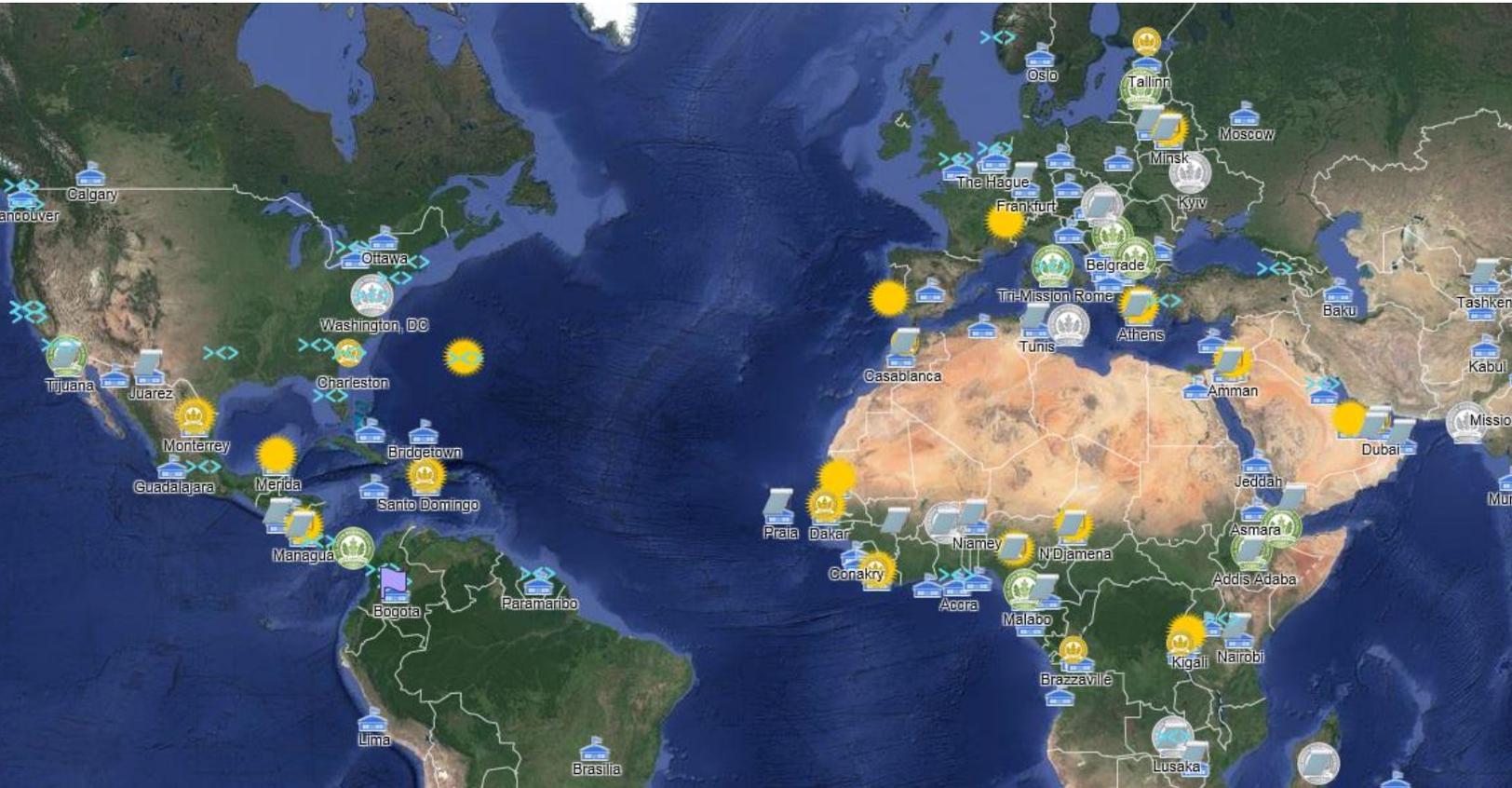


2016 Strategic Sustainability Performance Plan

U.S. Department of State

June 28, 2016



Points of Contact:

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Policy Statement

The Department of State is committed to leading by example, leveraging our facilities to demonstrate – in practical and tangible ways – American solutions in renewable energy, energy efficiency, and sustainable design and operations.

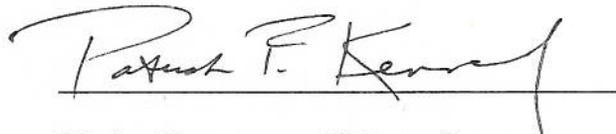
We have several policies that guide us, including Executive Order 13693; our strategic plan with the U.S. Agency for International Development; the 2015 Quadrennial Diplomacy and Development Review; and our international efforts – including the landmark United Nations Framework Convention on Climate Change’s 21st Conference of the Parties Paris agreement; Secretary Kerry’s Our Oceans Conferences; and the President’s Climate Action Plan.

We benefit from strong partnerships with federal agencies, universities, and the private sector. Over the next year, we will continue to expand our work with the aim of meeting or exceeding our renewable energy, energy efficiency, water intensity, and sustainable transportation goals for 2020 and beyond.

The Department seeks to comply with all applicable environmental and energy statutes, regulations, and Executive Orders while advancing diplomacy on behalf of the American people.

June 28, 2016

Date



Under Secretary of State for
Management Patrick F. Kennedy

Executive Summary

Strategy Sustainability Performance Plan 2016



“Leading the way toward progress on [climate change] is the right role for the United States, and it's the right role for the Department of State.”

- Secretary John F. Kerry

VISION

“An ever-improving global operation that models best practices of environmental stewardship and sustainability” - U.S. Department of State Greening Council

The Department’s sustainability vision is enacted through:

- increasingly efficient use of resources and reduce costs, thereby freeing up funds to support other efforts of the Department;
- enhancing the Department’s security and resiliency through diversifying energy sources and reducing operational demand for energy, fuel, and water resources;
- ensuring the well-being of Department personnel is advanced through environmentally-safe working conditions and informing them of any risk;
- maintaining efficient use of resources through centralized collection and dissemination of best practices to avoid duplicative efforts and waste;
- adopting next generation technology to advance sustainable operations and promote U.S. industries and solutions; and
- building bridges between management and policy to establish platforms of environmental successes for the benefit of diplomatic engagement.

LEADERSHIP

The Greening Council, a body of senior Department officials, 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 F. 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.

The Greening Council Working Group is made up of working-level directors and managers from across the Department who work to fulfill goals set by the Council. 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.

INTEGRATION WITH OTHER FEDERAL INITIATIVES AND AGENCY-WIDE STRATEGIC PLANNING AND BUDGETING PROCESS

- Climate change mitigation and resilience play large roles in the Department's 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/>. Members of the Greening Council Executive Secretariat regularly participate on inter-agency taskforces related to climate change and sustainability. The 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. The Department is also a leading entity in incorporating smart metering learning into its facilities management and maintenance, and is working on enhancing security within smart metering and analytics. Regarding motor vehicles, 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.

SUCCESES

- **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 largest State Department building. With 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 all domestic new construction and major renovation projects on properties over 5,000 SF in our leases and construction contract specifications. In the past 12 months, the Department has added two certified projects to our LEED® Silver portfolio and one certified project to our LEED® Gold portfolio, bringing our domestic total to nine LEED® Silver projects and two LEED® Gold certifications. Reflecting our emphasis on reducing water use, water intensity decreased for all buildings in FY 2015.
- **Renewable Energy:** The Department exceeds its renewable energy goals with offsite solar and wind power through an agreement with Constellation New Energy and UNICOR. The Department will continue to establish renewable energy power purchase

agreements for new facilities where life cycle cost-effective. The Department is participating in the Capital Solar Challenge for two of our buildings, plans to install a solar photovoltaic carport at another facility, and plans to install a solar hot water heating system at the Department headquarters building as part of a building modernization program. The Department is also currently pursuing energy conservation measures through three Utility Energy Savings Contracts (UESCs). 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 National Foreign Affairs Training Center (scheduled to be constructed in 2016-2018).

- **Cyber security:** Problems have been encountered in using off-the-shelf technologies for building automation systems (BAS) and advanced meter conductivity due to governmental cyber security concerns. The Department was one of the first agencies to join the Department of Energy building automation cyber security working group. This government working group's focus is to develop solutions to cyber security concerns from BAS and other facility items that relay computer information. The Department has also designed new, industry-leading systems that will enhance cyber and physical security while providing utility consumption information.

CHALLENGES

- **Funding:** Funding to implement sustainability initiatives is a significant challenge. Restricted funds – either by regulation or internal silos – pose another challenge with getting Department-wide initiatives deployed.
- **Alternative Fuel Availability:** Commercially available alternative 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 alternative fuel vehicle (AFV) consumption data does not support expansion of 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 employees to meetings in the area.
- **Energy Intensity:** Energy intensity, as calculated by OMB, continues to be an issue with buildings operating 24/7 to power a global presence. The Department has raised with DOE and OMB the need to account for the amount of time office space is used within the energy intensity calculation. Office space continues to be at a premium and the Department feels we are maximizing the use of office space.

LESSONS LEARNED

- Our electric vehicle pilots have highlighted the need for vehicle manufacturers to increase training availability, especially remote training, for mechanics in countries where such cars are not available.

- The importance of employee awareness and ownership is critical, but breaking through to overscheduled and overworked employees is difficult. When possible, the Department messages through several channels, including social media, to try to get a variety of employees involved in activities. One example of this is the Department’s annual Bike to Work Day celebration, which brings together employees from across the Department to learn about alternative transportation options and get a “biking buddy.”

SELECTED PLANNED ACTIONS

- **Domestic Green Building:** 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. In the next 12 months, the Department plans to add 12 certified projects to our LEED® Silver portfolio.
- **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.

PERFORMANCE SUMMARY REVIEW INCLUDING THE PRESIDENT’S PERFORMANCE CONTRACTING CHALLENGE, ELECTRIC AND ZERO EMISSIONS VEHICLES, AND CLIMATE CHANGE PREPAREDNESS AND RESILIENCE

- **Energy Savings Performance Contracts (ESPCs)/Utility Energy Savings Contracts (UESCs):** The Department has already awarded \$16.1M in such contracts during 2016, beyond its 2016 performance contracting target of \$10.9M. In addition to exceeding the initial and revised targets, this meets the Presidential challenge ahead of schedule. Other buildings will be evaluated to determine if they are suitable for performance contracting.
- **Electric Vehicles:** The Department has a domestic fleet of 30 electric vehicles, including in many markets where they may be the first electric vehicles in-country.
- **Climate Change Preparedness & Resilience:** The Department is integrating climate change preparedness and resilience considerations into its international development programs, projects, investments, overseas facilities, and related funding decisions in accordance with Executive Orders 13653 and 13677 and the 2015 Quadrennial Diplomacy and Development Review.

2016 Strategic Sustainability Performance Plan
U.S. Department of State
June 30, 2016



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Size & Scope of Agency Operations

Agency Size and Scope	FY 2014	FY 2015
Total Number of Employees as Reported in the President's Budget*	20,425	20,425
Total Acres of Land Managed	169	169
Total Number of Buildings Owned	12	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.	12	12
Operates in Number of Locations Outside of U.S.	N/A	N/A
Total Number of Fleet Vehicles Owned**	306	303
Total Number of Fleet Vehicles Leased**	1,217	1,217
Total Number of Exempted-Fleet Vehicles** (Tactical, Law Enforcement, Emergency, Etc.)	1016	1015
Total Amount Contracts Awarded as Reported in FPDS (\$Millions)	9,060	8,344

**Domestic Employees Only; **Domestic Fleet only, excludes IBWC vehicle*

Agency Progress and Strategies to Meet Federal Sustainability Goals

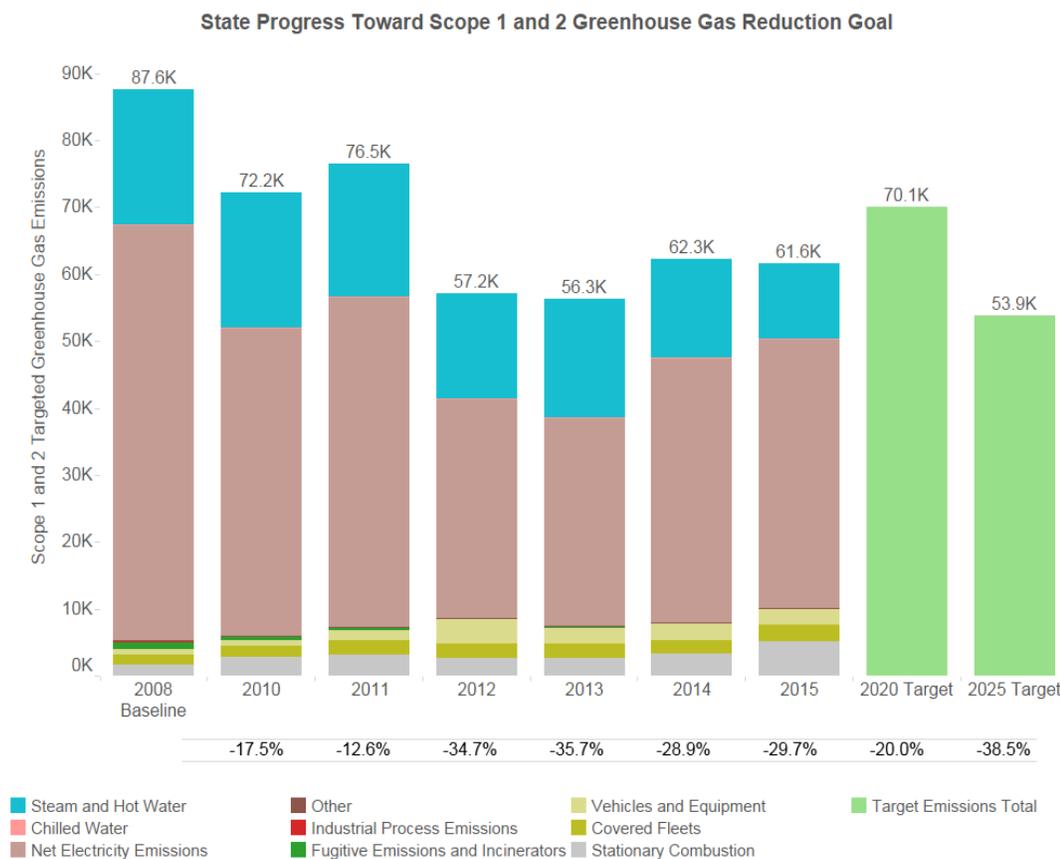
This section provides an overview of progress through FY 2015 on sustainability goals contained in Executive Order 13514, *Federal Leadership in Environmental, Energy, and Economic Performance*, and agency strategies to meet the new and updated goals established by Executive Order 13693, *Planning for Federal Sustainability in the Next Decade*.

Goal 1: Greenhouse Gas (GHG) Reduction

Scope 1 & 2 GHG Reduction Goal

E.O. 13693 requires each agency to establish a Scope 1 & 2 GHG emissions reduction target to be achieved by FY 2025 compared to a 2008 baseline. Department of State's 2025 Scope 1 & 2 GHG reduction target is minus 38.5%.

Chart 1: The State Department Progress Towards Scope 1 & 2 GHG Reduction Goal



The Department of State is on-track to meet or exceed its goals for Scope 1 and 2 Greenhouse Gas Reductions. The Department is one of the agencies participating in the Capital Solar Challenge and by the end of 2016 we should have more renewable energy on our buildings in Washington, DC. The Department is also currently pursuing energy conservation measures through three Utility Energy Savings Contracts (UESCs).

Scope 1 & 2 GHG Reduction Strategies

Strategy	Priority for FY 2017	Strategy Narrative	Targets and Metrics
Use the Federal Energy Management Program (FEMP) GHG emission report to identify/target high emission categories and implement specific actions to address high emission areas identified.	Yes	Review annual Federal Energy Management Program (FEMP) GHG emission report to identify/target high emission categories. Take action and implement specific programs or projects to address high emission areas identified.	Use energy audits to identify specific projects to increase energy efficiency. Develop an updated Data Center migration/closure plan as required by FITARA.
Identify and support management practices or training programs that encourage employee engagement in addressing GHG reduction.	Yes	Review facility operations and identify and support management practices or training programs that encourage employee engagement in addressing GHG reduction.	By the end of FY16, The Department facility personnel will attend DOE Federal Energy Decision Systems (FEDS) training to help model our facilities. All Department building managers will receive Portfolio Manager training so they can easily track utility consumption.

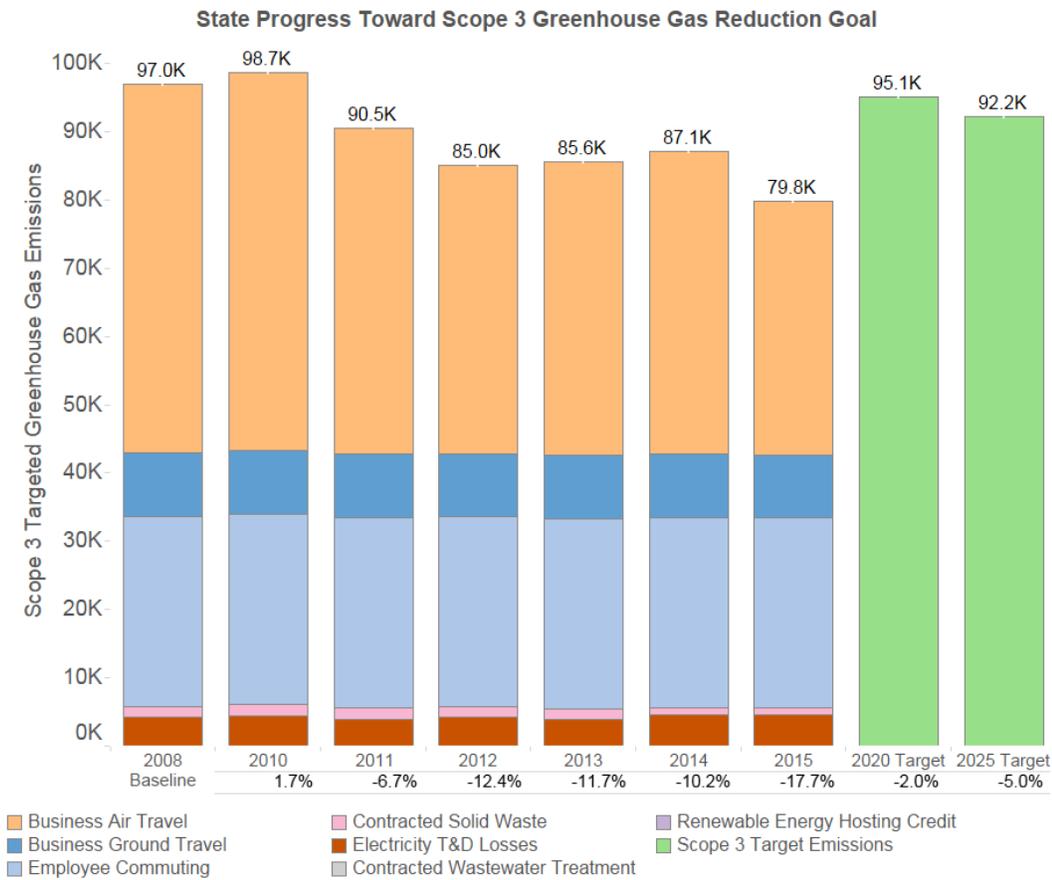
Strategy	Priority for FY 2017	Strategy Narrative	Targets and Metrics
Determine unsuccessful programs or measures to be discontinued to better allocate agency resources.	Yes	<p>Continue to collaborate with private and public partners to address cybersecurity concerns in BAS and smart metering platforms. Problems have been encountered in using off-the shelf-technologies for building automation systems (BAS) and advanced meter conductivity due to governmental cyber security concerns.</p> <p>The Department is one of the first agencies to join the Department of Energy building automation cyber security working group. This government working group's focus is to develop solutions to cyber security concerns from BAS and other facility items that relay computer information.</p>	<p>Complete the cyber security threat analysis and work with the Agencies cyber security personnel to mitigate cyber security risks which will allow full functionality of building automation and advanced metering systems.</p> <p>Continue participating in the Department of Energy building automation cyber security working group. This government working group's focus is to develop solutions to cyber security concerns from BAS and other facility items that relay computer information.</p>
Given agency performance to date, determine whether current agency GHG target should be revised to a more aggressive/ambitious target.	Yes	GHG targets should be routinely looked at to monitor performance. Review annual performance, project future portfolio expansion, and assess targets.	In 2015, the Department used the DART 2 Tool to develop a 2025 Scope 1 and 2 GHG Reduction Target. In 2016, the Department will conduct a similar analysis to review performance, project future portfolio expansion, and assess GHG targets.

Strategy	Priority for FY 2017	Strategy Narrative	Targets and Metrics
Employ operations and maintenance (O&M) best practices for emission generating and energy consuming equipment.	Yes	<p>The Department is actively looking at its facilities and data centers to either develop capital improvement projects or make operational changes to reduce GHG emissions.</p> <p>The Department is exploring additional options for expanding the use of O&M best practices through additional trainings and credential requirements for large contracts.</p>	<p>Track Scope 1 & 2 GHG annual emissions reduction from building upgrades and operational changes.</p> <p>The Department will incorporate FEMP training for its domestic facility managers and inform domestic facility managers of upcoming training opportunities pertaining to reducing energy consumption and GHG emissions.</p> <p>Include the requirement for a full time energy manager in new O&M contracts for large facilities or campuses.</p>
Identify additional sources of data or analysis with the potential to support GHG reduction goals.	<i>Instructional note: agencies should vet any new data or methodologies with FEMP</i>	The Department has not identified any additional sources of data or analysis at this time.	N/A

Scope 3 GHG Reduction Goal

E.O. 13693 requires each agency to establish a Scope 3 GHG emission reduction target to be achieved by FY 2025 compared to a 2008 baseline. The Department of State’s 2025 Scope 3 GHG reduction target is 5 percent.

Chart: Progress Toward Scope 3 GHG Reduction Goal



The Department places high priority on encouraging sustainable transport to work and meetings, seeing this as a way to reduce emissions while increasing wellness. We have a fleet of free loaner bikes; two Chevy Volts; free showers for bikers, walkers and joggers; and have workshops and events to teach bicycling skills regularly. The Department has also made strides in reducing travel where possible with the help of technology such as Adobe Connect and other digital video conferencing tools.

Scope 3 GHG Reduction Strategies

Strategy	Priority for FY 2017	Strategy Narrative	Targets and Metrics
Reduce employee business ground travel.	No	This is not a large source of concern for our GHG, given that most employees work relatively close to each other in DC and Rosslyn and regularly walk, bike, use the State shuttle or Metro to different offices.	
Reduce employee business air travel.	No	The Department has already reduced non-essential air travel, and continues to encourage DVCs, teleconferencing, and other methods to reduce air travel. However, given the nature of diplomatic work, in-person meetings are often needed.	
Develop and deploy an employee commuter emissions reduction plan.	Yes	This strategy is encompassed in the MAP and related work the Department does to message about public transit, bike subsidies, and other.	The Department has a MAP strategy that is executing.
Use an employee commuting survey to identify opportunities and strategies for reducing commuter emissions.	Yes	The Department regularly surveys its employees to determine opportunities.	The Department will release an employee commuting survey in the fall of 2016.

