baseline)." This would allow the Department to determine how to best meet that requirement (e.g., by increasing alternative fuel consumption, increasing fuel efficiency, reducing vehicle and/or overall fleet size, reducing miles traveled, etc.).

Additionally, to meet our overseas mission requirements, the Department of State requires an exception to the statutory price limitations on acquisition of armored vehicles, passenger sedans, and station wagons set forth by 31 U.S.C. § 1343 when acquiring vehicles to conform with foreign standards. Foreign government requirements for vehicles often enforce minimum standards, such as emissions. However, U.S. manufacturers may not be able to adhere to these standards while remaining under the statutory price limitation and foreign manufacturers may be unwilling to self-certify that their vehicles meet the price limitation.

The Department sees a positive outcome from the attention being paid to fleet management, and there have been significant strides towards improving data quality and organizational decision-making, which result in improved fleet efficiency and cost control. This benefits the Department, the federal government, and taxpayers.

K. Anomalies and Possible Errors

Any Real or Apparent Problems with Agency Data Reported Through the Federal Automotive Statistical Tool (FAST)

In an effort to further improve accuracy of the data reported to FAST, Department Fleet representatives worked closely with FAST representatives for FY 2014 annual reporting. Stakeholders completed detailed examination of the reports utilized to populate the required FAST templates. Additionally, the population of vehicles considered in FY 2014 was specific to Department-Owned vehicles in order to keep in line with VAM Study criteria.

Any Data Fields Highlighted by FAST as Possible Errors that were Overridden

In FY 2014, the Department of State did not identify discrepancies with the FAST data. As part of this year's submission, State continued to communicate with the various reporting elements to ensure that the data is reliable. The Department anticipates that data quality will continue to improve as the FMIS is rolled out and training takes place. Data anomalies in FAST are discussed above, under topic C, Explanation of Fleet Size and Cost Changes Not Meeting Projections.

Any Flagged, Highlighted, or Unusual-Appearing Data Explanations

No unusual anomalies were identified during the FY 2014 FAST data submission.



L. Summary and Contact Information

Name and Contact Information for the Agency Headquarters Fleet Manager

Patrick Kennedy
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U.S. Department of State

Name and Contact Information for the Budget Office Reviewing Official

Douglas Pitkin
Senior Director, Office of Budget Analysis
Bureau of Budget and Planning
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Appendix



M. Appendix A: VAM Survey and Results

Below are the MVS and VAM questions.

The Motor Vehicle Survey (MVS)

1. Odometer Reading Date:
2. Odometer Reading (km):
3. Accident Cost US\$:
4. Contract Cost US\$:
5. Maintenance Cost US\$:
6. Fuel Cost US\$:
7. Liters of Fuel:
8. Kilometers Driven: *(Pre-populated and auto-calculated values)*
9. Miles Driven: *(Pre-populated and auto-calculated values)*
10. Fuel Efficiency (km/liter): *(Pre-populated and auto-calculated values)*

The Vehicle Allocation Methodology (VAM) Questionnaire

1. Please enter your personal information below (who is filling out the survey) – Last Name, First Name, Email, City, Country, User ID. *(Pre-populated with data in ILMS)*
2. To which Post are you assigned? *(Pre-populated with data in ILMS)*
3. What is the current odometer reading (Kilometers)? *(Pre-populated with data in ILMS)*
4. What is the current odometer reading (Miles)? *(Pre-populated with data in ILMS)*
5. When was this reading taken (MM/DD/YYYY)? *(Pre-populated with data in ILMS)*
6. How many trips per week does this vehicle average? (Trip: When the driver takes the vehicle from its normal parking area and then returns it to that same general area.)
 1 2-2 4-6 7-12 13 or more
7. How many weeks per year is this vehicle used?
 1 to 24 25 to 47 48 to 52
8. How many hours is a typical trip for this vehicle?
 0 to 0.5 0.5 to 1.5 1.5 to 3 3 to 5 More than 5