Strategy	Priority for FY 2017	Strategy Narrative	Targets and Metrics
<p>Increase & track number of employees eligible for telework and/or the total number of days teleworked.</p>	<p>Yes</p>	<p>The Department tracks the number of employees eligible for telework and continues to work with managers and bureaus to increase the use of this option. All employees must complete a telework training course and fill out a form for approval. Especially with the Metro overhaul, teleworking is getting increased visibility around the Department. The Department also encourages flexible schedules, such as Alternative Work Schedules, Compressed Schedules, and Flex, which can reduce the total number of days employees have to commute.</p>	<p>Increase the amount of telework-eligible and approved employees.</p> <p>Continue to raise awareness about the benefits of teleworking among employees and managers.</p>
<p>Develop and implement a program to support alternative/zero emissions commuting methods and provide necessary infrastructure.</p>	<p>Yes</p>	<p>The Department is using the new requirement to create a Multi-Modal Access Plan (MAP) to identify ways to increase its awareness activities and infrastructure for alternative and zero emissions commuting methods.</p>	<p>The Department is supporting the installation of an additional Capital BikeShare dock by its headquarters, and is working with goDCgo to examine if there are ways to track State participation in the program.</p> <p>The Department has created a cyclist listserv and advisory group. By July 2016, the Department will post bicycling resources on its internal greening blog.</p> <p>Quarterly, the Department will send out notices about alternative commuting resources at State.</p>

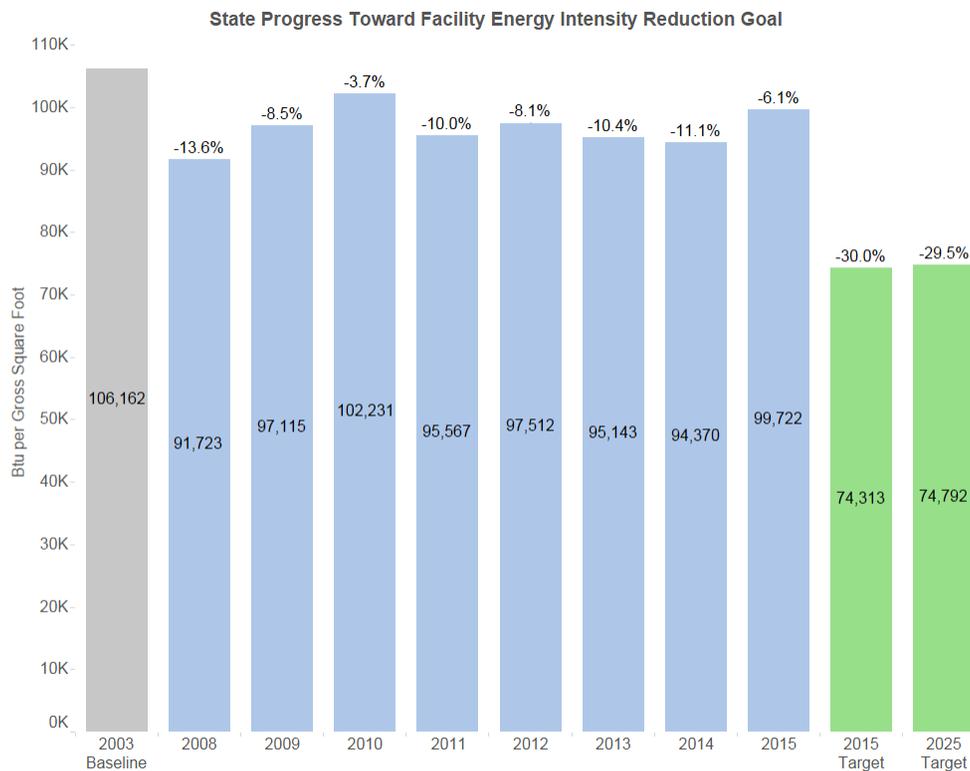
Strategy	Priority for FY 2017	Strategy Narrative	Targets and Metrics
Establish policies and programs to facilitate workplace charging for employee electric vehicles.	Yes	The Department is currently expanding its electric vehicle fleet. It is also working with the White House to examine possibilities for workplace charging.	The Department is deploying a survey to capture how many employees utilize or would like to utilize electric POVs. The Department is undertaking an audit of available infrastructure for electric POVs in parking garage in the headquarters.
Include requirements for building lessor disclosure of carbon emission or energy consumption data and report Scope 3 GHG emissions for leases over 10,000 rentable square feet.	No	As we use GSA for our leasing, we will rely on GSA to come up with a federal solution.	

Goal 2: Sustainable Buildings

Building Energy Conservation Goal

The Energy Independence and Security Act of 2007 (EISA) requires each agency to reduce energy intensity 30% by FY 2015 as compared to FY 2003 baseline. Section 3(a) of E.O. 13693 requires agencies to promote building energy conservation, efficiency, and management and reduce building energy intensity by 2.5% annually through the end of FY 2025, 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.

Chart: Progress Toward Facility Energy Intensity Reduction Goal



The Department actively pursues projects to reduce energy intensity. With mission required operational changes, it has been a challenge to meet our intensity goals. Reducing energy use is a top priority. We have partnered with DOE on conducting energy audits at our buildings and have numerous ongoing UESCs that aid in reducing energy intensity.

Building Energy Conservation Strategies

Strategy	Priority for FY 2017	Strategy Narrative	Targets and Metrics
<p>Make energy efficiency investments in agency buildings.</p>	<p>Yes</p>	<p>The Department’s energy efficiency investments largely are contained in the 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.</p>	<p>In the past 12 months, the Department has added two certified projects to our LEED® Silver portfolio and one certified project to our LEED® Gold portfolio.</p> <p>In the next 12 months, the Department plans to add 12 certified projects to our LEED® Silver portfolio.</p> <p>For projects involving LEED® certification and in compliance with LEED® credit requirements, we will develop and implement a measurement and verification plan covering 1 year post-construction occupancy to verify that energy efficiency targets are met.</p>
<p>Use remote building energy performance assessment auditing technology</p>	<p>Yes</p>	<p>Continue to build out the functionality of the Department’s enterprise metering network, which allows us to do remote building energy performance assessment for some of our facilities. This effort will include expanded modeling, as well as a continuation of portfolio trend assessment. The Department also is exploring additional software and cloud platforms for additional functionality.</p> <p>Completed Federal Energy Decision Systems (FEDS) Models at six buildings by conducting an on-site survey.</p>	<p>Build FEDS models from as-built drawings for more State Department buildings. The Department has already completed six through on-site surveys.</p> <p>Assess remote auditing tools, such as CEO Online, C3 and First Fuel, to determine if they are suitable for remote auditing.</p> <p>Continue to use Portfolio Manager to trend and monitor energy/water consumption.</p>

Strategy	Priority for FY 2017	Strategy Narrative	Targets and Metrics
Participate in demand management programs.	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
Incorporate Green Button data access system into reporting, data analytics, and automation processes.	Yes	The majority of our utility providers have endorsed the Green Button Program. However, in meetings with PEPCO, who was one of the first to endorse Green Button program, the data sets are not readily available yet.	When Green Button is fully functional, the Department will use it to populate Portfolio Manager.
Redesign interior space to reduce energy use through daylighting, space optimization, and sensors and control systems.	Yes	<p>Continue to implement 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.</p> <p>The Department is also tracking utilization rate (UR) improvements and is using URs as both a major criterion for project initiation as well as a metric for subsequent reports.</p>	Target UR is 180 (Usable Square Feet per Occupant). Except where mission requirements dictate deviation, all of our new construction and major renovation projects for FY17 are targeted to meet or exceed this metric.

Strategy	Priority for FY 2017	Strategy Narrative	Targets and Metrics
Identify opportunities to transition test-bed technologies to achieve energy reduction goals.	No	While this strategy is not one of our priorities, the Department continues to evaluate cutting edge sustainable building technologies and incorporate them when proven to be effective in meeting the goals of this section.	N/A
Follow city energy performance benchmarking and reporting requirements.	No	While not a FY17 priority strategy, our leased facilities comply with locally mandated reporting requirements. All of our owned/ delegated and many of our leased facilities are tracked using Portfolio Manager.	Continue to track data in Portfolio Manager.
Install and monitor energy meters and sub-meters.	Yes	The Department will continue to work to build out its advanced meter network through addressing and overcoming cyber security issues with connectivity to BAS.	Complete building automation and advanced meter cyber security threat analysis and develop an implementation plan to resolve network support issues. Actively participate in the DOE Building Automation Cyber Security working group to help resolve this issue.
Collect and utilize building and facility energy use data to improve building energy management and performance.	Yes	Continue to benchmark our building utility use in EnergyStar Portfolio Manager and target EnergyStar score improvement in all of our buildings.	Continue to strive to achieve EnergyStar certification in our buildings.

Strategy	Priority for FY 2017	Strategy Narrative	Targets and Metrics
Ensure that monthly performance data is entered into the EPA ENERGY STAR Portfolio Manager.	Yes	We benchmark our building energy use in EnergyStar Portfolio Manager.	<p>Benchmark monthly energy use in EnergyStar Portfolio Manager for all domestic owned and operated buildings.</p> <p>Train all building managers to use Portfolio Manager.</p> <p>Develop a State Department specific Portfolio Manager Training Program for our facility managers.</p>

Building Efficiency, Performance, and Management Goal

Section 3(h) of E.O. 13693 states that agencies will improve building efficiency, performance, and management and requires that agencies identify 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. The Department of State's 2025 target is 29.5%.

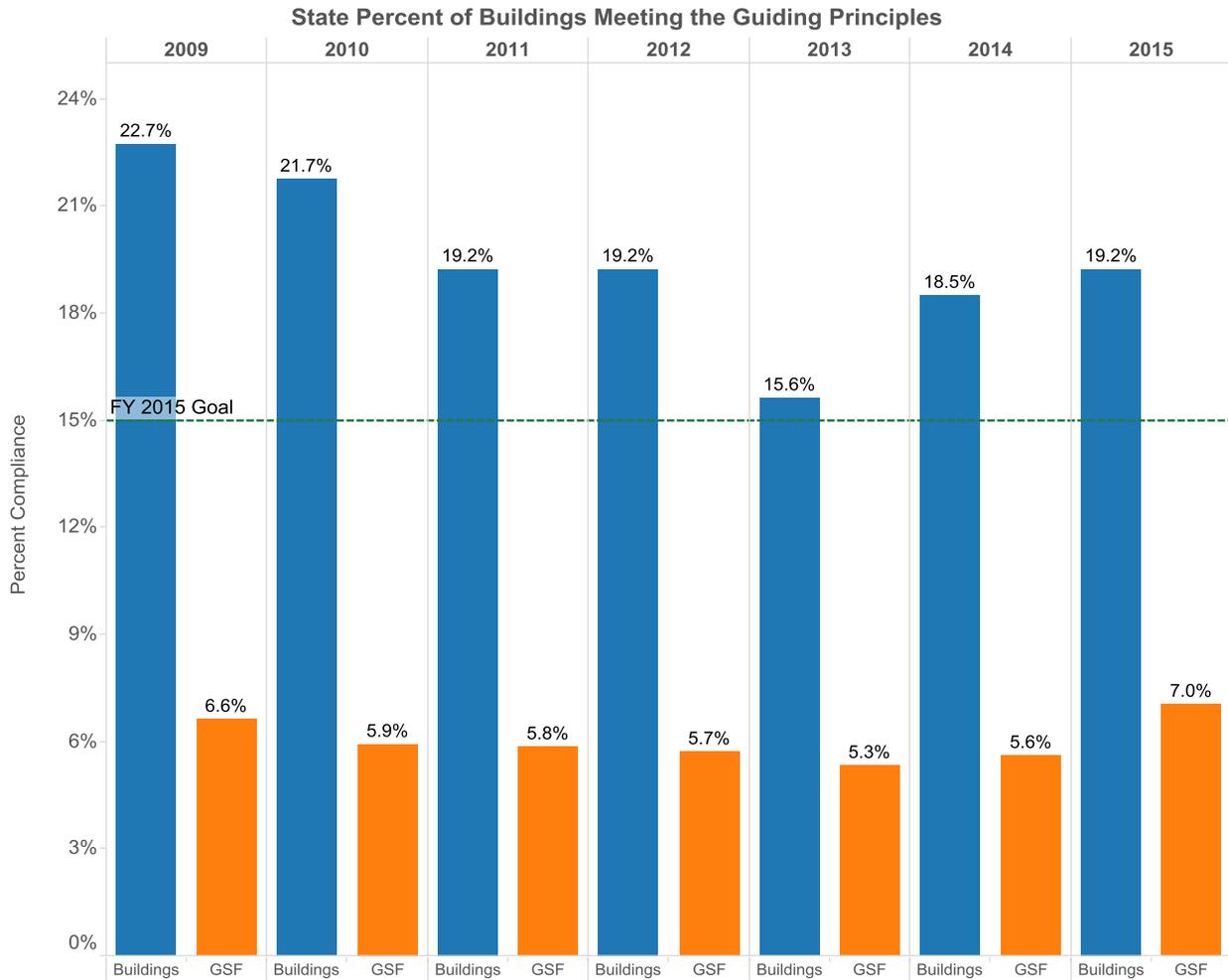
Guiding Principles for Sustainable Federal Buildings

Section 3(h) of E.O. 13693 also states that agencies will identify a percentage, by number or total GSF, of existing buildings above 5,000 GSF that will comply with the *Guiding Principles for Sustainable Federal Buildings (Guiding Principles)* by FY 2025.

Currently, 19% of the Department of State's buildings comply with the guiding principles. Our FY 2025 target is 30% (21 of 70 buildings).

(Agencies' 2025 targets should be at least 10% higher than current (2015) level of achievement.)

Chart: Percent of Buildings Meeting the Guiding Principles



The Guiding Principles checklist is being incorporated into renovations and new construction funded by the Department.

Sustainable Buildings Strategies

Strategy	Priority for FY 2017	Strategy Narrative	Targets and Metrics
Include climate resilient design and management into the operation, repair, and renovation of existing agency buildings and the design of new buildings.	Yes	Consider climate resilience in selection of new office locations and incorporate resilient design and management practices into new construction and major renovations.	For all new construction and major renovation projects executed by the Department, mission criticality, floodplain considerations and facility adaptation are considered and incorporated into site selection, design and operation as appropriate.

Strategy	Priority for FY 2017	Strategy Narrative	Targets and Metrics
<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.</p>	<p>Yes</p>	<p>The Department will continue to work to consolidate facilities and locate buildings in public transit-accessible locations. To be cost-effective and sustainable, the Department, through GSA, typically leases and renovates existing buildings rather than building new facilities. These efforts are part of 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 as well.</p>	<p>Continued expansion of LEED certification of facilities. The Department uses LEED to ensure that our buildings are sustainable and efficient. In the past 12 months, the Department has added 2 certified projects to our LEED® Silver portfolio and 1 certified project to our LEED® Gold portfolio. In the next 12 months, the Department plans to add 12 certified projects to our LEED® Silver portfolio.</p> <p>Consolidate non-back office functions within the Foggy Bottom and Rosslyn, VA areas. In addition to being proximate to each other via the Department's shuttle service, both Foggy Bottom and Rosslyn are convenient to mass transit, pedestrians and bikers.</p>
<p>Ensure all new construction of Federal buildings greater than 5,000 GSF that enters the planning process be designed to achieve energy net-zero and, where feasible, water or waste net-zero by FY 2030.</p>	<p>No</p>	<p>The Department does not currently have new buildings entering the construction planning process in FY 2020 and beyond.</p>	<p>N/A</p>
<p>Include criteria for energy efficiency as a performance specification or source selection evaluation factor in all new agency lease solicitations over 10,000 rentable square feet.</p>	<p>Yes</p>	<p>The Department's Sustainable Buildings Implementation Plan (SBIP) requires Energy efficiency measures in lease contracts.</p>	<p>In the past 12 months, the Department has added 2 certified projects to our LEED® Silver portfolio and 1 certified project to our LEED® Gold portfolio.</p> <p>In the next 12 months, the Department plans to add 12 certified projects to our LEED® Silver portfolio.</p>

Strategy	Priority for FY 2017	Strategy Narrative	Targets and Metrics
<p>Incorporate green building specifications into all new construction, modernization, and major renovation projects.</p>	<p>Yes</p>	<p>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.</p>	<p>In the past 12 months, the Department has added 2 certified projects to our LEED® Silver portfolio and 1 certified project to our LEED® Gold portfolio.</p> <p>In the next 12 months, the Department plans to add 12 certified projects to our LEED® Silver portfolio.</p>
<p>Implement space utilization and optimization practices and policies.</p>	<p>Yes</p>	<p>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.</p> <p>The Department aims to achieve a minimum Utilization Rate (UR) in all new construction and major renovation projects.</p>	<p>Target UR is 180 (Usable Square Feet per Occupant).</p> <p>Except where mission requirements dictate deviation, all of our new construction and major renovation projects for FY17 are targeted to meet or exceed this metric.</p>

Strategy	Priority for FY 2017	Strategy Narrative	Targets and Metrics
<p>Implement programs on occupant health and well-being in accordance with the <i>Guiding Principles</i>.</p>	<p>Yes</p>	<p>The Department has a full-time health promotion/wellness office within the Bureau of Medical Services, which promotes opportunities for voluntary increased physical exercise, active workstations, healthy dining options, and fitness centers and classes. This office also has set up a Wellness Council, which has senior representation. The Greening Council, chaired by the Chief Sustainability Officer, regularly promotes wellness and sustainability activities.</p>	<p>Continue to promote health promotion and wellness at all our facilities.</p> <p>The League of American Bicyclists recently upgraded the Department of State, a Bicycle Friendly Business since 2011, to a Silver level award for actively supporting bicycling.</p> <p>Increase percentage of employee bike commuters.</p> <p>Increase telework applications.</p>

Goal 3: Clean & Renewable Energy

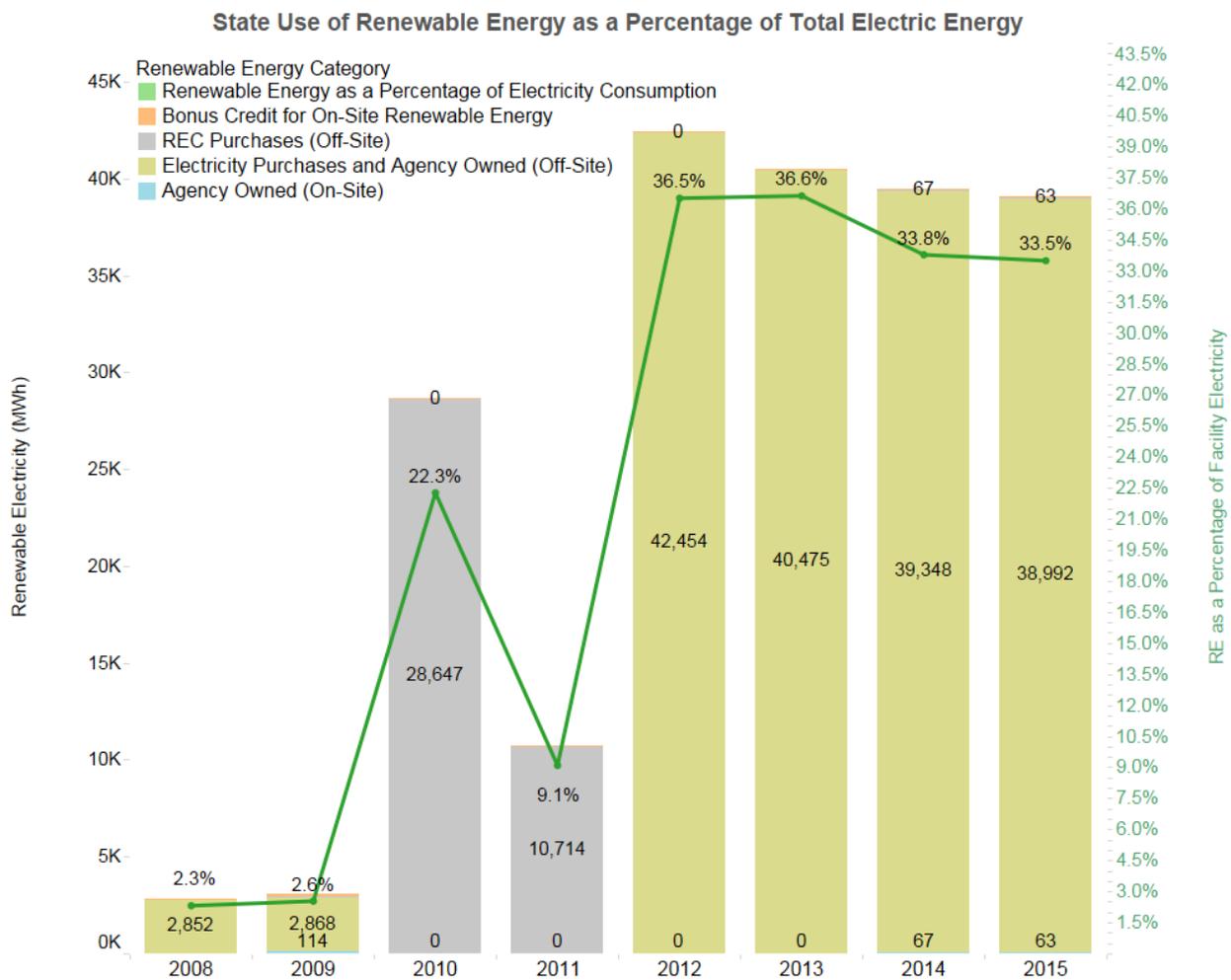
Clean Energy Goal

E.O. 13693 section 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.

Renewable Electric Energy Goal

E.O. 13693 section 3(c) 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.

Chart: Use of Renewable Energy as a Percentage of Total Electric Energy



The Department has made significant increases in renewable energy use in the past through the use of renewable power purchase agreements. The Agency will continue to establish renewable energy power purchase agreements for new facilities where life cycle cost effective. The Department is participating in the Capital Solar Challenge for two of our buildings, plans to install a solar photovoltaic carport at

another facility, and plans to install a solar hot water heating system at the Department headquarters building as part of a building modernization program.

Clean and Renewable Energy Strategies

Strategy	Priority for FY 2017	Strategy Narrative	Targets and Metrics
Install agency-funded renewable on-site and retain corresponding renewable energy certificates (RECs).	Yes	<p>Where resources, life cycle cost analysis and site conditions allow, install on-site renewable energy generation.</p> <p>Use DoE's PVWatts and other tools to model potential solar energy production at Department owned buildings.</p>	<p>Review sites for on-site renewable energy generation installation opportunities.</p> <p>In DC, ensure we get double credit for on-site RECs from the Capital Solar Challenge.</p> <p>Install a 48kW solar photovoltaic carport at the International Chancery Center.</p>
Contract for the purchase of energy that includes installation of renewable energy on or off-site and retain RECs or obtain replacement RECs.	Yes	<p>Continue to establish renewable energy power purchase agreements for new facilities where life cycle cost effective, and support interagency efforts to do the same.</p> <p>Support the White House Capital Solar Challenge by entering into a power purchase agreement (PPA) for the purchase of electricity from rooftop photovoltaic systems at two buildings.</p>	<p>Verify renewable energy was delivered to our DC metro area facilities through our Constellation Energy Savings Agreement.</p> <p>Continue to work with Washington Gas, who was awarded the contract from GSA for the White House Capital Solar Challenge to install solar power at two buildings.</p>
Purchase electricity and corresponding RECs or obtain equal value replacement RECs.	Yes	Purchase electricity and corresponding RECs or obtaining equal value replacement RECs for new facilities.	Document purchased electricity and corresponding RECs and replacement RECs.
Purchase RECs to supplement installations and purchases of renewable energy, when needed to achieve renewable goals.	Yes	Purchase RECs for new facilities to meet renewable energy goals.	Document that RECs purchased meet renewable energy goals.

Strategy	Priority for FY 2017	Strategy Narrative	Targets and Metrics
Install on-site thermal renewable energy and retain corresponding renewable attributes or obtain equal value replacement RECs.	Yes	Install geothermal and solar hot water heating systems where resources, life cycle cost analysis and site conditions allow.	Install solar hot water heating system at the Department headquarters building as part of the building modernization program. Review and approve design of geothermal heat pump system for the Foreign Affairs Security Training Center to be constructed FY2017-2019.
Install on-site combined heat and power processes.	No	The Department will evaluate the feasibility for combined heat and power systems, but this is not one of our priority strategies at this time.	N/A
Identify opportunities to install on-site fuel cell energy systems.	No	This is not a technology we can support or maintain at this time.	N/A
Identify opportunities to utilize energy that includes the active capture and storage of carbon dioxide emissions associated with energy generation.	No	The Department does not have the facilities or land that would support this strategy.	N/A
Identify and analyze opportunities to install or contract for energy installed on current or formerly contaminated lands, landfills, and mine sites.	No	The Department does not own or operate any current or closed contaminated lands, landfills, and mine sites.	N/A
Identify opportunities to utilize energy from small modular nuclear reactor technologies.	No	This is not a technology we can support or maintain at this time.	N/A

Goal 4: Water Use Efficiency & Management

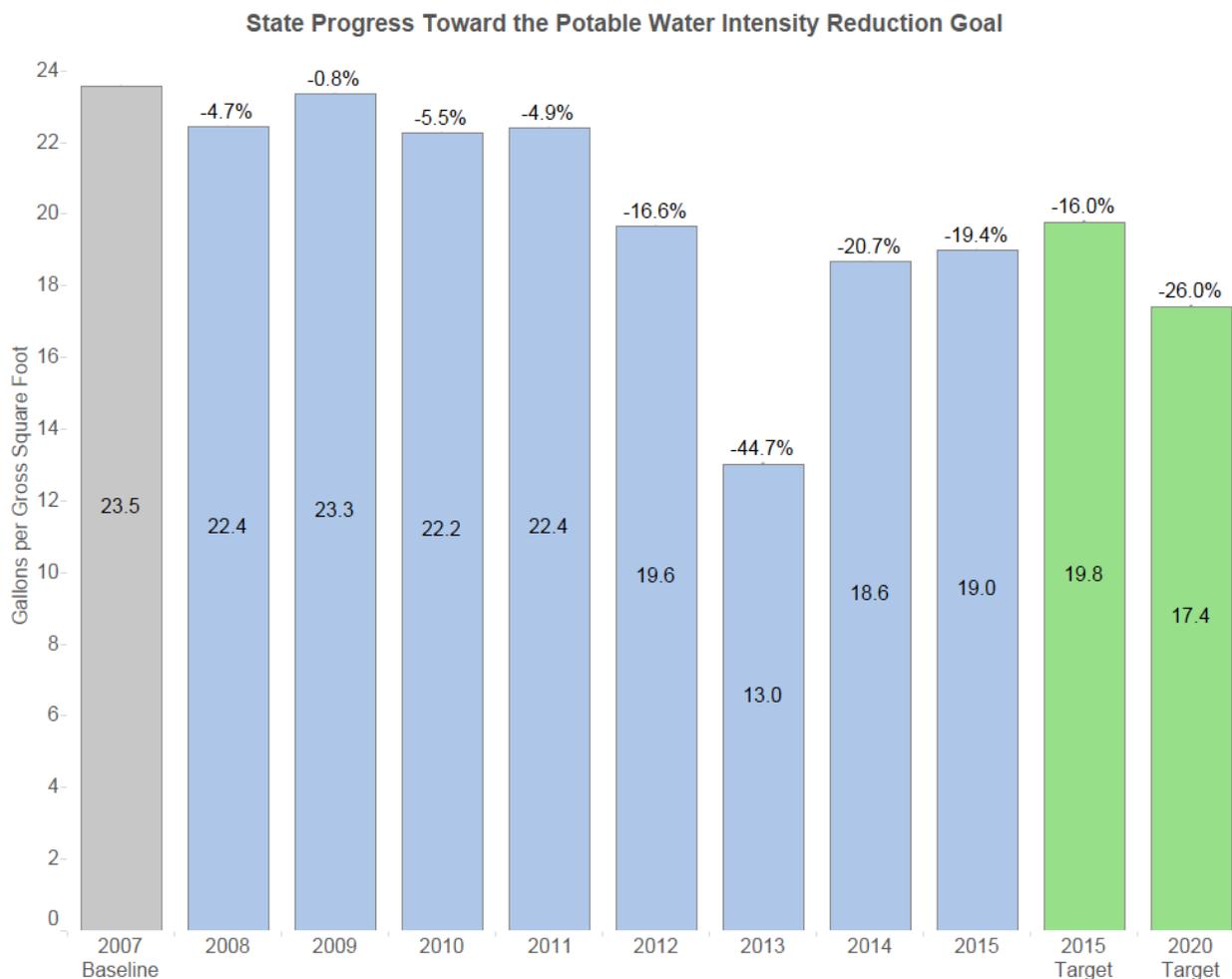
Potable Water Consumption Intensity Goal

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

Industrial, Landscaping and Agricultural (ILA) Water Goal

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

Chart: Progress Toward the Potable Water Intensity Reduction Goal



The Department of State is on-track to meet or exceed its goals for water conservation. Ongoing and future UESCs and building renovations will include the installation of low flow fixtures and in some cases, rain water harvesting. We will continue to look for ways to manage storm water, harvest rain water, and reuse cooling tower water.

Water Use Efficiency & Management Strategies

Strategy	Priority for FY 2017	Strategy Narrative	Targets and Metrics
Install green infrastructure features to assist with storm and wastewater management.	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.	Review cost analysis for each project and either proceed with installation or document decision not to install.
Install and monitor water meters and utilize data to advance water conservation and management.	Yes	<p>Ensure each facility domestically owned or operated by the Department has water meters installed.</p> <p>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).</p> <p>Monitor water meters at each facility to determine water use and identify opportunities for conservation and management.</p>	<p>Monitor water meters to determine water consumption at each facility, identify trends, and identify opportunities for water conservation and management.</p> <p>Verify water meter data has been recorded in Portfolio Manager.</p> <p>Train building managers to use Portfolio Manager.</p>
Install high efficiency technologies, e.g. WaterSense fixtures.	Yes	For all domestic new construction and major renovation, install high efficiency technologies where lifecycle cost effective. High efficiency technologies will also be considered during performance contracting.	Document installed high efficiency technologies. This information will be tracked 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.	No	This is not a current strategy but is something we may incorporate in the future.	N/A

Strategy	Priority for FY 2017	Strategy Narrative	Targets and Metrics
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/drought tolerant/low water consuming plants.	Ensure native/low water landscaping is used during new building construction and major renovations. Document outdoor water use from alternative water sources.
Design and deploy water closed-loop, capture, recharge, and/or reclamation systems.	Yes	Design and deploy water closed-loop, capture, recharge, or reclamation systems where resources, life cycle cost analysis and site conditions allow.	Reduce the amount of blow down water either from recapture of modifying set points on cooling towers. Install rain water harvesting system at the Agency headquarters building as part of the building modernization program.
Install advanced meters to measure and monitor potable and ILA water use.	No	The Department does not have any industrial or agricultural water use, and limited landscaping.	N/A
Develop and implement programs to educate employees about methods to minimize water use.	No	This is not a current strategy but is something we may incorporate in the future.	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	This is not a current strategy but is something we may incorporate in the future.	N/A
Consistent with State law, maximize use of grey-water and water reuse systems that reduce potable and ILA water consumption.	No	Although not a current priority, the Department will consider grey-water and water reuse systems when deemed feasible.	N/A
Consistent with State law, identify opportunities for aquifer storage and recovery to ensure consistent water supply availability.	No	We have no facilities where aquifer storage or recovery would be feasible.	N/A

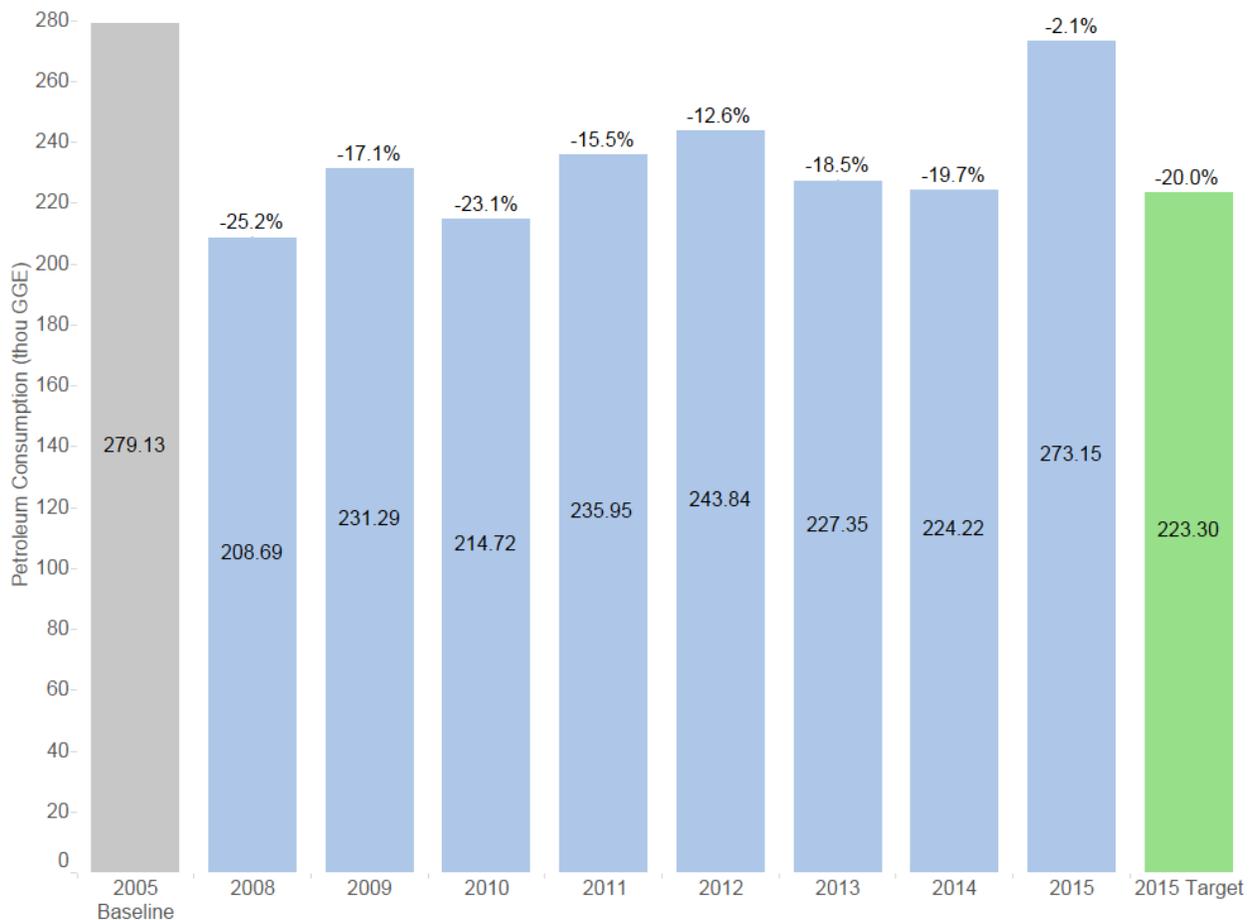
Strategy	Priority for FY 2017	Strategy Narrative	Targets and Metrics
Ensure that planned energy efficiency improvements consider associated opportunities for water conservation.	Yes	Ensure contracts for energy upgrades look for water conservation opportunities.	Verify all UESCs and Capital Improvement projects incorporate water savings technologies.
Where appropriate, identify and implement regional and local drought management and preparedness strategies that reduce agency water consumption.	No	Drought management plans will be addressed in the future.	N/A

Goal 5: Fleet Management

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% compared to a FY 2005 baseline. The Department did not meet the annual petroleum fuel reduction mandate of 2% for FY 2015. The main reason for the increased petroleum usage causing this shortfall was that the International Boundary and Water Commission's (IBWC's) mission required a steep increase in usage of its vehicles as well as the acquisition of seven heavy-duty (HD) vehicles used for numerous long-haul runs from southern Texas to South Carolina and New Mexico. These factors caused an increase in IBWC fuel usage of 66 % (about 45,000 GGEs) compared to FY2014, accounting for the majority of the increase in fuel usage at the agency level. The Department does not manage or control the IBWC fleet and is working with DOE and OMB to address the accounting implications of this factor. A secondary factor was the Agencies continued conversion of its leased shuttle bus fleet from compressed natural gas (CNG) to diesel fuel powered buses due to the unavailability of CNG. It should also be noted that that biodiesel fuel is not available in our operation area.

State Progress Toward the Petroleum Reduction Goal



Fleet Alternative Fuel Consumption Goal

Agencies should have exceeded an alternative fuel use that is at least 5% of total fuel use. In addition, E.O. 13423, *Strengthening Federal Environmental, Energy, and Transportation Management*, required that agencies increase total alternative fuel consumption by 10% annually from the prior year starting in FY 2005. By FY 2015, agencies must have increased alternative fuel use by 159.4%, relative to FY 2005.

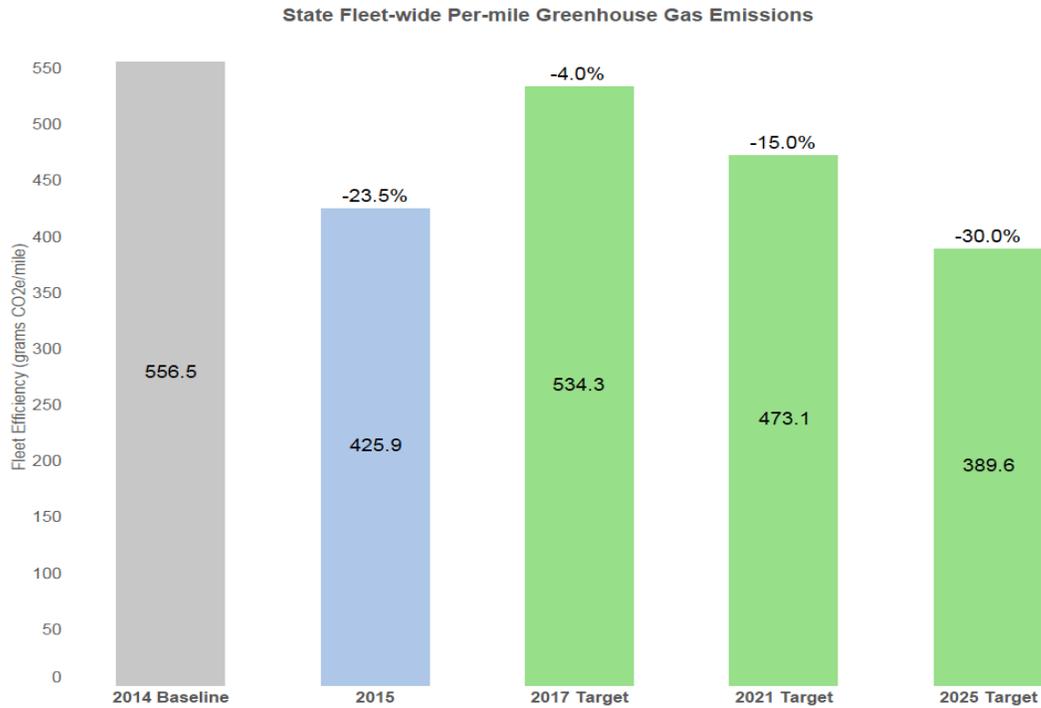
In FY 2015, the Departments use of alternative fuel (AF) equaled six (6) percent of total fuel use. The Department has not met the mandate to increase its overall AF use by 159.4% since FY 2005. The primary reason for not meeting the mandate is the limited availability of B20 (a fuel blend of 20% biodiesel and 80% petroleum diesel), compressed natural gas (CNG) and E85 (a fuel blend of 85% ethanol and 15% gasoline). The Department contacted various entities in the Washington metro area in an effort to increase the availability and use of AF in FY 2015. The Agency will continue to be a proactive voice with GSA, DOE and other local and federal agencies in an effort to increase availability of alternative fuels in the metro area.

Fleet Per-Mile Greenhouse Gas (GHG) 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 reduce fleet-wide per-mile GHG emissions from agency fleet vehicles relative to a FY 2014 baseline and sets new goals for percentage reductions: not less than 4% by FY 2017; not less than 15 % by FY 2020; and not less than 30% by FY 2025.

E.O. 13693 section 3(g)(i) requires that agencies determine the optimum fleet inventory, emphasizing eliminating unnecessary or non-essential vehicles. The Fleet Management Plan and Vehicle Allocation Methodology (VAM) Report are included as appendices to this plan.

Chart: Fleet-wide Per-mile GHG Emissions



The Department has continued its efforts to optimize fleet size both domestically and overseas by the use of the VAM process which is detailed in the Fleet Management Plan.

Fleet Management Strategies

Strategy	Priority for FY 2017	Strategy Narrative	Targets and Metrics
Collect and utilize agency fleet operational data through deployment of vehicle telematics.	Yes	The Department Fleet Management Council (FMC) created a sub-committee to address the vehicle telematics deployment requirement.	The FMC sub-committee is reviewing telematics options that will meet the Departments security requirements. The Agency is also working towards managing vehicle cybersecurity risks. Currently, the Department is utilizing DriveCam in limited locations to improve safety. The Department will meet EO 13693 requirements to install telematics in new acquisitions in FY17 for non-exempt vehicles.

Strategy	Priority for FY 2017	Strategy Narrative	Targets and Metrics
Ensure that agency annual asset-level fleet data is properly and accurately accounted for in a formal Fleet Management Information 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.	Yes	In 2010, the Department 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 Departments property management software program.	Worldwide deployment of the Departments FMIS is complete. The Agency is now working to enhance the FMIS to include asset level reporting for agency owned vehicles and commercially leased vehicles by FY17.
Increase acquisitions of zero emission and plug-in hybrid vehicles.	Yes	The Department 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.	The Department plans to acquire at least three ZEVs or PHEVs in fiscal year 2020 (FY20) in order to meet the requirement of 20% by December 31, 2020. The Department plans to acquire at least seven additional ZEVs or PHEVs by FY24 to meet the 50% requirement by December 31, 2025.
Issue agency policy and a plan to install appropriate charging or refueling infrastructure for zero emission or plug-in hybrid vehicles and opportunities for ancillary services to support vehicle-to-grid technology.	Yes	The Department will develop policy and a plan for charging of vehicles, and will continue to work with other Federal and civil components to further develop charging and refueling infrastructure.	The Department has level one charging available in the headquarters building. Furthermore, we are working with building owners of leased buildings for availability of level one charging and potential installation of level two charging in the future. The Department currently has two Level II electric vehicle charging stations for official EVs currently in the fleet.
Optimize and right-size fleet composition, by reducing vehicle size, eliminating underutilized vehicles, and acquiring and locating vehicles to match local fuel infrastructure.	No	The Department will continue to optimize and right-size its fleet through annual audits and surveys. Domestically the agency has already reduced vehicle sizes to the maximum extent possible and is using VAM results to optimize fleet size.	The Department has reduced vehicle sizes and eliminated underutilized vehicles where possible. The Department continues to monitor and participate in local conversations about alternative fuel availability.

Strategy	Priority for FY 2017	Strategy Narrative	Targets and Metrics
Increase utilization of alternative fuel in dual-fuel vehicles.	Yes	The Department will continue efforts to increase consumption of alternative fuels (AFs) through fuel use tracking and provision of internal Missed Opportunity Fuel Reports to vehicle users, along with assistance in identifying AF sources.	The Department will continue targeting those bureaus with low AF use in dual-fuel vehicles in an effort to contribute to reducing the fleet-wide per-mile greenhouse gas emissions.
Use a FMIS to track real-time fuel consumption throughout the year for agency-owned, GSA-leased, and commercially-leased vehicles.	No	GSA and commercially leased, and domestic owned vehicles fuel consumption is already being tracked.	N/A
Implement vehicle idle mitigation technologies.	Yes	Vehicle idle mitigation technology will be incorporated into agency telematics.	The telematics working group will continue to work to identify the best solution for the Department. Telematics will be installed in newly acquired domestic fleet vehicles starting in FY17.
Minimize use of law enforcement exemptions by implementing GSA Bulletin FMR B-33, <i>Motor Vehicle Management, Alternative Fuel Vehicle Guidance for Law Enforcement and Emergency Vehicle Fleets</i> .	No	444 vehicles in the domestic law enforcement (LE) fleet are flex-fuel capable.	N/A
Where State vehicle or fleet technology or fueling infrastructure policies are in place, meet minimum requirements.	No	The Department is aware of fueling infrastructure requirements and is working on a strategy to meet these goals.	N/A
Establish policy/plan to reduce miles traveled, e.g. through vehicle sharing, improving routing with telematics, eliminating trips, improving scheduling, and using shuttles, etc.	No	The Department has a robust shuttle bus program and motor pools. The Agency encourages teleworking, public transportation and the use of video/telephone conferencing to reduce trips/miles driven.	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.

Biobased Purchasing Targets

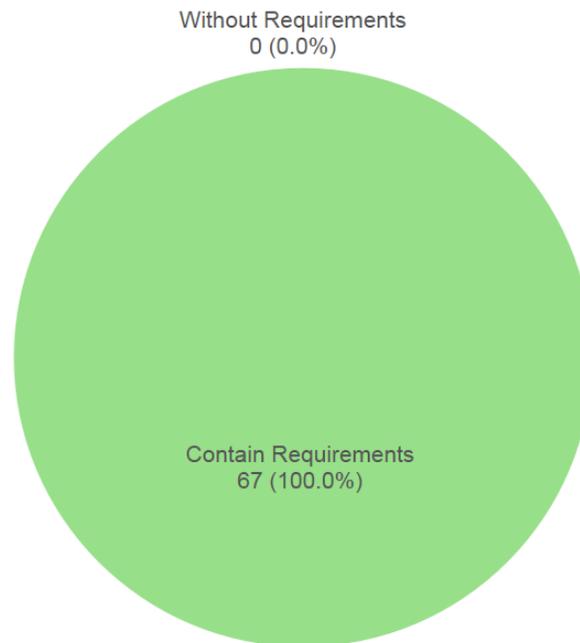
The Agricultural Act of 2014 requires that agencies establish a targeted biobased-only procurement requirement. E.O. 13693 section 3(iv) requires agencies to establish an annual target for increasing the number of contracts to be awarded with BioPreferred and biobased criteria and the dollar value of BioPreferred and biobased products to be delivered and reported under those contracts in the following fiscal year.

For FY 2017, the Department of State has established a target of 400 contracts and \$40,000,000 in products to be delivered.

Note: to meet the requirement of the Agricultural Act of 2014 (2014 Farm Bill), all agencies should include targets, even if they achieved 95% biobased purchasing compliance in FY 2015.

Chart: Percent of Applicable Contracts Containing Sustainable Acquisition Requirements

State Percent of Applicable Contracts Containing Sustainable Acquisition Requirements
(FY 2015 Goal: 95%)



Total Number of Contracts Reviewed: 67

Based on agency-reported results of quarterly reviews of at least 5% of applicable contract actions

(Note that the sustainable acquisition progress chart will outline contract compliance for FY 2015, quarters 1, 2, 3, and 4, based on review of 5% of applicable contracts. In future SSPPs, FPDS data will also be used to demonstrate inclusion of sustainability criteria in procurements.)