9. **Is this an armored vehicle?** *(Pre-populated with data in ILMS)*
10. **Is this an emergency vehicle?**
 Yes No
11. **Is this a backup or spare vehicle?**
 Yes No
12. **Is this a law enforcement vehicle?**
 Yes No
13. **Does this vehicle have installed equipment with a specialty function? (Ex. Security equipment, blue force chips, etc.)**
 Yes No
14. **Are the tools and equipment carried secured when the vehicle is unattended?**
 Yes No
15. **Are the tools and equipment carried time consuming to transfer to another vehicle?**
 Yes No
16. **Would it be possible to perform the same function with public transportation?**
 Yes No
17. **Is pooling/sharing of this vehicle possible? (Select all that apply)**
 Within your post With another federal agency Already a pool vehicle
(i.e. ICASS) Pooling not possible
18. **Is this vehicle normally driven by a chauffeur/driver?**
 Yes No
19. **Would an on-call taxi service or a scheduled shuttle service meet the requirements of this vehicle? (select all that apply)**
 On-call taxi service Scheduled shuttle service Neither



20. Would one of the following vehicles better perform the mission

- Ambulance
- Bus
- Low Speed Electric
- No
- Other
- Pickup
- SUV
- Sedan
- Truck Heavy Duty (large)
- Truck Medium Duty
- Van – Cargo
- Van – Passenger

21. Please select the options below that best describe the conditions in which this vehicle travels. (Check all that apply)

- Unpaved (dirt/gravel) roads
- Sever off-road conditions
- Weather-affected roads (unplowed snow)
- City streets and highways

22. What climate does this vehicle typically operate in: (Pre-populated with data in ILMS)

23. Vehicle condition?

- Excellent
- Very Good
- Good
- Fair
- Poor
- Cannot be operated or repaired



Current and Optimized Fleet Composition by Type per Reporting Element based on FY14 VAM Population

Overseas

Overseas Fleet	FY14 Baseline Fleet	Vehicle Slot Change	FY15 Optimized Fleet
Bus/Amb	166	-26	140
HD Truck	668	-70	598
Limo	39	-1	38
Pick-Up	1,927	-293	1,634
Sedan/Coupe	1,224	-234	990
Station Wagon	532	-130	402
SUV	6,477	-1,093	5,384
Van	2,949	-495	2,454
Grand Total	13,982	-2,342	11,640

Table 6: Current and Optimized Overseas Fleet Composition by Type

DS

DS	FY14 Baseline Fleet	Vehicle Slot Change	FY15 Optimized Fleet
Bus/Amb	2	0	2
HD Truck	9	0	9
Limo	43	0	43
Pick-Up	44	-1	43
Sedan/Coupe	147	-1	146
Station Wagon	61	0	61
SUV	349	-2	347
Van	85	-1	84
Grand Total	740	-5	735

Table 7: Current and Optimized DS Fleet Composition by Type

OBO

OBO	FY14 Baseline Fleet	Vehicle Slot Change	FY15 Optimized Fleet
Pick-Up	3	-1	2
Station Wagon	1	0	1
SUV	49	-19	30
Van	4	-3	1
Grand Total	57	-23	34

Table 8: Current and Optimized OBO Fleet Composition by Type



FMO

FMO	FY14 Baseline Fleet	Vehicle Slot Change	FY15 Optimized Fleet
HD Truck	4	0	4
Pick-Up	3	-1	2
Sedan/Coupe	3	0	3
SUV	7	0	7
Van	9	0	9
Grand Total	26	-1	25

Table 9: Current and Optimized FMO Fleet Composition by Type

IBWC

IBWC	FY14 Baseline Fleet	Vehicle Slot Change	FY15 Optimized Fleet
HD Truck	53	-1	52
Pick-Up	74	-9	65
Sedan/Coupe	3	0	3
SUV	24	-5	19
Van	5	-1	4
Grand Total	159	-16	143

Table 10: Current and Optimized IBWC Fleet Composition by Type



Fleet Management Information System Status

GSA's guidance document B-30, part 6. A) 1) notes that FMR § 102-34.340 requires agencies to implement a fleet management information system. After undertaking a competitive procurement in FY 2009, the Department acquired Chevin's FleetWave and implementation is under way. The following map displays the sites where FMIS has been deployed. Assuming adequate funding is available, the remaining posts will be deployed through FY 2015. This schedule is subject to change.