Table 6: Goal 6 - Sustainable Acquisition Strategies

Strategy	Priority for FY 2017	Strategy Narrative	Targets and Metrics
Establish and implement policies to meet statutory mandates requiring purchasing preference for recycled content products, ENERGY STAR qualified and FEMP-designated products, and Biopreferred and biobased products designated by USDA.	No	The Department has maintained performance for sustainable purchasing in excess of 95 percent by ensuring applicable contracts contain clauses and provisions. The Agency will continue to emphasize a preference for sustainable purchasing.	Already in progress.
Establish and implement policies to purchase sustainable products and services identified by EPA programs, including SNAP, WaterSense, Safer Choice, and Smart Way.	Yes	Include FAR clauses for designated products by EPA and the Department in all new applicable requirements. Work closely with program offices to report and identify such products.	Perform quarterly reviews using the Federal Procurement Data System- Next Generation (FPDS-NG).
Establish and implement policies to purchase environmentally preferable products and services that meet or exceed specifications, standards, or labels recommended by EPA.	No	The Department uses Federal Strategic Sourcing Initiates, when applicable.	The Department will continue to seek acquisition vehicles that already include sustainable acquisition criteria.
Use Category Management Initiatives and government-wide acquisition vehicles that already include sustainable acquisition criteria.	Yes	Remind contracting officers to follow up with contractors during post award administration to ensure contractors submit timely annual reports.	Perform quarterly contract file reviews and confirm actual results and validate that the biobased/preferred clauses are in the contract.
Ensure contractors submit timely annual reports of their BioPreferred and biobased purchases.	Yes	This is an ongoing effort, as we continue to consolidate printer and copier functions to network equipment	Offices monitor copy/printer paper usage. The Department has already reduced the amount of printer and copier machines available in offices and is continuing to reduce the amount of per person printer machines.

Strategy	Priority for FY 2017	Strategy Narrative	Targets and Metrics
Reduce copier and printing paper use and acquiring uncoated printing and writing paper containing at least 30 percent postconsumer recycled content or higher.	Yes	This is an ongoing effort, as we continue to consolidate printer and copier functions to network equipment	Offices monitor copy/printer paper usage. The Department has already reduced the amount of printer and copier machines available in offices and is continuing to reduce the amount of per person printer machines.
Identify and implement corrective actions to address barriers to increasing sustainable acquisitions.	Yes	Review provisions at the contracting officer level, partner with A/OPE in monitoring quarterly reviews and continuing to train the procurement community.	We will continue to address barriers to increasing sustainable procurements by training agency contracting staff, and discussing corrective actions found during quarterly sustainable acquisition reviews and semi-annual acquisition management reviews.
Improve quality of data and tracking of sustainable acquisition through the Federal Procurement Data System (FPDS).	Yes	Work closely with AQM POC to properly identify and code on these requirements.	Continue to perform quarterly reviews using the Federal Procurement Data System- Next Generation (FPDS-NG). The Department will incorporate data quality training and provide informational materials to educate procurement staff on sustainability requirements and proper FPDS-NG coding.
Incorporate compliance with contract sustainability requirements into procedures for monitoring contractor past performance and report on contractor compliance in performance reviews.	No	Currently being reviewed under annual program reviews for supply-contracts.	Already in progress.
Review and update agency specifications to include and encourage products that meet sustainable acquisition criteria.	Yes	AQM currently reviews and monitors new procurements and initiatives where specifications can incorporate bio-based and other sustainable requirements. AQM is compliant with currently guidance issued by the FAR and A/OPE.	Continue to look for innovative ways to implement sustainable business practices into strategic sourcing.

Strategy	Priority for FY 2017	Strategy Narrative	Targets and Metrics
Identify opportunities to reduce supply chain emissions and incorporate criteria or contractor requirements into procurements.	No	Though not identified as a Top 5 priority, the Department will attempt to identify opportunities to reduce supply chain emissions and incorporate criteria or contractor requirements into procurements.	Not a top 5 priority, therefore, no target or metric is identified.

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 and to annually divert at least 50% of non-hazardous construction and demolition debris. Section 3(j)(ii) further 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.

Reporting on progress toward the waste diversion goal will begin with annual data for FY 2016.

Pollution Prevention & Waste Reduction Strategies

Strategy	Priority for FY 2017	Strategy Narrative	Targets and Metrics
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).	Yes	The Department will submit Tier II reports annually as required.	Submit Tier II reports to local and state emergency responders prior to deadline.

Strategy	Priority for FY 2017	Strategy Narrative	Targets and Metrics
<p>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.</p>	<p>Yes</p>	<p>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.</p> <p>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.</p>	<p>Ensure all new and renewing contracts contain environmentally preferable purchase requirements verified by contract compliance audit.</p> <p>All major renovation and construction projects in excess of 5,000 sq ft are required to demonstrate toxic and hazardous chemical reduction through product submittals and 3rd party sustainable building certification.</p>
<p>Eliminate, reduce, or recover refrigerants and other fugitive emissions.</p>	<p>Yes</p>	<p>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.</p>	<p>O&M contractors maintain refrigerant inventory and are required to notify the Department of any leaks and or losses.</p> <p>The Department will continue to verify through contract compliance review.</p>

Strategy	Priority for FY 2017	Strategy Narrative	Targets and Metrics
Reduce waste generation through elimination, source reduction, and recycling.	Yes	<p>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.</p> <p>Ensure Construction debris is tracked and reported.</p>	<p>Promote and monitor waste diversion to support Department goal of at least 50% diversion of non-hazardous solid generated from routine activities.</p> <p>Verification through tracking of reports from waste/recycling contractors.</p> <p>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.</p> <p>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.</p> <p>All renovation projects have Construction Debris containers.</p>
Implement integrated pest management and improved landscape management practices to reduce and eliminate the use of toxic and hazardous chemicals and materials.	Yes	<p>All pest management activities are conducted in accordance with Integrated Pest Management (IPM) best practices to reduce the amount of pesticides required to be applied.</p> <p>Ensure maintenance contractors are familiar with the IPM requirements.</p>	Verify that where applicable, that adherence to the IPM is mandatory for all contractors.
Develop or revise Agency Chemicals Inventory Plans and identify and deploy chemical elimination, substitution, and/or management opportunities.	No	The Department does not have many industrial chemicals in their inventory.	N/A

Strategy	Priority for FY 2017	Strategy Narrative	Targets and Metrics
Inventory current HFC use and purchases.	No	The Department does not have identified HFCs in our records.	N/A
Require high-level waiver or contract approval for any agency use of HFCs.	No	The Department does not have identified HFCs in our inventory records.	N/A
Ensure HFC management training and recycling equipment are available.	No	The Department does not have identified HFCs in our inventory records.	N/A

Goal 8: Energy Performance Contracts

Performance Contracting Goal

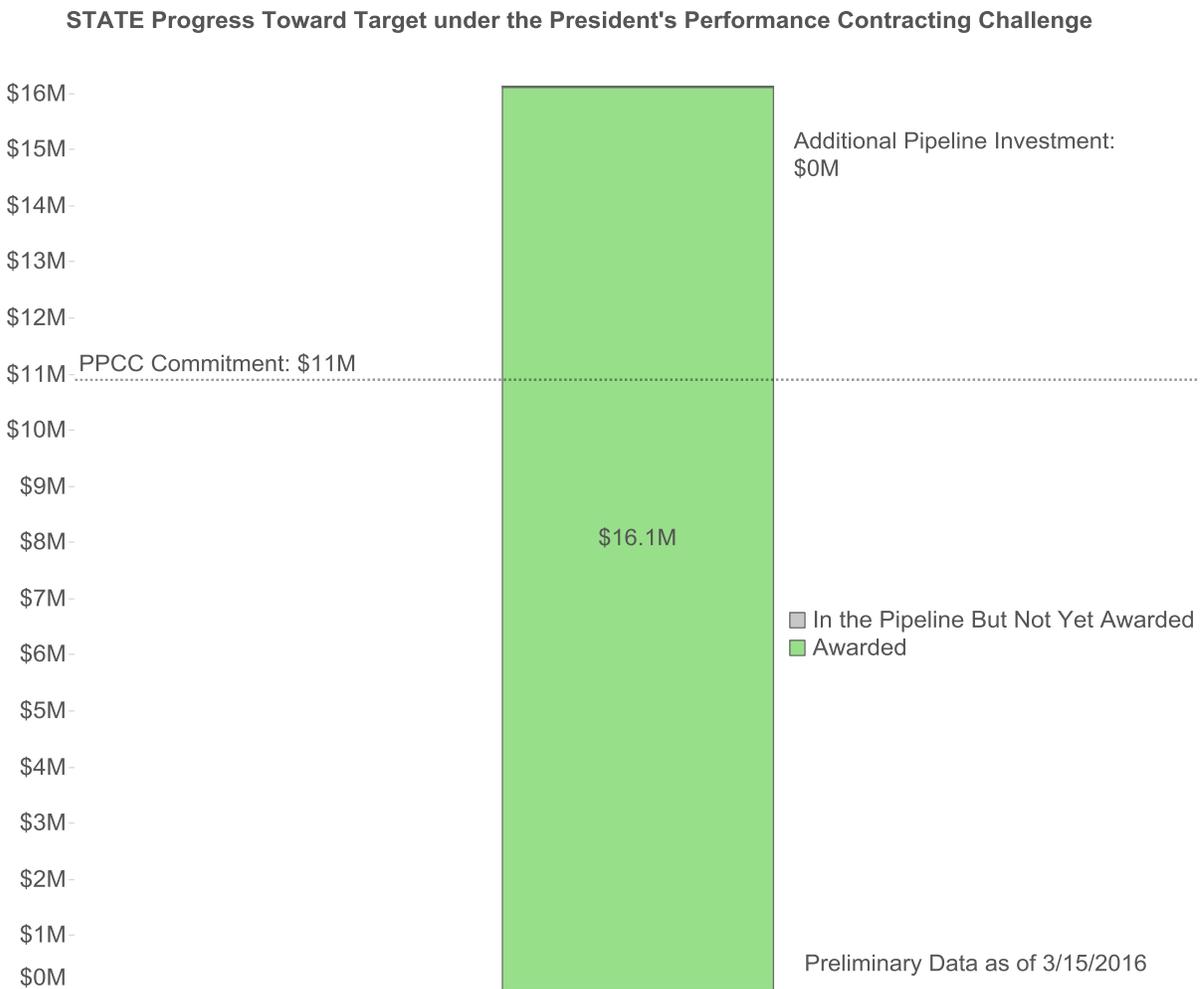
E.O. 13693 section 3(k) requires that agencies implement performance contracts for Federal buildings. E.O. 13693 section 3(k)(iii) also requires that agencies provide annual agency targets for performance contracting. The Department of State's commitment under the President's Performance Contracting Challenge is nearly \$11,000,000 in contracts awarded by the end of calendar year 2016. The Department's targets for the next two fiscal years are:

FY 2017: \$ 2.3 Million

FY 2018: \$ 2.0 Million

A UESC project is currently underway at one building and UESC Feasibility Studies are on-going at two other Department of State buildings in Washington, DC. Initial information from these Feasibility Studies project substantial savings, and UESC Contract awards are anticipated in FY 2017 and FY 2018.

Chart: Progress Toward Target under the President's Performance Contracting Challenge



The Department of State has already exceeded its PPCC commitment. ESPCs were conducted at five locations and totaled nearly \$16M in contract awards.

Performance Contracting Strategies

Strategy	Priority for FY 2017	Strategy Narrative	Targets and Metrics
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.	Yes	The Department will use three on-going UESCs to meet energy efficiency, water conservation, and renewable energy goals.	Award UESC Task Orders for Headquarters Building - Phase 2 and International Chancery Center. Work with FEMP to find other UESC opportunities.
Fulfill existing agency target/ commitments towards the PPCC by the end of CY16.	Yes	The Department will continue to work to exceed the goal. In FY 2015, the Agency had already awarded \$16M -- the PPCC goal was \$11M.	The Department will continue to evaluate opportunities for performance contracts.
Evaluate 25% of agency's most energy intensive buildings for opportunities to use ESPCs/UESCs to achieve goals.	Yes	The Department will audit its facilities as required and evaluate the use of UESC/ESPCs to implement energy and water conservation measures as part of the audit process.	Audit 25% of Department owned and delegated buildings per year. Audits will identify potential projects for performance contracting.
Prioritize top ten portfolio wide projects which will provide greatest energy savings potential.	Yes	Through energy audits and UESC feasibility studies, the Department will identify and prioritize top ten portfolio-wide projects based on energy savings potential and other operational benefits.	Identify and prioritize portfolio-wide projects and award UESC Task Orders for Headquarters Building - Phase 2 and International Chancery Center.

Strategy	Priority for FY 2017	Strategy Narrative	Targets and Metrics
Identify and commit to include onsite renewable energy projects in a percentage of energy performance contracts.	Yes	Where resources, life cycle cost analysis and site conditions allow, install on-site renewable energy generation through performance contracts or other contract mechanisms.	Install a 48kW solar photovoltaic carport at the International Chancery Center under a UESC contract. Support the Capital Solar Challenge by entering into a power purchase agreement (PPA), contracted via a local utility through GSA, for the purchase of electricity from rooftop photovoltaic systems to be installed at two Department buildings.
Submit proposals for technical or financial assistance to FEMP and/or use FEMP resources to improve performance contracting program.	No	Although not a priority, the Department is very familiar with the domestic UESC/ESPC process and we will continue to engage FEMP in areas where there is not a local UESC contract mechanism.	FEMP identified Tennessee Valley Authority (TVA) as a potential Contractor for our building in Kentucky. However, the local Utility is a COOP and has no performance contracting capabilities. The FY 2016 Energy Audit completed in Kentucky identified possible ECMs that would be cost effective to use TVA as a UESC/ESPC contractor. The Department will work with FEMP to determine if a solution is available.
Work with FEMP/USACE to cut cycle time of performance contracting process, targeting a minimum 25% reduction.	No	Although not a priority, numerous Department employees have been trained by FEMP and we have an efficient process for domestic performance contracting.	N/A
Ensure agency legal and procurement staff is trained by the FEMP ESPC/UESC course curriculum.	No	Although not a priority, numerous Department employees have been trained by FEMP and we have an efficient process for domestic performance contracting.	N/A

Goal 9: Electronics Stewardship & Data Centers

Electronics Stewardship Goals

E.O. 13693 section 3(l) requires that agencies promote electronics stewardship, including procurement preference for environmentally sustainable electronic products; 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 employing environmentally sound practices with respect to the agency's disposition of all agency excess or surplus electronic products.

Agency Progress in Meeting Electronics Stewardship Goals

If your agency cannot track performance agency-wide, do not fill in a percentage. Instead, under status, note "(Agency) does not have agency-wide systems in place to track performance for this goal."

Procurement Goal:

At least 95% of monitors, PCs, and laptops acquired meets environmentally sustainable electronics criteria (EPEAT registered).

FY 2015 Progress: 100%

Power Management Goal:

100% of computers, laptops, and monitors have power management features enabled.

FY 2015 Progress: 100% of eligible equipment has power management enabled.
20% of all equipment is exempt from power management.

End-of-Life Goal:

100% of electronics disposed using environmentally sound methods, including GSA Xcess, Computers for Learning, UNICOR, U.S. Postal Service Blue Earth Recycling Program, or Certified Recycler (R2 or E-Stewards).

FY 2015 Progress: 100% - *using GSA Xcess*

Data Center Efficiency Goal

E.O. 13693 section 3(a) states that agencies must improve data center efficiency at agency facilities, and 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.

Electronics Stewardship Strategies

Strategy	Priority for FY 2017	Strategy Narrative	Targets and Metrics
Use government-wide strategic sourcing vehicles to ensure procurement of equipment that meets sustainable electronics criteria.	Yes	Comply with OMB Category Management Policy 15-1, which requires the usage of government-wide acquisition vehicles. These vehicles procure equipment that meets the sustainability criteria.	(1) Complete the transition to NASA SEWP V. (2) Publish updated policy by end of 2017 to ensure the usage of strategic sourcing vehicles across the Department.
Enable and maintain power management on all eligible electronics; measure and report compliance.	Yes	The Department has adjusted its power management program to exempt equipment based on cybersecurity and continuous business operations requirements. The Department has implemented power management on 100% eligible equipment.	Continue to implement power management on all eligible hardware.
Communicate to Department's customers how they can be involved in Green IT	Yes	Examine existing sustainability IT policies to determine how to motivate users on sustainability efforts (i.e., print management).	Communicate the existing print management policies and other initiatives to help with Green IT through Department-wide communications.
Ensure environmentally sound disposition of all agency excess and surplus electronics, consistent with Federal policies on disposal of electronic assets, and measure and report compliance.	Yes	Adhere to the Department's current lifecycle replacement schedule.	The Department will continue to use GSA Xcess to dispose of all equipment that are at end-of-life.

Data Center Efficiency Strategies

Strategy	Priority for FY 2017	Strategy Narrative	Targets and Metrics
Develop a Department-wide Data Center Optimization Initiative (DCOI) plan, including identifying opportunities for energy efficiencies.	Yes	To support the Office of Management and Budget's (OMB) directive and new guidance on DCOI, the Department will develop and implement a plan to inventory Department data centers, driving consolidation based on efficiency and performance. This plan will include a sustainability component for data centers based on industry standards (i.e., American Society of Heating, Refrigerating, and Air-Conditioning Engineers thermal guidelines for Data Processing Environments).	Develop an updated Department-wide data center consolidation inventory and plan in accordance to OMB's new guidance.
Install and monitor advanced energy meters in all core data centers (by fiscal year 2018), and actively manage energy and power usage effectiveness.	Yes	Install meters to meet PUE monitoring requirements per ASHRAE 90.4 for the Department's core data centers (hosted by ESOC).	<ol style="list-style-type: none"> (1) Follow DCOI guidance to meet metrics requirements for ESOC hosted data centers. (2) Install meters in all core data centers by 4Q FY 2017. (3) Meet power usage effectiveness (PUE) of less than 1.5 for existing core data centers hosted by the Department's ESOC, and 1.2 for any new data centers within the next 12-18 months.
Minimize total cost of ownership in core data centers, increase energy efficiencies, and shift services and applications to cloud computing.	Yes	<ol style="list-style-type: none"> (1) As part of developing the Department's plan and inventory of data centers, determine the status of energy efficiency and performance to drive consolidation and shift to the commercial cloud. (2) Implement Software Defined Data Center (SDDC) technology for ESOC. (3) Provide the ability to turn servers on and off (elasticity) based on automated policies for ESOC. 	<ol style="list-style-type: none"> (1) For core data centers, meet server consolidation and virtualization efforts to meet DCOI targets. (2) Increase the quality of cloud computing reporting. (3) Deploy SDDC capability across 3 core data centers, and 1/3 of 10+ enclaves by 1Q 2018.

Strategy	Priority for FY 2017	Strategy Narrative	Targets and Metrics
Improve data center temperature and air-flow management to capture energy efficiencies.	Yes	As part of the Department's data center planning efforts, identify data centers that require improved temperature and air-flow management for energy efficiencies.	For the Department's core data centers, IRM will develop plans to meet or exceed the PUE metrics detailed in the DCOI, and evaluate data center equipment operating parameters to ensure data centers are not overcooled by 2018.
Assign certified Data Center Energy Practitioner(s) to manage core data center(s).	Yes	For the Department's core data centers, identify qualified individuals to serve as Energy Practitioners for tiered data centers.	For the Department's core data centers, ensure that there are assigned certified Energy Practitioners.

Goal 10: Climate Change Resilience

E.O. 13653, *Preparing the United States for the Impacts of Climate Change*, outlines Federal agency responsibilities in the areas of supporting climate resilient investment; managing lands and waters for climate preparedness and resilience; providing information, data and tools for climate change preparedness and resilience; and planning.

E.O. 13693 section 3(h)(viii) states that as part of building efficiency, performance, and management, agencies should incorporate climate-resilient design and management elements into the operation, repair, and renovation of existing agency buildings and the design of new agency buildings. In addition, section 13(a) requires agencies to identify and address projected impacts of climate change on **mission critical** water, energy, communication, and transportation demands and consider those climate impacts in operational preparedness planning for major agency facilities and operations. Section 13(b) requires agencies to calculate the potential cost and risk to mission associated with agency operations that do not take into account such information and consider that cost in agency decision-making.

E.O. 13677, *Climate Resilient International Development*, requires agencies with direct international development programs and investments to incorporate climate-resilience consideration into decision making by assessing and evaluating climate-related risks to and vulnerabilities in agency strategies, planning, programs, projects, investments, overseas facilities, and related funding decisions, adjusting to address climate impacts as appropriate, and encouraging multilateral entities in which the Department participants, to do the same.

Climate Change Resilience Strategies

Strategy	Priority for FY 2017	Strategy Narrative	Targets and Metrics
Strengthen agency <i>external</i> mission, programs, policies and operations (including grants, loans, technical assistance, etc.) to incentivize planning for, and addressing the impacts of, climate change.	Yes	Climate change is a top focus for the Department's external engagements.	Continue to host international exchange programs on climate. Continue expanding the Greening Diplomacy Initiative. Launch additional Eco-Capitals Forum chapters.
Update and strengthen agency <i>internal</i> mission, programs, policies, and operations to align with the Guiding Principles, including facility acquisition, planning, design, training, and asset management processes, to incentivize planning for and addressing the impacts of climate change.	Yes	Through the Quadrennial Development Review (QDDR), the Department is conducting a Department- and USAID-wide analysis and strategic planning effort to incorporate climate resilience into our internal mission, programs, policies, and operations.	Increase availability of climate training for personnel. Increase employee awareness of efforts.

Strategy	Priority for FY 2017	Strategy Narrative	Targets and Metrics
Update emergency response, health, and safety procedures and protocols to account for projected climate change, including extreme weather events.	No	This is already part of protocol.	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.	Yes	Through the Greening Council, the Department's Sustainable Buildings Implementation Plan, and Quadrennial Development Review (QDDR), the Department is integrating climate change adaptation into agency-wide and regional planning efforts.	Continue active participation on interagency workgroups related to climate change.
Ensure that vulnerable populations potentially impacted by climate change are engaged in agency processes to identify measures addressing relevant climate change impacts.	No	This is done when possible. For example, during the U.S. Chairmanship of the Arctic Council, youth from climate change-affected towns in the Arctic were invited to engage with the Department and the public.	N/A
Identify interagency climate tools and platforms used in updating agency programs and policies to encourage or require planning for, and addressing the impacts of, climate change.	Yes	The Department works with interagency groups to develop tools and platforms.	Please see the Department's Climate Adaptation Plan for more information on interagency climate tools and platforms.

APPENDIX

- A) Multi-Modal Access Plan
- B) Climate Change Adaptation Plan



**Department of State
Fleet Management Plan
FY 2016**

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Department of State Fleet Management Plan Introduction and Summary

On May 24, 2011, the President issued *Presidential Memorandum—Federal Fleet Performance*, directing the General Services Administration (GSA) to develop and distribute to agencies a Vehicle Allocation Methodology (VAM). On August 22, 2011, GSA released Federal Management Regulation (FMR) Bulletin B-30, *Motor Vehicle Management*, the purpose of which was to ensure that agencies “satisfy the requirements of the Presidential Memorandum.” The Bulletin requires three actions:

1. Implement a Vehicle Allocation Methodology (VAM): The purpose of the VAM is to identify the optimum fleet inventory “that is most efficient to meet the agency’s mission and the identification of resources necessary to operate that fleet effectively and efficiently.”
2. Report the VAM Results: Enter inventory data into the Federal Automotive Statistical Tool (FAST) portal.
3. Develop and Submit a Fleet Management Plan: Develop a fleet management plan (FMP) that describes the program for achieving the optimum fleet inventory by December 31, 2015.

On March 25, 2015, Executive Order (E.O.) 13693 on “Planning for Federal Sustainability in the Next Decade” was released. It requires that the head of each agency shall, beginning in FY 2016 unless otherwise specified:

- Determine an optimum fleet inventory (VAM).
- Eliminate non-essential vehicles.
- Reduce fleet-wide per-mile green-house gas (GHG) emissions.
- Acquire and deploy vehicle telematics where life-cycle cost effective.
- Collect and apply agency fleet operational data obtained through vehicle telematics at a vehicle asset level where appropriate.
- Ensure vehicle-specific data is accurately accounted for in an agency fleet management information system (FMIS).
- Ensure vehicle-specific data is accurately accounted for in FAST, the Federal Motor Vehicle Registration System (FMVRS) and the Fleet Sustainability Dashboard (FleetDASH) system.
- Increase the percentage of zero emission and plug-in hybrid vehicle acquisitions.
- Plan for appropriate charging or refueling infra-structure by procuring charging stations and, where possible, infrastructure that will allow for vehicle level data reporting capabilities.

The Department of State (State) plans to continue its efforts to optimize its fleet inventory, conduct fleet VAM studies, report VAM results via FAST, and comply with E.O. 13693 requirements. In this regard, State:

- has a Fleet Management Information System (FMIS) that is fully deployed worldwide;
- is leveraging fleet analytics capabilities to strengthen its management controls, improve data quality, empower fleet stakeholders to make data-driven decisions to

reduce fleet size and cost, and further increase data accessibility and visibility to improve fleet management and utilization;

- is developing a host of new reports, tools, and system enhancements designed not only to help users to identify and resolve data discrepancies but preemptively to stop erroneous data from entering the system;
- has included FleetStat and a Vehicle and Driver Utilization Tool in its FMIS and fleet data initiatives;
- is planning for the increased acquisition of electric vehicles and installation of supporting recharging infrastructure; and
- is currently evaluating telematics deployment options and modifying its internal FMIS to capture asset level data, so that captured data can be accurately accounted for in federal reporting systems.

Regardless of the successes and planned/continuing improvements, State continues to experience unique challenges in several key areas, including;

- actual fleet-wide GHG emissions well above the E.O. 13693 FY 2014 baseline; and
- lifecycle management of armored vehicles, an effort made much more difficult by vehicle entry/ownership/disposal restrictions imposed by most host countries combined with necessary but strict State security armoring and disposal procedures relative to those vehicles.

With its Fleet Management Plan, which follows, State documents the steps it is taking toward meeting ongoing and new challenges as it moves beyond the 2011 to 2015 fleet optimization goals and actions to achieve improvements in vehicle data gathering and analysis and fleet-related sustainability objectives. Our FMP addresses all questions detailed in the GSA-provided template on the FAST portal.

Department of State FY 2016 Fleet Management Plan and Budget Narrative

A. Introduction

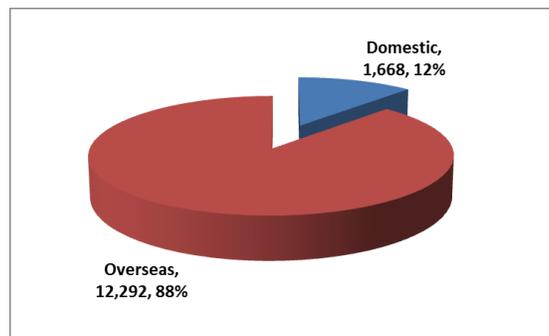
(1) Briefly describe your agency's primary/core mission and how your fleet is configured to support it.

The Department of State's (State hereafter) mission is to:

Advance 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.

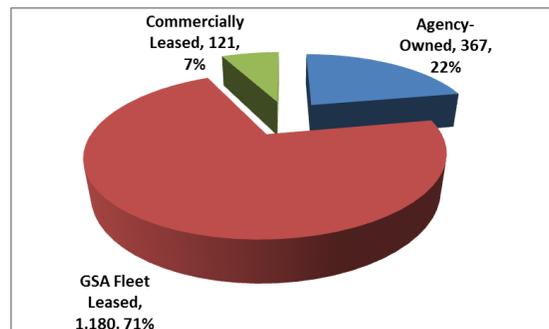
To fulfill this mission, State currently operates both a foreign and domestic fleet of 13,960 vehicles. As Figure 1 shows, the overseas fleet constitutes 88% of the FY 2015 FAST-reported inventory, while the domestic fleet comprises 12%.

Figure 1: FY 2015 FAST-Reported Fleet Inventory



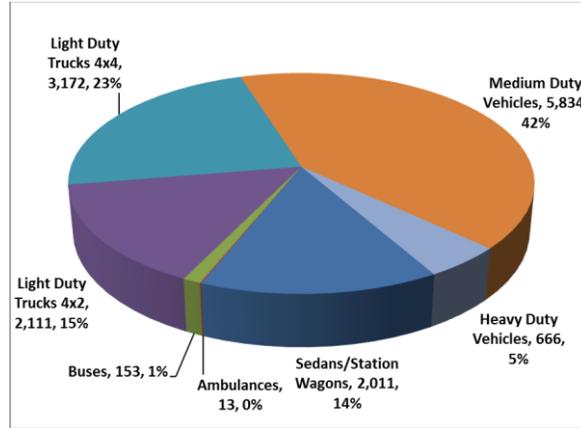
The overseas fleet is 100% agency-owned. However, the domestic fleet inventory includes agency-owned, GSA Fleet and commercially leased vehicles, with GSA Fleet assets comprising the largest segment (71%) as illustrated in Figure 2:

Figure 2: FY 2015 FAST-Reported Domestic Fleet Procurement Method



This global fleet of vehicles enables State to achieve its diplomatic and security priorities at locations with diverse environmental and infrastructure conditions and amid rapidly changing danger conditions in many locations. Fulfillment of the mission requires an array of vehicle types, as shown in Figure 3:

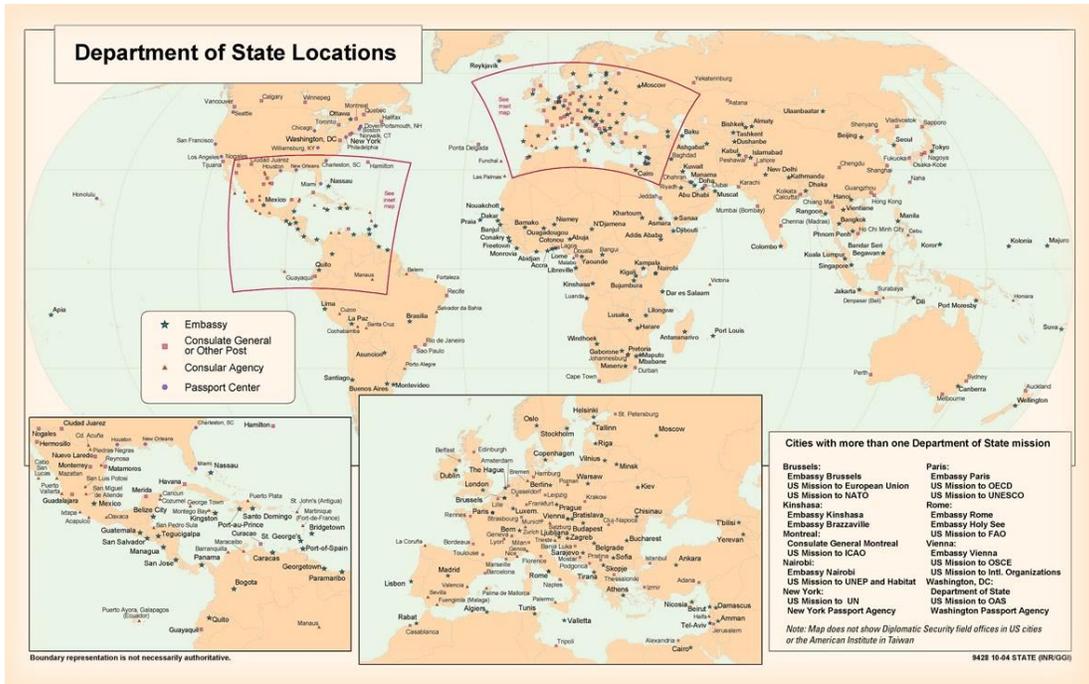
Figure 3: FY 2015 FAST-Reported Fleet Configuration



(2) Please describe the organizational structure and geographic dispersion of your fleet.

Figure 4 illustrates the geographic dispersion of State’s fleet worldwide:

Figure 4: Department of State Geographic Dispersion



Management (M), Administration (A), and the Fleet Management Council (FMC)

The Under Secretary of State for Management (M) is responsible for the Department’s global fleet. The Bureau of Administration (A) which reports to M, functions as the Department’s operational fleet manager. The Under Secretary for Management is also the Chief Sustainability Officer.

Within A Bureau, the Deputy Assistant Secretary for Operations (A/OPR) serves as the designated agency Senior Fleet Manager for the Under Secretary, sets Department-wide policies, coordinates the federal level reporting for the global fleet, oversees sustainability issues, and manages the domestic fleet. The Office of General Services Management, Fleet Management & Operations Division (A/OPR/GSM/FMO or “FMO”) carries out these duties on behalf of A/OPR. The A Bureau Deputy Assistant Secretary for Logistics Management (A/LM) oversees management and policies specific to the overseas fleet. The Deputy Assistant Secretary for Diplomatic Security (DS), in coordination with A Bureau, oversees management and policies specific to law enforcement and armored vehicles, as does the Commissioner for the International Boundary & Water Commission (IBWC) on issues specific to its fleet. A/OPR and A/LM chair an agency-level Fleet Management Council (FMC; see Figure 5), which meets monthly to discuss fleet-related topics of mutual interest and concern to the membership (such as fleet rightsizing, green fleet initiatives, and vehicle telematics). The FMC consists of internal stakeholders from 17 different bureaus/offices, including each domestic and overseas organization that operates fleet vehicles, as well as the State Department’s financial offices, Regional Bureaus, Post user groups, and budget, safety, process improvement, data analytics and systems staff.

Figure 5: Department of State Fleet Management Council Purpose and Members



As State has undertaken an array of fleet management initiatives, FMC membership has increased and facilitated continuous improvement through communication and consensus building. The FMC supplies the broad organizational leadership and guidance required to implement fleet-related laws, regulations, policies and processes as well as the Fleet Management Plan (FMP).

Overseas

Office of Logistics Management (A/LM) serves as the interface for all Embassies and Consulates and their domestic Regional Bureaus on issues concerning the overseas fleet. A/LM establishes policies and provides training specific to overseas fleet management. A/LM also manages the Fleet Management Information System (FMIS) for the Department’s fleet, and provides acquisitions, distribution, operations, and global management support for the overseas Motor Vehicle fleet.

Regional Bureaus provide funding and staffing of the motor vehicle operations at the Missions in their respective parts of the globe.

Posts (Embassies and Consulates) manage fleet operations “on the ground,” for their location and ensure compliance with laws and regulations (including U.S and host-country

laws). The Chief of Mission (COM) has jurisdiction over all official vehicles in a country, and generally designates a U.S. management official at Post as the Country Fleet Manager (CFM). The CFM, on behalf of COM coordinates post-level fleet policies with the other U.S. agencies resident at Post, maintains accountability for the oversight of vehicle property and operations, and coordinates the assignment of vehicles to constituent posts (if applicable). Day-to-day supervision of Post's shared motor pool operations and staff falls under the General Services Office (GSO). Under the GSO Motor Pool section, locally employed staff handles the dispatch and operation of Motor Pool vehicles. The Regional Security Office (RSO) usually oversees the operations and specific requirements for Post's armored vehicles, in coordination with the CFM and GSO.

Diplomatic Security's Defensive Equipment and Armored Vehicles (DEAV) Division fields, inspects, maintains and repairs equipment for the protection of life and property from terrorism and other acts of violence

Domestic

Management of vehicles domestically is also multi-dimensional, though not as widely diverse as the overseas fleet. The domestic fleet is allocated to bureaus and organizational components with offices located across the U.S. Each component has an assigned fleet management point of contact to facilitate communication, ensure regulatory compliance, and consistently improve State's fleet management program.

Office of Operations, General Services Management Office, Fleet Management & Operations Division (A/OPR/GSM/FMO) is the central management interface for both internal and external fleet stakeholders. FMO not only manages its own domestic fleet but also provides essential fleet management support (such as review of pending legislative and regulatory changes affecting fleet and oversight of the DOS alternative fuels program) for State's other U.S. sub-fleets and fulfills duties as the designated lead office for agency-level fleet reporting.

Diplomatic Security, Executive Director, Office of Management Services (DS/EX/MGT) is the central fleet management interface for the Bureau of Diplomatic Security. DS allocates vehicles to eight regions in which it maintains offices. DS has the authority and responsibility to manage its own fleet program but works with FMO in the vehicle ordering process.

International Boundary and Water Commission (IBWC) operates a fleet of administrative vehicles and heavy equipment along the U.S. border with Mexico. IBWC, with its Headquarters located in El Paso, Texas, independently manages its fleet program out of that office, but coordinates with FMO in the vehicle ordering and federal-level reporting processes.

Diplomatic Security, Defensive Equipment Armored Vehicles (DS/DEAV) oversees State's armored vehicle program. DEAV provides policy guidelines for the armored vehicle program, prepares technical specifications for up-arming, manages contracts with armoring vendors, sends teams abroad to replace windshield glass in armored vehicles and to attend to other maintenance issues related to armor, and serves as a resource to posts to answer questions regarding armored vehicles.

(3) Describe your agency's ancillary missions, such as administrative functions, and how your fleet supports them.

Foreign Ancillary Missions

Each overseas U.S. mission develops an Integrated Country Strategy and Mission Resource Request (MRR), which includes defining the role of motor vehicles in supporting the respective embassies and consulates. This document 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 documents 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. More significantly for this FMP, it serves as the basis for determining the requirements and allocation of fleet resources to support posts' international ancillary missions that include:

Diplomatic and Administrative Support: Vehicles at embassies and consulates are procured under one of two programs: ICASS (International Cooperative Administrative Support Services) or Program Vehicles.

ICASS: ICASS is State's shared-services platform and principal means of providing and sharing the cost of common administrative support across all foreign affairs agencies at approximately 250 participating diplomatic and consular posts. State is the primary service provider; as such it offers administrative support services to other agencies on a reimbursable or advance of funds basis, using a working capital fund under authorities contained in 22 USC 2695 and 2684.¹

ICASS-funded vehicle-related services are available to all subscribing agencies at post and include personnel transportation, emergency response, and infrastructure support. Under ICASS, each post operates a motor pool, and the cost-sharing program covers vehicle operating expenses, dispatch and driver services, and costs associated with motor pool staff/drivers. Vehicle maintenance and repair services may be performed by either an in-house fleet maintenance shop or outsourcing to host-country vehicle repair businesses.

The majority of vehicles requested by the posts are ICASS-funded. Post management determines vehicle requirements and advises the ICASS interagency council during the annual

¹ In addition to vehicle and transportation support, the ICASS program makes available a full range of administrative services at overseas posts, including (in alpha order): accounting, budget preparation, building operations, cashiering, human resources services, information management, mail and messenger services, motor pool operations, non-residential security guard services, purchasing and contracting, reception and telephone system services, reproduction services, travel services, vehicle maintenance, and vouchering.

budget process which provides the approval for new procurements. Under the ICASS system, each post budgets for, funds, and acquires the vehicles it needs to fulfill its mission and manage its fleet program. The review and approval of the fleet management program at the local level is critical to responding to diverse and sometimes unpredictable security, infrastructure, climate and political variables, as well as anticipated Post staff and program growth or downsizing.

Program Vehicles: Separate from ICASS, the Office of Logistics Management (A/LM) is responsible for management and oversight of State-owned vehicles funded by the specific program for which the vehicle was procured and used by personnel who support that program. An example of a program-funded vehicle is one used by the Ambassador at a Mission. MV maintains a limited budget to fund these vehicles centrally for overseas posts, which currently comprises about 10% of the overseas fleet. In addition, the Bureau of Diplomatic Security funds program vehicles through the Working Capital Fund and Worldwide Security Protection (see below).

Non-routine Transportation Demands: In addition to supporting mission personnel, many posts must meet non-routine transportation demands as an extended ancillary mission. These include (1) frequent Congressional delegation and VIP visits, which can occur at some posts up to 200 times per year, thus severely limiting availability of motor pool resources for daily mission work, and (2) large multilateral conferences² requiring motor pool support for representatives from multiple U.S. entities at affected posts. In sum, the frequency and high profile of the visitors creates an increased motor pool need, regardless of post size.

Diplomatic and Staff Security Requirements: The mission of DS, State's law enforcement and security organization, is to provide "a safe 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, which we address below). The high-threat and security-driven mission of DS dictates the vehicle types and inventory required at posts.

Challenging locations characterized as "hardship," "high risk," or "high threat" posts result in unique armored-vehicle and inventory demands and costs. Many posts' official evacuation plans call for ground-based transportation of staff to designated safe areas; others deliver diplomatic pouches by multi-vehicle overland convoy to neighboring posts that can take more than a full work day. Such scenarios make it prudent to retain a fleet size sufficient and flexible enough to react to emergencies and protect personnel while efficiently supporting routine requirements.

Within DS, the Office of Mobile Security Deployments (MSD) conducts missions worldwide while providing tailored training to U.S. overseas posts and security support to posts under high-threat conditions. The Regional Security Officers (RSOs) also routinely respond to situations outside of secure diplomatic facilities such as criminal activity or incidents where U.S. Government-affiliated personnel require assistance.

Vehicles at posts are generally unassigned and used by all mission personnel. However, the COM and, in select cases, other personnel with a mission requirement for dedicated

² Such as Asian-Pacific Economic Cooperation (APEC), North Atlantic Treaty Organization (NATO) or the World Economic Forum (WEF)

transportation at post may be assigned vehicles. Additionally, most Marine Security Guard (MSG) detachments have dedicated drivers and vehicles. In addition, the security fleet can include vehicles used for roving patrols; surveillance detection; advance, lead and follow convoy assignments; government technical monitoring; local guard coordination; residential security coordination; residential security technician security; and dedicated “react” vehicles used to respond quickly to emergency situations. Most posts have fewer than ten armored vehicles. However, several have more than 100 (e.g., Baghdad, Kabul, and Islamabad), and those posts, in the aggregate, account for nearly one-third of this specialized fleet segment.

Overseas Buildings Projects: The mission of the Bureau of Overseas Buildings Operations (OBO) is to provide safe, secure, and functional facilities overseas, which requires assignment of vehicles for the duration of larger construction projects that could include armored vehicles in high-threat areas. The small number of OBO vehicles, which can cause unpredictability in long-term reporting and optimization of overseas fleets, are procured as needed and disposed of by transfer to the post or auction or destruction.

International Narcotics and Law Enforcement Programs: 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 typically operates in challenging, remote, and dangerous nations. Although its fleet is comparatively small, it acquires and manages vehicles essential for supporting complex and oftentimes 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: FMO provides domestic transportation services to meet fleet needs throughout the country. For example, FMO operates an internal, centralized chargeback program that enables smaller State offices to acquire the vehicles it needs through a single source of service. 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 eight regions and has more than 30 office sites with vehicles allocated to each office for criminal investigative work, dignitary protection, training, and administrative support. Between 2014 and 2015, the tempo of diplomatic protection responsibility climbed, as Table 1 shows.

Table 1: 2014-2015 Dignitary Protection Activity

Year	Visiting Foreign Officials	U.S. City Stops	Aggregate Days of Protection
2014	132	205	752
2015	195	256	917

In addition, certain senior positions, such as the Secretary of State and the U.S. Permanent Representative to the United Nations, receive full-time DS protective details with associated support vehicles.

Because of the high volume of armored vehicles in the overseas and domestic fleets, a specialized armored car training program is in place to equip all full-time drivers of these vehicles with the required operating skills. This training program is run by DS personnel and requires an inventory of specialized vehicles, many of which have been substantially altered to meet the needs of the training program and are not used for typical transportation purposes. DS also provides specialized unarmored vehicle driver training to DS agents and to other individuals who will be operating a vehicle overseas.

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 headquarters 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 necessarily includes vehicle types able to operate in these unique conditions.

(4) Describe how vehicles are primarily used, and how do mission requirements translate into the need for particular vehicle quantities and types.

Because of State's diverse, often unique mission around the world, a wide array of vehicle types and sizes is necessary. State's fleet is primarily used to provide and ensure secure transport for personnel and foreign officials, enable physical-plant maintenance and support activities, and maintain sufficient flexibility to execute a global diplomatic mission, oftentimes in danger zones. Sedans, mini-vans, SUVs, ambulances, and buses are utilized to transport passengers. Light and medium duty trucks, SUVs and vans are utilized in a variety of ways including armored protective service and transport, cargo/mail/pouch transport, law enforcement activities, and "craft" work-crew technician support (e.g., plumbers, carpenters, painters, pipe fitters). Heavy duty vehicles (such as refuse haulers, dump trucks, tank trucks, stake bed trucks, and large pickups) are utilized domestically by IBWC and in developing nations where the host country infrastructure is insufficient to support our personnel; overseas, more than 100 armored heavy vehicles (including Bearcats and Mine Resistant Ambush Protected vehicles) operate in danger zones.

State's mission requirements mandate availability of various types of armored vehicles (including sedans, buses, SUVs, pickup trucks and heavy duty vehicles) that operate in danger zones in many locations. Because many posts operate armored vehicles under challenging conditions that include poor roads, heavy traffic, adverse weather and climates, and high rates of crime, political violence, and terrorism, the need for security demands that armored vehicles be positioned at overseas diplomatic facilities and, in many cases, ready for rapid reaction in an emergency. Investigations and surveillance, required on a 24/7/365 basis by the worldwide Diplomatic Security community necessitate a fleet of various types, classes and styles of vehicles.

Armoring places unique demands on all operational and performance aspects of a vehicle. For example, the additional weight necessitates a heavy duty cooling system. Moreover,

drivers require special training to be able to manipulate the vehicles in both every-day and demanding situations.

The following Tables 2 reflects State’s FAST reported inventory for each vehicle class from 2011 through 2015. Of note, most vehicle classes reflect the highest inventory in 2012, a spike in that reporting year that centers on increased mission requirements in danger zones around the world.

Table 2: FAST-Reported Inventory

FAST-Reported Inventory	2011			2012			2013			2014			2015		
	Domestic	Overseas	Total												
Sedans/Station Wagons	491	2067	2558	492	2171	2663	477	1972	2449	481	1534	2015	480	1531	2011
Ambulances	0	8	8	0	15	15	0	15	15	0	11	11	0	13	13
Buses	19	116	135	19	143	162	18	136	154	22	134	156	21	132	153
Light Duty 4x2 Trucks	224	1934	2158	235	2075	2310	233	1878	2111	234	1771	2005	218	1893	2111
Light Duty 4x4 Trucks	620	1893	2513	578	2607	3185	566	2239	2805	592	2323	2915	614	2558	3172
Medium Duty	150	4151	4301	216	5238	5454	255	4510	4765	268	5531	5799	261	5573	5834
Heavy Duty	56	538	594	55	654	709	64	668	732	71	630	701	74	592	666

B. Vehicle Acquisition and Replacement Strategies

(1) Describe your agency’s vehicle sourcing strategy and decision(s) for purchasing/owning vehicles compared with leasing vehicles through GSA Fleet or commercially. When comparing the cost of owned vehicles to leased vehicles, you should compare all direct and indirect costs projected for the lifecycle of owned vehicles to the total lease costs over an identical lifecycle. Include a rationale for acquiring vehicles from other than the most cost effective source.

Domestic

As Figure 2 above illustrates, most of the domestic fleet is GSA Fleet leased. Vehicle mission drives the decision regarding vehicle type and the associated financing method, whether GSA Fleet, ownership or commercial leasing.

FMO: Nine of every ten FMO vehicles (90%) are GSA Fleet leased, a seven-point increase over FY 2014. The number of owned vehicles dropped from 25 in FY 2014 to 22 in FY 2015, and seven of those fall into the heavy-duty category, which means they are work vehicles that accumulate comparatively low mileage but are still essential. The other owned vehicles primarily are pickups, and passenger and cargo vans. Most significantly, the number of commercially leased vehicles dropped from 16 to two between the two reporting periods. GSA Fleet is FMO’s “first choice” vehicle provider. If GSA Fleet is unable to immediately provide a suitable vehicle to meet a new requirement and a suitable vehicle is unavailable from within existing inventory via internal re-assignment, FMO will commercially lease a vehicle, earmarking that vehicle for replacement from GSA Fleet at the earliest possible time.

Indirect costs are covered under chargebacks to user groups by FMO. The same is true for provision of shuttle buses that operate among State’s Washington, D.C., area offices and a motor-pool and driver dispatch program at Headquarters.