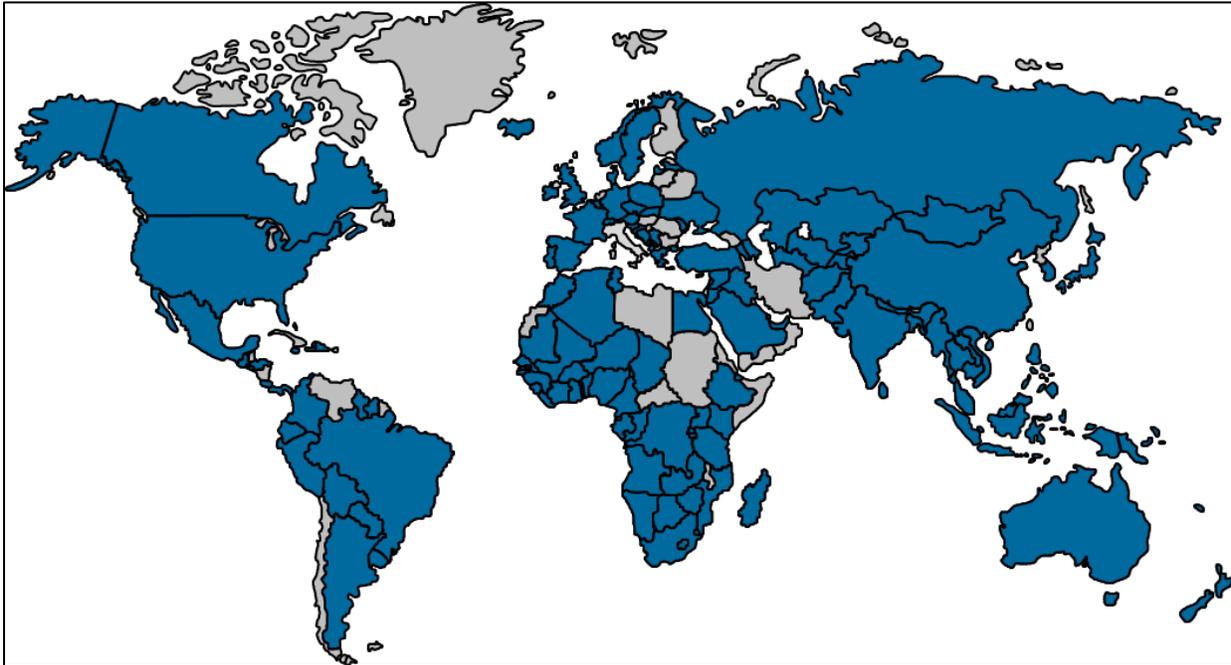


Figure 25: FMIS Live Sites



N. Appendix B: Acronym Glossary

AIP	<i>Afghanistan, Iraq, and Pakistan</i>
APEC	<i>Asian-Pacific Economic Cooperation</i>
ATV	<i>Alternative Fuel Vehicle</i>
COM	<i>Chief of Mission</i>
DCM	<i>Deputy Chief of Mission</i>
DOS	<i>Department of State</i>
DS	<i>Diplomatic Security</i>
ERP	<i>Enterprise Resource Planning</i>
FAM	<i>Foreign Affairs Manual</i>
FAST	<i>Federal Automotive Statistical Tool</i>
FLETC	<i>Federal Law Enforcement Training Center</i>
FMC	<i>Fleet Management Council</i>
FMIS	<i>Fleet Management Information System</i>
FMO	<i>Fleet Management & Operations Division</i>
FMP	<i>Fleet Management Plan</i>
FY	<i>Fiscal Year</i>
GAO	<i>Government Accountability Office</i>
GSA	<i>General Services Administration</i>
HTW	<i>Home to Work</i>
HQ	<i>Headquarters</i>
IBWC	<i>International Boundary and Water Commission</i>
ICASS	<i>International Cooperative Administrative Support Services</i>
ILMS	<i>Integrated Logistics Management System</i>
INL	<i>International Narcotics and Law Enforcement</i>
KPI	<i>Key Performance Indicators</i>
LE	<i>Law Enforcement</i>
LGHG	<i>Low Greenhouse Gas</i>
MRR	<i>Mission Resource Request</i>
MSG	<i>Marine Security Guard</i>
MV	<i>Motor Vehicle</i>
MVS	<i>Motor Vehicle Survey</i>
NATO	<i>North Atlantic Treaty Organization</i>
NIJ	<i>National Institute of Justice</i>
OBO	<i>Overseas Building Operations</i>
OMB	<i>Office of Management and Budget</i>
POV	<i>Personally Owned Vehicles</i>
USAID	<i>United States Agency for International Development</i>
VAM	<i>Vehicle Allocation Methodology</i>
VMIS	<i>Vehicle Management Information System</i>
VBID	<i>Vehicle Born Improvised Explosive Device</i>
WEF	<i>World Economic Forum</i>