DS: DS has decreased the number of the vehicles it leases commercially, from 182 in FY 2015 to 119 in FY 2016. At the same time, DS has increased the number of vehicles it leases through GSA Fleet from 825 in FY 2015 to 884 in FY 2016. DS will continue to lease

commercially so long as Diplomatic Protection remains an essential mission of the organization; GSA Fleet does not provide the executive vehicles required for dignitary protection. DS also uses commercially leased vehicles to diversify the fleet in support of LE surveillance missions. Most owned vehicles are armored and fulfill missions related to LE and Diplomatic Security; the number has stayed at 181 over the same two reporting years. A number of the armored vehicles are destroyed during training exercises annually. Each financing method is appropriate for the respective missions and vehicle types.

IBWC: Most of the on-road fleet is GSA Fleet leased. Fifty of the 64 owned fleet vehicles fall into the Heavy Duty category; given the mission and operational conditions for those vehicles (often off-road and along levees), that number will remain fairly consistent for the foreseeable future.

Overseas

Currently, overseas vehicles are agency-owned; none are GSA Fleet vehicles. Under ICASS, vehicles are purchased and costs shared through an OMB-approved reimbursable program. The vast majority of vehicles are purchased through GSA and shipped overseas. Local purchase of foreign-manufactured vehicles can be authorized in host countries with right-hand drive or where there are security or lifecycle repair cost concerns about the use of American-made vehicles. Indirect costs are included in the ICASS program.

The domestic GSA Fleet leasing program does not offer an efficient and cost-effective overseas solution because a “dry lease” arrangement would be necessary. Under that approach, GSA Fleet would purchase the vehicle and charge a fixed monthly amount. At the same time, State would remain responsible for all maintenance and disposal services and costs because GSA does not have a presence in many countries in which State is located. Disposal would also constitute a challenge because auctioning the vehicles in disparate locations would mean that the market salvage values would often be unpredictable; GSA Fleet’s rate-setting reflects a more predictable economic environment for disposal than is available in many post locations.

Additionally, purchasing vehicles can often be a cost-effective choice, given the ability of State to leverage duty and tax-free statuses to maximize value in foreign nations. These same advantages could not be used under a leasing model. Emphasis is placed on “buy American” vehicle procurements; foreign vehicle procurements, while often warranted due to local driving conditions, must be requested and approved via a formal waiver process.

All armored vehicles must be purchased because they cannot be returned to GSA for disposal. Instead, they must be destroyed in a manner that ensures sensitive information on armoring techniques/technology remains restricted.

(2) Describe your agency’s plans and schedules for locating AFVs in proximity to AFV fueling stations.

The FY 2014 VAM study gathered information regarding where domestic vehicles are domiciled (or parked overnight). State uses this information to review whether domestic vehicles can be shifted from one location to another, without impacting the mission, 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. Consequently, State's annual alternative fuel consumption consistently falls below targeted goals. Until a compelling business case demonstrates value to the commercial petroleum retail sector, we do not foresee substantially more alternative fuel (particularly E85) locations being added to the current marketplace.

Domestic

FMO: Fleet composition for FMO demonstrates State's commitment to reduction of petroleum consumption and GHG (green-house gas) emissions on the domestic front. Of its 163 vehicles, one is fueled by CNG (and consumed 5,212 GGEs [gasoline gallon equivalents] in FY 2015), 145 are flex-fuel and capable of being fueled by E-85 where that fuel is available (and consumed 8,439 gallons in FY 2015), and 17 are hybrid electric vehicles (HEVs). Most vehicles and shuttle bus services are provided primarily in the Washington, D.C., area where alternative fuel availability is limited. Beyond that, AFVs outside of D.C. were relocated and placed in proximity to AFV fueling stations to the extent possible.

DS: Over half of the FY 2015 inventory is flex-fuel and capable of being fueled by E-85 where that fuel is available. Because of limited availability, however, only 3,515 gallons were consumed in FY 2015. The Bureau does not typically relocate vehicles because missions are often unique to vehicle types (for example, those assigned to Diplomatic Protection).

IBWC: About one-third of the fleet is flex-fuel and capable of being fueled by E-85 where that fuel is available. Because of limited availability, however, only 1,167 gallons were consumed in FY 2015. For a large segment of the fleet, vehicles cannot be moved from the hydroelectric power plants or the levees where they operate and where offices are located on the United States-Mexico border.

Overseas

State continues to gather information to identify posts where alternative fuels and AFV repairs (for example, shops specially equipped to repair CNG powered vehicles, which require spark proof tools, lighting, and exhaust systems) are available and feasible and plans to obtain AFVs where logistically possible and cost effective. This will remain an ongoing effort.

(3) Describe your agency's approach to areas where alternative fuels are not available and whether qualifying low greenhouse gas (LGHG) vehicles or ZEVs are being placed in such areas.

Domestic

Over several years, State has 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, State has worked with the Department of Defense to add alternative fuel capacity within its existing base retail establishments. Unfortunately, the combined AFV consumption data among these agencies does not support expansion of alternative fuel capacities. State has also joined several other Federal agencies in petitioning the Department of Energy (DOE), GSA and the Council of Environmental Quality (CEQ) in developing an interagency solution.

State continues to replace its domestic GSA Fleet vehicles in a timely manner. The impact of the replacement program can be seen in improved miles-per-gallon performance. In many cases, replacement of older vehicles with newer can achieve significant GHG reductions. This is especially true for medium and heavy duty vehicles.

FMO: As noted above, vehicles have been relocated closer to fueling stations where possible. Beyond that, State is working with DOE and Clean Cities to increase availability. Only vehicles categorized as LGHG emitting are authorized for domestic (non-LE) acquisition unless an “alternative measures” or “functional needs” exception is requested of and approved by the Deputy Secretary for Operations. FMO currently has two electric vehicles in inventory and is investigating feasibility, given infrastructure costs, vehicle availability, and other considerations, of adding additional electric vehicles to its fleet.

DS: Because most vehicles have an LE mission, no initiative is underway to provide alternative fuels in locations where it currently is not available. The motor vehicle fleets or any part thereof supporting its offices cannot be relocated more than has been done without degrading the ability to support the respective mission at each site.

IBWC: The motor vehicle fleets or any part thereof supporting the work sites cannot be relocated without critically degrading the ability to support the respective mission at each. As an alternative to vehicle relocations, IBWC is continually seeking cost-effective ways of bringing alternative fuel to its locations. Fuel tanks have been purchased to supply alternative fuel in its remote locations. Despite this effort, fuel has been inconsistently available in sufficient quantities.

Overseas

Alternative fuels and vehicle repair and maintenance options for AFVs are not available in many cities where posts are located. Hybrid electric vehicles are being considered for selected locations, and many European posts have hybrid and zero emissions vehicles in their fleet. In many cases, replacement of older vehicles with newer vehicles can achieve significant GHG reductions. This is especially true for medium and heavy duty vehicles. The use of AFVs varies greatly by location; they are generally only included in the overseas fleets of developed countries.

(4) EO13693 requires agencies to reduce greenhouse gas (GHG) emissions as compared to a 2014 baseline. Describe your agency’s plans to meet this goal. If funding is required to comply with this mandate, do you have documentation that it has been requested?

The implementing instructions for the E.O. state a precise limitation: “This order shall apply to an agency with respect to the activities, personnel, resources, and facilities of the agency that are located within the United States.” Consequently, the Federal Energy Management Program (FEMP), which was assigned the task of setting the GHG emissions targets, used State’s actual FY 2014 FAST domestic-fleet statistics to calculate the fleet-wide, per-mile GHG emissions and specified targets. While State has consistently met or exceeded the Energy Policy Act (EPAAct) mandate that 75% of new acquisitions must be AFVs (and plans to continue doing so through FY 2018), it has not been able to successfully leverage those

acquisitions to meet decreased GHG emission and petroleum fuel consumption³ mandates through higher consumption of alternative fuels. To synopsise, State's FY 2015 actual GHG emissions (1) exceeded the FY 2014 baseline by 47% and (2) are 50% greater than the FY 2016 reduction target. With the annual GHG reduction target increasing to 30% by 2025, State is not likely to meet the target in out years without a drastic increase in commercial availability of reasonably priced alternative fuels.

State cannot reasonably expect to meet E.O 13693 GHG emissions reduction targets or E.O. 13423 petroleum fuel consumption reduction mandates solely through integration of low GHG emitting AFVs (including electric vehicles) or vehicle lean-burn technologies, especially given the steadily increasing domestic mission that requires more miles driven; State must have ready-access to commercial AF refueling capability (primarily E85 and to a lesser degree, biodiesel) that is not currently available and likely will not be available in the foreseeable future.

The issue is not funding but fuel availability. FMO has used the DOE Fleet Sustainability Dashboard, or Fleet DASH, which tracks participating Federal agencies' fleet fuel consumption, GHG emissions, and vehicle inventories. The dashboard's interactive graphs show, for example, instances where alternative fuel is well utilized and opportunities for improvement. As stipulated in the Implementing Instructions for E.O. 13693, FMO will promulgate use of the tool in the field to communicate with vehicle users the steps that they can take to increase AF use, including notification to users when opportunities were missed to refuel AFVs with AF.

(5) EO13693 requires agencies to acquire zero emission vehicles (ZEVs) as an increasing percentage of passenger vehicle acquisitions. Describe your agency's plans to meet this goal. If funding is required to comply with this mandate, do you have documentation that it has been requested?

A formal plan developed by internal stakeholders is in the final stage of completion. While there are many charging infrastructure, cyber-security, commercial electric vehicle (EV) availability and other challenges in meeting the E.O. mandates (not the least of which is making charging infrastructure available for use by privately owned EV owners and implementing a payment mechanism to charge for that service as required by the E.O.), the basic plan is to install recharging stations in a minimum of two parking spaces in each Department-owned/controlled parking facility. FMO will continue to work with the domestic fleet programs to acquire hybrids, plug in hybrid electric vehicles (PHEVs), and EVs as scheduled vehicle replacements where appropriate and feasible, given incremental costs, recharging capability, and relatively limited commercial availability of EV types and EV driving ranges. Two ZEVs have been procured for use in the headquarters motor pool (and two plug-in outlets have been installed for re-charging), while the overseas fleet has sixteen electric vehicles in inventory. FMO expects to procure more EVs during replacement of older vehicles to the extent possible. It should be noted State attempted to order Ford Focus EVs from GSA Fleet's special offering of 500 vehicles in early 2016, but those vehicles were only available in certain geographic areas that did not include the DC Metro area.

³ E.O. 13423 required a 20% reduction (compared to FY 2005) in State's petroleum fuel consumption by FY 2015; only a 2% reduction was realized.

C. Telematics Related Acquisition Strategies

(1) EO13693 requires agencies to incorporate telematics into the fleet. Describe your agency's plans to meet this goal.

State has initiated research to develop an operational plan. Information on desired telematics functionality has been gathered from domestic and overseas organizations. At the same time, State has taken steps to gather information on respective vendors. Emerging issues regarding security, insofar as telematics (and other electronic systems) would expose State's vehicles to hacking, particularly domestic LE and overseas vehicles, must also be assessed and resolved. Finally, different operational conditions and missions may necessitate different solutions.

The Office of Safety, Health and Environmental Management (SHEM) within the Bureau of Overseas Buildings Operations (OBO) has installed event data recorders in 2,500 vehicles at 17 overseas embassies and consulates. This program was initiated in 2009 with the goal of being installed at 25 sites that have the greatest number of motor vehicle fatalities. This system focuses on reducing risky driving by capturing unsafe driving and then coaching drivers and holding them accountable to improve through a reward and disciplinary program. This program has been a huge success in reducing risky driving behaviors by more than 80%.

(2) If funding is required to comply with this mandate, do you have documentation that it has been requested? (Do not attach or provide funding documentation unless requested).

Funding for the SHEM accident-prevention program has been provided since 2008 and is currently being provided by OBO at about \$2M per year.

State has not yet addressed funding for a broader telematics program and will not do so until its plan has been established. We believe that security issues related to telematics necessitates caution and the need for more information to ensure sound fleet-management decision-making.

(3) Has the agency acquired the telematics system through GSA or directly from a vendor/company? If so, provide the name of the vendor/company. Did the costs of telematics systems acquired directly from the vendor/company exceed those provided through GSA? If so, please provide rationale for the decision.

SHEM uses DriveCam provided by the company Lytx and is on the GSA schedule. It is a video-based system triggered by force and differs from most telematics tools. However, Embassy Nairobi is planning to contract with a local vendor to install telematics with cellular tracking capability to test with some of its vehicles. Beyond these, Embassy Iraq put front-facing video cameras on some vehicles following several shootings. DOD's iridium (satellite) communications gateway has been used in a few instances.

(4) Describe the type of telematics technology installed (satellite, cellular or radio frequency identification (RFID)).

The DriveCam system captures events and then uses Wi-Fi to download events once back on compound. SHEM was not able to use cellular technology because of security concerns about

potentially tracking vehicles in real time. State notes that no cellular agreement exists with 260 countries in which embassies and posts are located.

(5) What type of telematics features are installed in your vehicles? Check all that apply from the list below: (Note – When the form is finalized, there will be check boxes or drop down box included on the template)

The responses for each feature apply to the DriveCam system currently in use and appear below.

GPS tracking - Fleet managers can monitor the location of their vehicles in real-time by logging on to a user accessible website.

Although the GPS tracking feature is not part of the current program, the GPS feature in the units does provide the speed and location of vehicles at the time of the incident that triggers the DriveCam.

Engine diagnostics - Fleet managers can have engine diagnostics reports delivered to their email showing the current condition of the vehicle, odometer readings, idle time, emissions information and speed data.

No engine diagnostic data is provided by the system currently in use.

Vehicle monitoring and driver identification - Fleet managers can track a driver of every vehicle via the usage of key fobs for the drivers or in-vehicle devices and can track who is, or was, driving any given vehicle at any particular time, as well as limit who can operate which vehicles.

No, the system currently in use does not provide this feature.

In-vehicle recording – This solution uses inward and outward facing cameras to record the driver’s behavior as well as the vehicle’s surroundings. The device saves the footage from several seconds before and after a sudden movement occurs, such as sudden stop or hard turn.

Yes, the DriveCam system provides in-vehicle recording and, once triggered, captures the audio and video from eight seconds before and after the triggering event. The captured video is used to improve safe-driving performance by the driver and, in related training, to improve the safe-driving performance by other drivers.

Instant driver feedback – This system provides an immediate, private, in cabin indication via light activation within the driver’s line of sight. The feedback device is designed to track and report harsh braking, sudden acceleration, cornering/high speed turns, unsafe lane changes and speeding (with a pre-determined speeding threshold).

The event data recorder will provide feedback in terms of small blinking lights that activate when the recorder is triggered by excessive force on the vehicle as a result of hard braking, swerving, rapid acceleration, or collision.

Fuel Usage - Information on gallons of fuel and subsequent MPG calculations.

No, this system does not provide information on fuel consumption.

Other – Describe other service

None.

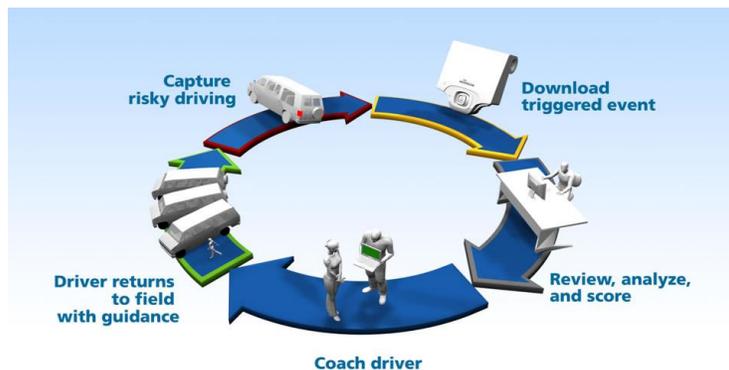
(6) Describe the obstacles encountered, lessons learned, and any experiences or other information that may benefit other agencies. Consideration should be given to the impact that aftermarket telematics may have on vehicle warranties.

Telematics is a tool, a means to an end, not an end in itself. The key to success is to have a sufficiently detailed plan. In general, security restrictions that limit the implementation of telematics to passive technologies may reduce the amount of data (such as GPS information) that can be tracked.

The DriveCam program enabled State to achieve an 80% reduction in risky driving at posts using the program. More importantly, across all embassies and consulates, State has experienced a 75% reduction in fatalities. The lessons learned from the DriveCam program are used to instruct all posts on how to improve fleet safety as well as to train all motor pool supervisors, General Services Officers and Facility Managers responsible for different aspects of fleet management.

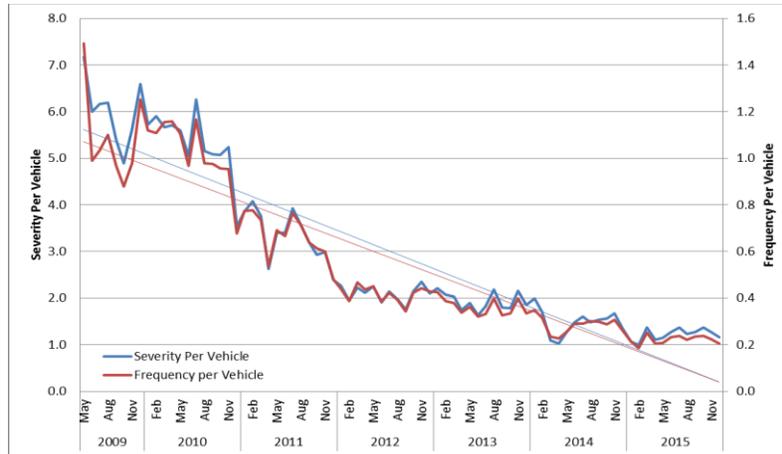
The Event Data Recorder (EDR) program effectively improves driving performance by identifying risky behaviors and modifying driving behavior (see Figure 6 below).

Figure 6: How the DriveCam Program Works



The data demonstrates that DriveCam can rapidly change ingrained driving behavior while training and management controls bring about permanent change. Figure 7, below, shows the reduction in the number of risky events (red – number of events per vehicle per month) and risky driving scores (blue - points per vehicle per month) for the life of the program.

Figure 7: Risk Reduction for DriveCam Posts



Employees are not always comfortable with telematics, especially those that capture audio and video inside the vehicle. Implementation of such a feature requires training and awareness programs to dispel concerns, and, where unions are involved, labor negotiators from Human Resources. State has long sponsored an annual safe-driver award program for its chauffeurs, and has integrated EDR implementation into this annual review, contributing to a positive reinforcement to this risk-mitigation strategy.

More importantly, senior management must be engaged and fully supportive because of the many obstacles encountered that may limit program effectiveness. Whoever is selected to be in charge of the program needs to be highly motivated and willing to work through the many challenges that will be faced. A primary issue that needed to be addressed is ensuring adequate staffing so that the data flowing from telematics can be tracked and analyzed. All organizations need to consider staffing as part of their telematics-implementation planning.

To date, State has not encountered any vehicle warranty issues relative to aftermarket telematics installations.

D. Initiatives to Control Fleet Size and Cost

(1) Provide an explanation for any measurable change in your agency’s fleet size, composition, and/or cost or if you are not meeting optimal fleet goals (based on agency VAM study results).

Fleet Size and Composition

Section F, below, details VAM studies conducted by State between 2011 and 2014. As noted, State did not conduct a VAM study for FY 2015. The next VAM study is tentatively planned for FY 2017, when approximately one-third of the Department’s vehicles will be reviewed, followed by one-third in FY 2018 and one-third in FY 2019, with the cycle repeating so that the entire fleet is reviewed every three years..

Table 3, below, shows the change in total and vehicle-type inventory for the FAST-reported fleet from FY 2014 to FY 2015.

**Table 3: Department of State Fleet Inventory Change by Vehicle Type
FY 2014 vs. FY 2015**

Vehicle Type	Increase/Reduction in Number of Vehicles
Sedans/Station Wagons	-4
Ambulances	2
Buses	-3
LD Trucks 4x2	106
LD Trucks 4x4	257
MD Vehicles	35
HD Vehicles	-35
Total:	358

At least two factors have contributed to the increase in the number of light- and medium-duty trucks. One factor is the ongoing challenge of operating in danger and conflict zones, which often necessitates adding vehicles as the number of personnel rises to meet security demands. This is also occurring domestically as the DS mission has increased in scope and more personnel have been and are being recruited and require vehicles. The second factor is the lengthy timelines for disposal of armored vehicles in many foreign locations (due to factors such as locally imposed governmental restrictions and excessive bureaucratic approval processes to gain approvals for re-export or destruction which can add in some instance over a year in delay), at the same time that new replacement armored vehicles have been ordered and await shipment. State anticipates that future VAM studies will validate the need for the overall inventory increase. Third, as remedies for AV disposals are identified and implemented, the AV inventory numbers (and associated costs) will normalize to acceptable levels supported by the VAM process.

DEAV has taken significant steps over the last few years to control the number of AVs in the replacement pipeline to mitigate equipment decay and reduce the associated costs of pre-deployment glass and battery replacement. Lead time is long; armoring and shipping alone can take up to eight months after procurement of a base unit. Consequently, the current supply model does not enable rapid response or fluctuations in AV demand. Under consideration is a DEAV proposal to maintain a permanent “contingency fleet” inventory of AVs to respond to urgent requests from the field.

Costs

State anticipates that costs reported in FAST will continue to climb as the quality of the reported data from posts around the world improves. Of note, as the number of armored vehicles assigned to danger areas continues to increase, total costs (including costs associated with spare parts inventories, and vehicle disposals) will also continue to climb.

Implementation of a new fleet management information system worldwide has been completed and the migration from paper to electronic continues. State has undertaken intensive data review and analysis and is working with posts to improve the accuracy of data reporting. Below, Section G, Agency-wide Vehicle Management Information System, addresses the analysis and communication efforts under way to improve fleet management at posts.

Domestically, vehicle-related costs are reported with a higher degree of confidence because associated data for those vehicles is captured by and obtained from the commercial credit card

(Voyager and WEX) utilized to pay for all vehicle fuel, service and maintenance. While the same level of confidence is not yet available for many non-domestic vehicles, great strides are being made to capture more complete and accurate data as the FMIS system continues to mature and field personnel become more accustomed to using it.

(2) Describe the factors that hinder attainment of your optimal fleet (e.g., budgetary, other resource issues, mission changes, etc.).

See Item I(1) for factors that hinder attainment of an optimal fleet by State.

(3) Discuss any trends toward larger, less fuel-efficient vehicles and the justifications for such moves.

Discounting armored vehicles (whose number rises or falls based upon worldwide security considerations), the Department has realized an increase in the number of SUVs and a decrease in the number of sedans in the overseas inventory. SUVs are much preferred for the transport of official visitors and to increase the safety of drivers and their passengers in heavy traffic, off-road, and other driving conditions too challenging for sedans.

(4) Are you aware of and do you consider alternatives (short term rental, pooling, public transportation, etc.) to adding a vehicle to the agency's fleet?

Overseas

State employs all transportation alternatives available at respective locations worldwide. In developed countries with adequate transportation, motor pools are smaller and posts can rent vehicles on an as-needed basis for VIP visits. Almost all posts have a motor pool operated through the ICASS program; the very few that do not rely on program vehicles or public transportation. Embassy motor pools service all federal agencies that participate in and subscribe to the ICASS motor pool cost center. Passenger vans and minivans operate at many locations to facilitate group transportation.

Domestic

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 State's shuttle-bus program between its multiple Washington, D.C., office locations.

Overall, employees in the northern capital area of Washington, D.C., traveling to other local offices and places of business have several options available to them; they can drive a motor pool vehicle or organization vehicle, take a State-provided shuttle or taxi, use public transportation, or walk. Additionally, a Loaner Bicycle Program offers State employees and contractors the complementary use of bicycles. Participants check-out and return bicycles through the A/OPR/FMS office during the normal business hours.

State acquired and installed vertical racks for the storage of employee-owned bikes because floor space was inadequate in indoor parking areas. State plans to acquire one or more two-tier bike racks for the same reason. As a result of program success, the League of American Bicyclists determined that the U.S. Department of State be designated a Silver Level Bicycle

Friendly Business. The award is presented only to businesses with remarkable commitments to bicycling.

(5) Discuss the basis used for your future cost projections (published inflation estimates, historical trends, flat across-the-board percentage increases, mission changes, etc.)

Because the domestic fleet primarily is GSA Fleet leased, 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.

Cost projections recognize the 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 as high as \$250,000, the variation in armored vehicle needs can significantly affect total fleet cost.

E. Vehicle Assignments and Vehicle Sharing

(1) Describe how vehicles are assigned at your agency (i.e., individuals, offices, job classifications, motor pools).

Vehicles are not assigned to individuals; rather, they are assigned to positions, offices, or job classifications. In general, State determines vehicle assignments based on primary and ancillary missions.

Overseas

A majority of post vehicles in support of the mission and population overseas belong to one of the first three categories below:

COM: At most posts, one armored vehicle is assigned for the use of the COM/Principal Officer, otherwise known as either an Ambassador or Consul General. Marine Security Guard vehicles and RSO vehicles (which are dedicated and often assigned to a position) also fall under this category.

Motor Pool: This category includes passenger vehicles from a motor pool used to transport 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.

Functional: This category includes “functional vehicles,” such as vans for use by facilities management personnel, water/fuel trucks, emergency units, man lifts (or “cherry pickers”), etc. that are assigned to a department at post.

Overseas Buildings Operations (OBO): Project requirements, location, and availability of vehicle resources in a post motor pool often determine whether 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(s). Projects at non-remote sites or in urban settings will not automatically qualify for the assignment of a vehicle if public transportation or ICASS motor pool vehicles are available.

International Narcotics and Law Enforcement Affairs (INL): Vehicles are primarily used for counter intelligence/surveillance. For undercover purposes, they are purchased locally to blend in for narcotics enforcement. Foreign nationals may use the vehicles, as established under Letters of Agreement (e.g., the Columbian Police). The LE and intelligence-gathering mission of INL as undertaken within host-countries dictates its unique fleet procurement and assignment approach.

Domestic

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 bases its vehicle justification documentation on mileage data and survey information relative to use of the vehicle for official purposes.

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. To foster safe-driving, the staff of professional operators are trained and a safe-driving award program is in place.

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, which sometimes require lead, transport and follow-on units. Vehicles are also used for training and are assigned to several training facilities, including the Federal Law Enforcement Training Center (FLETC). DS 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.

(2) Describe your agency's efforts to reduce vehicles assigned to a single person wherever possible.

This topic is addressed in detail under D.4 and E.1 above.

Overseas, although vehicles are not assigned to an individual, they may be assigned to specific positions, such as the Chief of Mission or security office, based on programmatic requirements. Such designations are specifically outlined in post-specific policies as

approved by the Chief of Mission. Most overseas personnel use shared ICASS motor pool for transportation requirements. In locations with specific threat or safety considerations for transport of staff members, ICASS may also run shared shuttle services.

Previously, only law enforcement activities 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.

The vast majority of DS law enforcement personnel are Special Agents, all of whom are subject to 24/7/365 response. Despite the call-out requirement DS does not maintain a 1 to 1 ratio for all personnel and vehicles; indeed, the ratio is far lower. DS has approximately 1,300 vehicles domestically and at least 500 are used for training, dignitary protection or are in a motor pool.

(3) Describe pooling, car sharing, and shuttle bus consolidation initiatives as well as efforts to share vehicles internally or with other Federal activities.

This topic is addressed in detail under D.4 above.

(4) Describe how home-to-work (HTW) vehicles are justified, assigned, and reported, as well as what steps are taken by your agency to limit HTW use.

State has developed and promulgated a new domestic HTW policy, and is currently developing same for overseas posts; unique HTW issues at the post level are addressed as they arise. Steps are being taken to integrate the new domestic policy into the Foreign Affairs Manual (FAM).

In addition to a single principal deputy (e.g., a Deputy Secretary), the Secretary of State can authorize HTW transportation for the following categories under authorities contained in 31 USC 1344:

- **Field Work:** When necessary for official work requiring the employee's presence at various locations other than his/her regular place of work, authorized only to the extent that such transportation will substantially increase the efficiency and economy of the Government.
- **Law Enforcement Activities (LEAs)⁴:** When essential for the safe and efficient performance of intelligence, counterintelligence, protective services, or criminal law enforcement duties;
- **Mass Transit:** Transportation by Government-owned vehicle (GOV) between an employee's place of employment and a mass transit facility;
- **Compelling Need:** When highly unusual circumstances present a "clear and present danger," an emergency exists, or other compelling operational considerations make such transportation essential to the conduct of official business.

⁴ LEAs are defined in GSA Bulletin FMR B-35 (paragraph 4) as, "The duties of employees who are designated in writing by their agency head as essential for the safe and efficient performance of intelligence, counterintelligence, protective services or criminal law enforcement duties."

All federal vehicle record keeping and reporting requirements contained in FMR 102-34 Subpart J must be met (see FMR 102-34.20(d)). In addition, once the Secretary has formally determined the duties being performed in certain positions as being LEAs, the vehicle custodial office must issue guidance relative to use of official vehicles between home and office; this internal policy is issued per GSA Bulletin FMR B-35 (paragraph 4) recommendation.

Each domestic HTW request must include a business case analysis and must be submitted by the requesting Bureau to the Fleet Management & Operations Division Chief (A/OPR/GSM/FMO) for proper adjudication and if deemed appropriate, forward (via the A Bureau chain) to the Secretary for review/decision.

(5) Does your agency document/monitor the additional cost of HTW use of Federal vehicles? If so, please describe how.

No. While DOS vehicle utilization and costs are documented for each vehicle by the cognizant vehicle custodian and/or sub-fleet manager, the portion of the overall vehicle cost specific to home-to-work transportation is not documented/monitored separately.

F. Evidence of Vehicle Allocation Methodology (VAM) Planning

Provide information on the methods used to determine your agency’s VAM targets/optimal inventory. (Recommendation #2 from GAO report: GAO-13-659. See FMR Bulletin B-30 for guidance on conducting a VAM study and developing VAM targets).

(1) What is the date of your agency’s most recent VAM study? Please describe the results (Add/Reduce/Change vehicle types, sizes, etc.). Have all bureaus been studied?

Between FY 2011 and FY 2014, State took aggressive steps to comply with the requirement to implement a VAM with a goal of achieving a comprehensive management review of every vehicle in the global fleet and an optimized fleet inventory (from the standpoint of both right-sizing the overall fleet and right-typing each individual vehicle), as the VAM Study Actions (Table 4) below shows:

Table 4: VAM Study Actions FY 2011-FY 2015

FY	VAM Study Actions
2011	Domestic Fleet VAM Study
2012	Overseas and Domestic Fleet VAM Study
2013	Overseas and Domestic Fleet VAM Study
2014	Overseas and Domestic Fleet VAM Study
2015	No VAM Study

A VAM was not conducted in 2015 due to the resource intensive nature of conducting a full-scale VAM combined with the timeframe needed to implement VAM results and E.O. 13693 guidance⁵ that a VAM should be conducted at least every five years.

⁵ *Implementing Instructions for Executive Order 13693 Planning for Federal Sustainability in the Next Decade*, The White House Council on Environmental Quality, Office of Federal Sustainability (June 10, 2015)

To allow for a more comprehensive analysis, State expanded its vehicle consideration in the FY 2014 VAM justification phase (see Figure 9 below, VAM Process Steps) to include all vehicles in “Received” status or placed “In-Service” status since October 1, 2014. These vehicles required a justification to identify whether they represented a replacement or a net addition to the fleet.

State will continue its efforts to optimize its fleet by conducting VAM studies on approximately one-third of its worldwide fleet each year in FY 2017, FY 2018 and FY 2019. The study steps are described under F.2 below.

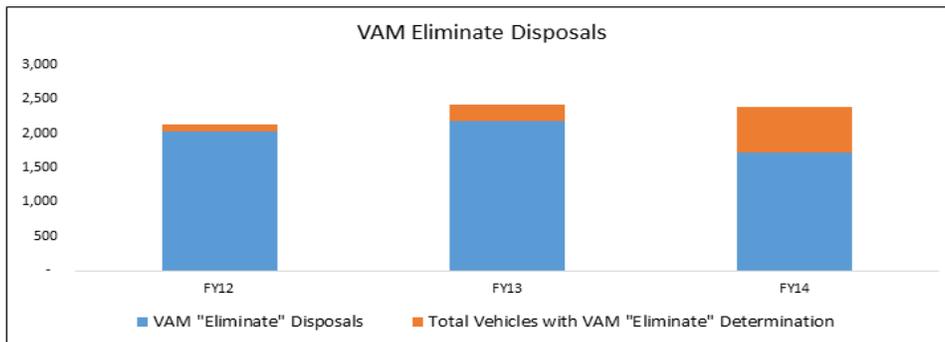
The FY 2014 VAM study enabled establishment of the optimal FY 2015 fleet and set specific target fleet sizes for each overseas post and domestic bureau. The target fleet sizes were calculated as a sum of the vehicle slots with a final action of Retain (see Figure 8, below). Any vehicle slot with a final action of Eliminate (see Figure 8) represented a net decrease of the fleet with the expectation of disposal by the end of the 2015 calendar year. In the aggregate, the FY 2014 VAM results were:

Figure 8: FY 2014 VAM Results



VAM Time Series Analysis: Vehicles with Final Action of "Eliminate"

Fiscal Year	Total Vehicles with VAM "Eliminate" Determination	Total Vehicles with "Eliminate" Action Disposed (as of 5/1/16)	"Eliminate" Recommendations Not Disposed	Percentage VAM "Eliminates" Disposed
FY12	2,124	2,021	103	95%
FY13	2,408	2,184	224	91%
FY14	2,387	1,714	673	72%



At each monthly FMC meeting, A/LM generates and provides fleet stakeholders a Target Fleet Size compliance report to communicate and monitor progress in meeting fleet inventory objectives. This remains an ongoing effort. A/LM has the primary responsibility for the VAM study and arriving at a recommended target fleet size; compliance is a coordinated effort with the Regional Bureaus and overseas Missions which also have to factor in specific conditions on the ground (e.g. host country processes which delay disposal actions). As

A/LM continues to improve data quality at the asset level, as required under E.O. 13693, the statistics should give greater weight to fleet optimization metrics. We discuss data and its analysis in greater detail below.

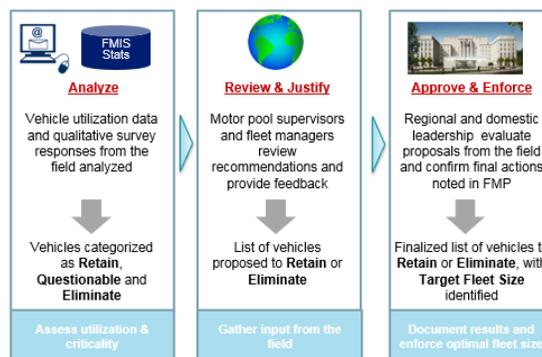
(2) From your most recent VAM study, please describe/provide the specific utilization criteria (miles, hours, vehicle age, or other measures) used to determine whether to retain or dispose of a vehicle? If different criteria were used in different bureaus or program areas, provide the criteria for each.

State’s most recent VAM study followed Bulletin B-30 guidance, as required. The VAM study steps focused on determination of need (i.e., how badly is the vehicle needed) as ascertained by addressing:

- The criticality of the work or mission being performed;
- The utilization of a vehicle or group of vehicles.

State uses the qualitative and quantitative data collected via its Motor Vehicle Survey (MVS) and specific VAM questionnaires administered using its Integrated Logistics Management System (ILMS). For each VAM study, the FMC reviews the criticality and utilization question weights and pass/fail parameters prior to conducting the survey. For VAM data-gathering, State administered a 23-question survey designed to evaluate each vehicle’s purpose, utilization, and criticality to supporting the mission; information gathered included vehicle age, usage, hours driven, trips per year, criticality, overseas motor pool hardship, danger, and public transportation options. The survey responses were analyzed using a commercially developed electronic tool to determine a vehicle-by-vehicle future-need recommendation. The tool enables State to apply an automated vehicle justification protocol that incorporates utilization (defined as miles, hours in use, and trips taken) and data call responses regarding criticality of need to make recommendations for vehicle actions automatically. The data gathered enabled a two-dimensional determination of need, visually documented via a chart for every vehicle surveyed reflected as “retain,” “eliminate” or “questionable,” with those deemed “questionable” receiving further individual evaluation of continued need. The FMC and other domestic and overseas fleet management stakeholders next 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. Figure 9, below, illustrates the VAM study steps.

Figure 9: VAM Process Steps



The findings of the comprehensive VAM Study (VAM Questionnaire and Analysis, VAM Justifications, and VAM Action) identify State's target fleet size and serve as a foundation for the FMP.

(3) From your most recent VAM study, what were the questions used to conduct the VAM survey (see FMR Bulletin B-30(6)(C)) (if lengthy, provide as an attachment)? If different questions were used by different bureaus or program areas, provide the questions for each. If a VAM survey was not conducted, please describe the methods used to apply utilization criteria to each vehicle in your agency's fleet and collect subjective information about each vehicle that potentially could provide valuable insights/explanations into the objective criteria.

The same questions were used for all organizational components, both overseas and domestic. See Appendix A.

G. Agency-wide Vehicle Management Information System

(See FMR 102-34.340)

Federal agencies are to begin collecting asset level data (ALD) beginning October 1, 2016 in order to be able to report ALD in the October-December 2017 FAST data call. To comply, your agency will need a management information system (MIS) capable of reporting inventory, cost, usage, and other information on a "per vehicle" basis.

(1) Does your agency have a vehicle management information system (MIS) at the Department or Agency level that identifies and collects accurate inventory, cost, and use data that cover the complete lifecycle of each motor vehicle (acquisition, operation, maintenance, and disposal), as well as provides the information necessary to satisfy both internal and external reporting requirements?

Yes, State has a Fleet Management Information System (FMIS), based on Chevin Fleetwave,[®] that is capable of capturing the complete range of vehicle life cycle data and providing the information/data necessary to meet internal and external reporting requirements. State completed an upgrade of the FMIS in October 2014 which provides enhanced usability, performance and ad-hoc reporting capabilities; efforts are currently underway to ensure that, by October 1, 2016, the system is capturing all asset level data necessary to meet the October-December 2017 FAST data call. Overall, the FMIS improves internal controls, increases data reliability, and provides visibility into the entire fleet. The functionality of the FMIS has and will improve virtually all aspects of State's fleet management program (see Figure 10 below). State is pursuing 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. State's Fleet Management Plan includes continuing to identify and develop new fleet analytics initiatives that empower fleet stakeholders to make data-driven decisions that reduce costs and improve process efficiencies, while translating current manually generated analytics reports and consultation services into self-serve reports that users can generate in the system within three clicks.

In addition to the agency FMIS, Mishap Reporting Software (MRS) is used for overseas vehicle accident reporting/tracking, and DS tracks its vehicle accidents using a SharePoint site as the informational nexus. We address the issue of accuracy of MIS data below.

Figure 10: FMIS Functions



(2) Your agency was provided a draft list of 70 ALD data elements. How many of the 70 data elements is your current system able to report on a “per vehicle” basis right now?

The Department’s current FMIS commercial platform (FleetWave) is able to collect all 70 vehicle level data (VLD) elements per vehicle, however the Department’s FMIS currently contains only 45 of the 70 required VLD fields.

(3) Describe your agency’s plan for reporting all required ALD elements. What is the timeline?

State is in the process of upgrading its FMIS to incorporate the remaining 35 data fields and implement the required edits and system rules so that all ALD required data can be recorded by early FY17. State is presently focused on improving data quality through intensive review of what information is being inputted and what data-reporting gaps exist for each vehicle by reporting organizations.

(4) If your agency does not currently have a system capable of reporting ALD, describe the steps (documented) that are being taken or have been taken to comply with Executive Orders, regulations, and laws that require such a system.

Not applicable.

(5) If your agency currently uses telematics systems, does your MIS capture and report all of the data from those devices?

No. Information being captured is specific to driver-cam functionality and accident-event reporting. The FMIS has the functionality to capture and report data from these devices.

H. Justification for Restricted Vehicles

(1) If your agency uses vehicles larger than class III (midsize), is the justification for each one documented?

The only organization operating 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 State frequently review these orders.

(2) Does your agency use the law enforcement (LE) vehicle classification system described in GSA Bulletin FMR B-33? If not, why not?

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 with additional LE classification visibility per vehicle and motor pool.

(3) If your agency reports limousines in its inventory, do they comply with the definition in GSA Bulletin FMR B-29?

State reported limousines in State's inventory using the GSA Bulletin FMR B-29 definition.

(4) For armored vehicles, do you use the ballistic resistance classification system of National Institute of Justice (NIJ) Standard 0108.01, and restrict armor to the defined types?

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.

(5) Are armored vehicles authorized by appropriation?

All armored vehicles are authorized by appropriation.

I. Impediments to Optimal Fleet Management

(1) Please describe the obstacles your agency faces in optimizing its fleet.

Fleet optimization obstacles include:

Decentralization, while necessary to meet State's global Mission, makes fleet decision-making more complex and simple standardization impracticable. Geographical decentralization due to State's mission is reflected in its fleet management program. Although Headquarters gathers VAM statistics and establishes optimal target fleet inventories for all entities, compliance must be coordinated with the Regional Bureau and individual

posts responsible for managing their fleets, and has to factor in local, and often dynamic, conditions and requirements.

Breadth of locations and global dispersion is unique to a handful of foreign affairs 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 State faces based on the global nature of its mission. For example:

- 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 norms 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 U.S. employee family members. In other countries, security conditions require U.S. personnel to travel solely by armored vehicle.
- 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.
- Local labor force/infrastructure capabilities in some countries make it more difficult to operate/repair more hi-tech vehicle equipment. This impacts, for example, potential telematics options.

Security requirements for armored vehicles overseas brings additional challenges:

- Heavier armored security vehicles drive fuel consumption upward and have a shorter life-cycle because of the excess weight they carry, even though the mechanical components have been upgraded. Even if the vehicles accumulate fewer miles, as security demands they must be replaced in a timely manner because of the wear resulting from years in service.
- State's inventory must allow for an AV contingency fleet to enable rapid response when an in-service unit is destroyed or a conflict zone heats up.
- Up-armorings of vehicles carries a significant cost but is essential to State's mission. Maintenance costs can be high and some of the work must be carried out by DEAV specialists (e.g., glass replacement; the glass has a useful life-cycle shorter than the vehicle). No residual value can be derived from armored vehicles that must be destroyed. Vehicle counts may be inflated because of pending disposal processing or while posts wait to receive replacement vehicles.
- A long supply chain for delivering new AVs to posts, including budgeting, base vehicle acquisition, coordination by DEAV, up-fitting by armoring vendors, shipment overseas, etc. This entire process routinely takes one to two years and can run much longer for some vehicles.
- Embassies may lack funds or trained staff to execute required disposal/destruction methods.
- Host governments in some countries may require extensive and time-consuming vehicle titling and registration processes which must be completed after an AV is disposed of but before the replacement vehicle can be placed in active service. Some

host governments may not support or may even prohibit the disposal of AVs by destruction in country, requiring expensive re-exportation of the vehicle.

- Bearcats and Humvees that operate in conflict zones do not fit within the LE classification categories. In fact, they are better considered tactical vehicles insofar as security and convoy duty are their most important and common missions. Moreover, State's armored vehicles allocated to all conflict zones should not be reported in FAST and public information should not appear in the FMP. Sufficient examples attest to conflict-zone use of the AV fleet. Because the AVs must be destroyed and depreciated to zero, they do not fit within standard fleet disposal or cost parameters.

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 the visitors and unexpected operational requirements.

(2) Please describe the ways in which your agency finds it hard to make the fleet what it should be, operating at maximum efficiency.

Challenges to State's fleet operating at maximum efficiency include:

- A decentralized fleet management model adding complexity to maximizing efficiencies.
- Rotations of U.S. supervisory staff overseas, such as the CFM or General Services Officer (GSO), generally in two-three year assignments, which necessitates additional training for new staff and increases possibility of gaps in fleet management oversight.
- Reliance on host-country personnel to perform many tasks, such as motor pool dispatchers and drivers, many who speak English as a second language. The language barrier can affect such basic fleet requirements as proper tracking and inputting data correctly. Related, State lacks the resources for a global program for providing regular localized "assess and assist" visits to aid local staff manage their fleet.
- A domestic alternative fuel infrastructure that remains inadequate to enable every location to operate AFVs.
- Terrain in many locations that is rough on vehicles, tearing up tires and necessitating a higher level of maintenance and repair. In locations where this applies, maintenance services are unlikely to meet State's standards; consequently, in-house shops are needed (as well as a supply of tires and other parts).
- Acquiring vehicles in the U.S. and then shipping them overseas adds freight costs as a fleet-related expenditure and consumes time during which the vehicle cannot be used (arrival at U.S. port, shipment, delivery to the host-country port, and delivery to the post).
- Parts may be in short supply for U.S.-manufactured vehicles in many locations. Because parts must be shipped, timely maintenance and repair cannot be performed.
- The programmatic demands overseas often have unpredictable travel requirements. Short turn-around requests for fleet use make it more difficult to regularize standard fleet and motor pool tasks. Among these are sudden unanticipated and/or emergency transportation needs in conflict and hardship zones.

- Training of overseas fleet management and motor pool personnel is an ongoing need as efforts to improve data quality and operational efficiency increase in importance. State plans to increase its fleet-related training program at posts.
- Procuring and disposing of an AV fleet necessitates many uncommon fleet actions, including:
 - budgeting for costly up-arming;
 - often needing to comply with host-country laws, regulations or treaties;
 - allowing for a lengthy supply-chain process;
 - maintaining the vehicles;
 - planning for a undertaking replacement of parts that lose their efficacy;
 - depreciating the vehicles to zero; and
 - destroying the vehicles.

(3) If additional resources are needed, (such as to fund management information system implementation or upgrades, or to acquire ZEVs, or LGHG vehicles, or install alternative fuel infrastructure) have they been documented and requested? Do you have a copy of this documentation?

There are no additional resources required at this time that the Department has not already addressed internally. It should be noted that AF infrastructure installation is not feasible because State does not possess real estate on which to install the infrastructure that is both suitable and central to a large segment of State's AFV fleet.

(4) Describe what specific laws, Executive Orders, GSA's government-wide regulations or internal agency regulations, budget issues, or organizational obstacles you feel constrain your ability to manage your fleet. Be specific and include examples. If you have a solution, describe it and indicate whether we can share the solution with other agencies as a potential best practice.

Given the global and high-risk environment in which State operates, there are many impediments to reaching certain Green Initiative goals. These variables include, but are not limited to, availability of alternative fuels and charging infrastructure, manufacturer AFV product line changes between model years, GSA order schedules, 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" or "Reduce vehicle GHG emissions by Y% by 20YY" (compared to a static baseline), without specific mandates on *how* the goal should be met. This would allow State 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, 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.

J. Anomalies and Possible Errors

(1) Explain any real or apparent problems with agency data reported in FAST.

DOS data reported for domestic owned, commercially leased and GSA Fleet Leased vehicles is considered accurate due to the ability to capture critical data from the vehicle credit cards and commercial maintenance documents. Data reported for the non-domestic fleet is known to have some data inaccuracies. We continue our efforts to cleanse this data in our FMIS and at the same time work to improve data entry at our 286 Posts worldwide; all indications are that the data quality has drastically improved since implementation of State's FMIS and continues to improve each reporting cycle with continued and aggressive application of data analytics. State will be in much better position to apply data-driven decision-making as the FMIS continues to mature.

(2) Discuss any data fields highlighted by FAST as possible errors that you chose to override rather than correct. Examples would be extremely high annual operating costs or an abnormal change in inventory that FAST considers outside the normal range, or erroneous data in prior years causing an apparent discrepancy in the current year.

None.

(3) Explain any unresolved flagged, highlighted, or unusual-appearing data within FAST.

None.

K. Summary and Contact Information

(1) Who should be contacted with questions about this agency fleet plan? (Provide the name and contact information for the agency headquarters fleet manager and the person preparing this report if different)

Mark DeDomenic
Fleet Management & Operations
Office of Operations
Bureau of Administration
U. S. Department of State

(2) Indicate whether the budget officer participated in the VAM and A-11 processes. (Provide the name and contact information for the budget office reviewing official).

The budget officer reviews applicable VAM and A-11 information.

Douglas Pitkin
Senior Director
Office of Budget Analysis
Bureau of Budget and Planning
U.S. Department of State

(3) Indicate whether the Chief Sustainability Officer participated in the VAM, vehicle planning, and vehicle approval processes. (Provide the name and contact information for the CSO reviewing official).

The CSO directly or through assigned individuals participates in the VAM, vehicle planning and vehicle approval processes. The CSO also has oversight responsibilities for State's fleet management program.

Patrick Kennedy
Under Secretary for Management
U.S. Department of State

Appendix

Appendix A: Vehicle Allocation Methodology (VAM) Questions

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.)
7. How many weeks per year is this vehicle used?
8. How many hours is a typical trip for this vehicle?

9. Is this an armored vehicle? (Pre-populated with data in ILMS)
10. Is this an emergency vehicle?
11. Is this a backup or spare vehicle?
12. Is this a law enforcement vehicle?
13. Does this vehicle have installed equipment with a specialty function? (Ex. Security equipment, blue force chips, etc.)
14. Are the tools and equipment carried secured when the vehicle is unattended?
15. Are the tools and equipment carried time consuming to transfer to another vehicle?
16. Would it be possible to perform the same function with public transportation?
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?
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
Severe 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

Appendix B: Acronym Glossary

A	<i>Administration</i>
AF	<i>Africa</i>
AIP	<i>Afghanistan, Iraq, and Pakistan</i>
ALD	<i>Asset Level Data</i>
APEC	<i>Asian-Pacific Economic Cooperation</i>
AFV	<i>Alternative Fuel Vehicle</i>
AV	<i>Armored Vehicle</i>
CAR	<i>Central African Republic</i>
CEQ	<i>Council of Environmental Quality</i>
CFM	<i>Country Fleet Manager</i>
CFR	<i>Code of Federal Regulations</i>
CO²e	<i>Carbon Dioxide Equivalent</i>
COM	<i>Chief of Mission</i>
CSO	<i>Chief Sustainability Officer</i>
DCM	<i>Deputy Chief of Mission</i>
DEAV	<i>Defensive Equipment Armored Vehicles</i>
DOE	<i>Department of Energy</i>
DS	<i>Diplomatic Security</i>
EAP	<i>East Asia and Pacific</i>
EDR	<i>Event Data Recorder</i>
E.O.	<i>Executive Order</i>
ERP	<i>Enterprise Resource Planning</i>
EUR	<i>Europe and Eurasia</i>
FAM	<i>Foreign Affairs Manual</i>
FAST	<i>Federal Automotive Statistical Tool</i>
FEMP	<i>Federal Energy Management Program</i>
FleetDASH	<i>Fleet Sustainability Dashboard</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>
FMVRS	<i>Federal Motor Vehicle Registration System</i>
FY	<i>Fiscal Year</i>
GAO	<i>Government Accountability Office</i>
GOC	<i>Government of Columbia</i>
GOV	<i>Government Owned Vehicle</i>
GPS	<i>Global Positioning System</i>
GSA	<i>General Services Administration</i>
GSM	<i>General Services Management</i>
GSO	<i>General Services Officer</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>
LEA	<i>Law Enforcement Activity</i>
LGHG	<i>Low Greenhouse Gas</i>
LM	<i>Logistics Management</i>
M	<i>Management</i>
MPG	<i>Miles Per Gallon</i>
MRR	<i>Mission Resource Request</i>
MSD	<i>Mobile Security Deployments</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>
NEA	<i>Middle East and North America</i>
NIJ	<i>National Institute of Justice</i>
OBO	<i>Overseas Building Operations</i>
OMB	<i>Office of Management and Budget</i>
OPR	<i>Operations</i>
POV	<i>Personally Owned Vehicles</i>
PSP	<i>Priority Staffing Posts</i>
RSO	<i>Regional Security Officers</i>
SCA	<i>South and Central Asia</i>
SHEM	<i>Safety, Health and Environmental Management</i>
SUV	<i>Sport Utility Vehicle</i>
USAID	<i>United States Agency for International Development</i>
USC	<i>United States Code</i>
VAM	<i>Vehicle Allocation Methodology</i>
VIP	<i>Very Important Person</i>
VLD	<i>Vehicle Level Data</i>
VMIS	<i>Vehicle Management Information System</i>
VBID	<i>Vehicle Born Improvised Explosive Device</i>
WEF	<i>World Economic Forum</i>
WHA	<i>The Americas</i>
ZEV	<i>Zero Emission Vehicle</i>

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U.S. Department of State
FY15 Climate Change Adaptation Plan

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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 accelerate the integration 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 economic sectors to changes in climate, reduce risks of dislocation, address implications for U.S. national security, and reduce human impacts on the environment.

Principles

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

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>

- 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 strategies, plans and programs in a way that maximizes benefits, reduces risks, and increases resilience.

Long Term Goals

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

- Per the QDDR, mainstream climate change considerations into all diplomacy and development efforts, taking consideration of climate risk and resilience into account in our strategies, policy, programming, and operations in line with Executive Order 13677 on Climate-Resilient International Development.
- Work with other agencies, in developing and implementing effective international adaptation policies and programs, and promoting the integration of adaptation considerations into diplomatic and development initiatives in sectors that are impacted by climate change, such as agriculture, energy, food, water, and disaster risk management;

Responsible Offices

Management Policy, Rightsizing and Innovation (M/PRI), Oceans and International Environmental and Scientific Affairs (OES), Special Envoy of Climate Change (SECC), as well as the Office of the Undersecretary for Energy, Environment, and Economics (E), 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, with the support of the interagency community, 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.

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). • Increased 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 frequency, intensity and/or amount of heavy precipitation events. (IPCC AR5 WG1 SPM) • Increased incidence and/or magnitude of extreme high sea level. (IPCC AR5 WG1 SPM) 	<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 temperature increase is projected to have detrimental effects on yields of major crops in tropical and temperate regions. (IPCC AR5 WGII, Chapter 7) • Health infrastructure may be negatively affected in some regions by extreme weather events. (IPCC 	<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 Department depends, making it difficult to maintain operations that underpin our ability to maintain diplomatic relations. (Medium to long term vulnerability). • 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

<ul style="list-style-type: none"> 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>AR5 WGII, Chapter 10)</p> <ul style="list-style-type: none"> 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>operations. (Ongoing vulnerability).</p> <ul style="list-style-type: none"> 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 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 U.S. Climate Resilience Toolkit** provides scientific tools, information, and expertise to help people manage their climate-related risks and opportunities, and improve their resilience to extreme events. The site is designed to serve interested citizens, communities, businesses, resource managers, planners, and policy leaders at all levels of government.
- **Data.gov** currently includes datasets from Federal agencies and from other public sector organizations. It contains data related to climate change that can help inform and prepare America's communities, businesses, and citizens, including data and resources related to coastal flooding, food resilience, water, ecosystem vulnerability, human health, energy infrastructure, transportation and the Arctic region.
- 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 United Nations Framework Convention of Climate Change (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 is a forum for USG agencies with international equities to coordinate and share best practices with each other and the 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.

- **The National Adaptation Plans (NAP) Global Network.** Funded by the United States and Germany, the NAP Global Network aims to enhance bilateral support for the NAP process through peer learning and exchange, donor coordination, and support for national level action on NAPs. Through the peer learning and exchange activities, the United States gains relevant information on developing country successes and challenges related to adaptation planning that can be used to better inform our climate adaptation assistance
- **Climate Services for Resilient Development Partnership (CSRDP)** is an international partnership that provides actionable science, data, information, tools, and training to help developing countries understand and manage the impacts of climate change. Founding partners include the U.S. government, American Red Cross, Asian Development Bank, Esri, Google, Inter-American Development Bank, Skoll Global Threats Fund, and United Kingdom.
- **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, which is the practice of conducting international relations by facilitating and advancing a shared commitment to conserving natural resources through sustainable operations and responsible environmental stewardship. GCES also manages the Eco-Capitals Forum, which brings diplomatic institutions in a given city together to advance sustainability and resilience.
- 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:

- Performing climate-risk assessments on all new Department strategies and adjusting for projected risks, as needed;
- 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; and
- 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. The QDDR Task Force established its Climate Resilience and Security Working Group to coordinate efforts across the Department and with USAID, and to establish a climate resilience screening process for new strategies and investments, and to develop performance metrics to determine integration, assessment, and related potential cost savings.

The Department has begun its implementation of E.O. 13677 by establishing a climate-risk screening requirement for all new strategies in 2016. Department climate experts developed a climate screening tool that is currently being used to guide strategy drafters to be able to integrate climate risk considerations into their strategies during the drafting process. The climate screening tool is included in this year's Integrated Country Strategy official guidance with instructions that all strategy drafters are to perform a climate-risk assessment in their strategies, and guidance will eventually be expanded to include Functional and Joint Regional Bureau Strategies as new strategic plans are developed. The next phase of implementation will address program and project-level screening in select accounts as a preliminary step to screening all relevant diplomacy and development programming.

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 (Leadership in Energy and Environmental Design (LEED) Silver-certified or better). 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 clean 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.

For new construction and major renovation projects, OBO works with architectural and engineering design teams during early planning, budgeting, and development to screen projects for climate considerations based on its sustainability review SOP. The SOP takes into consideration localized climate data, opportunities, and vulnerabilities in accordance with the climate screening requirement outlined in E.O. 13677. To benchmark success against industry standard, OBO requires a minimum of LEED Silver certification for new construction and major construction projects. Used in over 150 countries, the LEED green building rating system is widely recognized as a common language for high-performance buildings.

As of June 2016, OBO successfully certified 38 diplomatic facilities and has another 23 registered to earn certification. Sixteen of these certified facilities were the first in their host country. To increase functional resiliency, OBO routinely incorporates high-efficiency equipment along with onsite water and energy reserves, as well as incorporating renewable energy and water resources. OBO has 3.8 megawatts (MW) of solar power capacity operating with another 6MW currently in design or construction. This fiscal year, OBO added three wind power turbines to its portfolio. Large rainwater harvesting tanks have been installed at particularly vulnerable posts and wastewater is treated onsite to be reused for non-potable demands.

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;
- Total energy consumption reduced in office buildings over 464sm (compared to industry standard);
- 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. This fiscal year, the program implemented a worldwide assessment of seismic conditions. The Department will continue to explore the risk posed by seismic and 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 on 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 Climate Action Plan (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.

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 the opportunity to engage with international actors from a broad range of disciplines on population movements linked to climate change. 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. Through those efforts, we successfully reached the Paris Agreement on Climate Change in December 2015, establishing for the first time an ambitious, durable climate regime that sends a powerful signal that all countries are committed to take real action on climate change and specifically, about the importance of undertaking adaptation planning and action. Further, the Department is one of three agencies implementing the GCCCI, 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. Noting the essential importance of building resilience, Secretary Kerry committed in December 2015 to double U.S. public, grant-based support for adaptation by 2020 (over an FY14 baseline).

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 is an active participant on the Adaptation Committee, and the Department's lead adaptation officer is co-chair of the Loss and Damage Executive Committee,

State Department and USAID are 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. To better inform and help advance our support on adaptation, the U.S., led by the Department and in collaboration with a number of both developed and developing country partners, established the NAP Global Network, which aims to enhance bilateral support for the NAP process through facilitated learning and exchange, improved donor coordination, and support at the national level.

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, which are vehicles for vulnerable countries to access multilateral adaptation funding under the Convention. The

United States is the third largest donor to the LDCF and the second largest donor to the SCCF. As a member of the Council, the Department helps ensure the effective implementation of the funds' policies.

The Department of State and the Department of Treasury represent the United States on the Green Climate Fund (GCF) Board. The GCF is positioned to promote the paradigm shift towards climate resilient development by providing support to help developing countries adapt to the impacts of climate change. The United States pledged \$3 billion to the fund in November 2014, and fully supports the GCF board decision to aim for a 50:50 balance between support for mitigation and adaptation on a grant-equivalent basis over time. The Department of State provided a grant of \$500 million to the GCF in March of 2016 as the first payment towards the U.S. GCF pledge.

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;
- hands-on workshops that educate and train national experts 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 advancing 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 also partners with other countries to implement the Cancun Adaptation Framework through effective negotiations of the UN Framework Convention on Climate Change, and also coordinates on the adaptation aspects of the Paris Agreement on Climate Change.

Lead Agency: OES 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 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 Also, as part of the Department's efforts to implement E.O. 13677 on Climate Resilient International 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

bureaus will now be instructed to take climate change into consideration while drafting all new Joint Regional Strategies and Functional Bureau Strategies.

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.

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. This 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 reinforce 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

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

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 three lead agencies implementing the U.S. Global Climate Change Initiative (GCCII), 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. The U.S. government spent roughly \$2.5 billion on adaptation in FY10-FY15. 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, national or sub-national. 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, including support for the development and implementation of National Adaptation Plans (NAPs).

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

18.6 million people across 117 countries have been assisted through the Least Developed Countries Fund and Special Climate Change Fund, which have supported 202 regional, national and sector-wide policies, plans and processes on adaptation. For example:

- A project in Afghanistan is providing flood and drought management techniques to 28 communities;
- A climate-resilient agriculture project in Laos has resulted in improved rice varieties being adopted over nearly 20,000 acres, benefiting nearly 100,000 people; and
- A 3,000-acre pilot project in Ethiopia has enabled a 300 percent increase in agricultural productivity.

National Adaptation Plans (NAP) Global Network: In 2014, the Department, along with USAID and several other developed and developing country partners launched the NAP Global Network, which aims to galvanize bilateral support for developing countries in their process to formulate and implement NAPs. The Network is also improving coordination among bilateral development partners, facilitating peer learning and exchange, and supporting enhanced leadership on adaptation at the national level.

Global Innovation Lab for Climate Finance: The Department founded the Global Innovation Lab for Climate Finance (the Lab), which was launched in April 2014. The Lab screens proposals from around the world to identify instruments that have potential to drive investment in developing countries at scale. These ideas benefit then from input and guidance from high-level experts from both private and public institutions with the goal of piloting the most promising instruments and approaches. To date, the Lab has completed one full cycle in which four initiatives were endorsed and have since collectively raised over \$100 million in initial funding. One of the instruments from the first cycle - The Agricultural Supply Chain Adaptation Facility (ASCAF) – is focused on adaptation by working through multilateral development banks, who would partner with agribusiness corporations and work through their supply chains to reach small to medium-sized farmers in developing countries. In fall 2015, the Lab launched a second cycle with a particular focus on adaptation finance. The Lab sought to encourage adaptation focused proposals by ensuring that at least half of the instruments benefiting from the Lab process would have adaptation and resiliency issues at their core. On January 12, 2016, the Lab selected five ideas to move forward into an instrument design phase, three of which focus on enhancing climate resilience

Pacific Small Island Developing States: In response to the high vulnerability to climate impacts and urgent needs of PSIDS, the Department designed a program with USAID to advance adaptation in the Pacific Small Island Developing States. Since 2010, more than \$60 million has been allocated for improved climate forecasting, protection of mangroves and coral reefs, climate-resilient agriculture and water supplies, and other related programming.

Central America. The United States supports 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.

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: 1. Strengthen climate diplomacy and development; 2. Strengthen staff understanding 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; and, 5. Expand climate and clean energy diplomacy beyond capitals. The Department will also continue to partner with countries to implement the Paris Agreement on Climate Change, advance substantive and effective outcomes at negotiations of the United Nations Convention on Climate Change, and 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 the 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 implementation of the 2015 QDDR. The next steps include utilizing the QDDR working groups to start screening strategies and review staffing needs required to fully implement the Department’s climate diplomacy objectives.

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 continued roll-out of the Eco-Capitals Forum program, which serves 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 the 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 FY18

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 18.

Category	FY17	FY18
Training and Tools	<ul style="list-style-type: none"> - Update existing training module on sustainability techniques for facility managers and offer relevant workshops as needed. -Incorporation of Climate-related security considerations in scenario planning activities for the field. -The Department is expanding eco-options to include renewable options to enhance Department energy security in response to climate risks. -The department is including climate change policy in the development of a new distance learning course for select entry level FSO training courses and is expanding climate change policy modules in several other FSI courses. 	<ul style="list-style-type: none"> -Update existing training module on sustainability techniques for facility managers and offer relevant workshops as needed.. -Roll out the incorporation of climate change policy topics into training course and expand Foreign Service Institute training opportunities on climate policy to include mid and senior level officers.

Partnerships	-The Department is supporting the expansion of the Eco-Capitals Forum program which is the 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 pilot sites launched in FY16 launches.	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.
Vulnerability Assessment	-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.	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.
Strategic Planning and Outcomes	-The Department is currently working on 2015 QDDR implementation of climate considerations in all strategy planning.	Fine-tune climate adaptation criteria for relevant activities based on reflection on year 1 QDDR implementation efforts.

MULTIMODAL ACCESS PLAN¹
U.S. Department of State
Pursuant to E.O. 13693, *Planning for Federal Sustainability in the Next Decade*

OVERVIEW

The Department of State views sustainable transportation methods as platforms to reduce pollution and greenhouse gas emissions, while improving employee and visitor wellness. Moreover, visible alternative transportation methods such as bicycling showcase the United States' efforts to encourage sustainable communities and workplaces.

Accomplishments include:

- In 2016, the Department received the League of American Bicyclist's "Bicycle Friendly Business" award at the Silver level for its headquarters. In 2011, its award level was bronze.
- The Department worked with the county of Arlington, Virginia, and the District of Columbia to increase Capital BikeShare stations around its facilities.
- The Department had over 200 people register for the 2016 Bike to Work Day celebrations, which included a "pit stop" in front of headquarters and a "Fun Ride" at noon. The Department has celebrated Bike to Work Day for nine consecutive years.
- The Department has had an internal carpooling website for almost a decade.
- The Department supports telecommuting where possible, and has extensive online video conferencing and distance learning programs.

This strategy is the result of Executive Order (E.O.) 13693, *Planning for Federal Sustainability in the Next Decade*, Section 7(f), which requires federal agencies to consider the development of policies to promote sustainable commuting and work-related travel practices for federal employees through strategies like workplace electric vehicle charging, bicycling and other forms of active commuting, increased telecommuting and teleconferencing, and incentivizing carpooling and the use of public transportation where consistent with agency authority, federal appropriations, and other law.

This Plan follows the implementing instructions for E.O. 13693 and the Plan template, both provided by the Council for Environmental Quality.

¹ Agencies are required to submit the MAP in conjunction with the agency's annual Strategic Sustainability Performance Plans (SSPPs).

Multimodal Access Plan Strategy

I. Agency Workplace Charging (WPC) Plan

A. Summary of Strategy:

The Department will gauge employee interest in workplace and residential charging for personally-owned electric vehicles, and put in place a standard operating procedure for updating that information. The Department will pilot different strategies and utilize existing resources where possible, such as wall outlets. Continuing to work with the White House and internal and external stakeholders, the Department will seek to develop flexible policy for workplace charging and participate in the Workplace Charging Challenge, as well as share information with the greater diplomatic community and the D.C. government through the Greening Embassies Forum.

B. Details of Strategy:

1. Actions and Projected Timeframes

- 07/2016 | Convene an internal stakeholder discussion about a WPC, including representatives from facilities, budget, fleet, and regional bureaus.
- 09/2016 | Conduct employee survey on interest in agency provision of Electric Vehicle Service Equipment (EVSE).
- Ongoing | Work with parking facility management to determine quantity of parking spaces that can be serviced by existing outlets (UML1).
- TBD | Prioritize carpool charging space.

2. Roles and Responsibilities of Key Agency Personnel

- Key personnel for the strategy implementation include the Senior Advisor, Senior Fleet Manager, the office of Facilities Management Services, and the Greening Council members.
- The Greening Council Executive Secretariat (GCES) will coordinate drafting the WPC plan, in collaboration with FMS, OBO, DS, and Fleet, where appropriate.
- Key personnel will give regular updates to the Greening Council and the Chief Sustainability Officer.
- The Office of Real Property Management, Office of Facilities Management, and post management units will interface with landlords to coordinate policy for workplace charging of electric vehicles in Department-leased facilities.

3. Outreach to Agency Employees and Visitors

- Work with private sector to increase availability of electric vehicle online maintenance classes for new markets.
- If the survey finds employee demand for workplace charging capability, the working group will post signage designating EV charging spots, include it in presentations and articles, and disseminate information to employees via online methods.
- In 2016, we will host an electric vehicle workshop for the diplomatic community in collaboration with the White House.

4. Incentivizing EV Usage

- Provide employees with information and explanation of federal, state, and local EV tax credits and rebates.
- Pending the development of a WPC plan, make employees and authorized users aware of the flat rates they can pay to use charging infrastructure at Federal parking facilities.

5. Assessing Demand for Bicycle and other Active Commuter Needs

- Conduct employee survey on travel behavior and interest in agency provision of Electric Vehicle Service Equipment (EVSE).
- If the employee survey shows demand, charging stations for electric bicycles will be identified in each of the parking facilities managed by A/OPR/GSM where PEV charging is offered.
- Charging of electric bicycles will be encouraged at all other Department facilities where practical and/or allowed by the terms of existing lease(s).

6. Ensuring Continued Success

- Conduct agency self-assessments every two years to gauge success of a WPC plan and changing employee interest in EVs.

II. Agency Bicycling and Active Commuter Program

A. Summary of Strategy:

The Department of State is a strong proponent of bicycle use for both home-to-work use and for daily local commuting use where practical. As an example, the Department headquarters is a League of American Bicyclists Silver-certified workplace. Multiple bicycle parking areas have been established in all parking facilities, including wall-mounted bicycle racks in some facilities. Free shower facilities are available in the Department's headquarters and other domestic facilities for bicycle and active commuters. In addition, the Facilities

Management Office (A/OPR/FMS) manages the Bicycle Loaner Program. This program allows Department employees to sign out bicycles for use during the day for local meetings and appointments to cut down on taxi and fleet vehicle use. Since January 2015, 218 employees have received a bicycle subsidy, which is advertised during Earth Day and Bike to Work Day each year. The Department will continue efforts to increase bicycle commuting through continued outreach efforts and build-out of infrastructure.

B. Details of Strategy:

1. Actions and Projected Timeframes

- Ongoing | Identify additional bike parking needs at domestic facilities.
- Ongoing | Provide messaging to employees on new bike repair stations in facilities.
- Spring/Fall | Continue to host twice-yearly bike outreach events on Bike to Work Day and Earth Day.
- Ongoing | Continue to build bicyclist email distribution list.
- Ongoing | Work with Department of Transportation, HR, and Congress to enhance flexibility and usability of the bicycle and transit subsidy programs.

2. Roles and Responsibilities of Key Agency Personnel

- The GCES and FMS will convene the existing intra-agency bicycle team to draft a Bicyclist and Active Commuter Plan (BACP)² using data from past employee commuting surveys.
- Designated bicycle coordinator will continue to host the Bike to Work Day activities.

3. Outreach to Agency Employees and Visitors

- The Department will continue to host biannual classes on bicycle safety and security tips, and will post these tips on the internal sustainability blog
- Host another sustainable transportation workshop for D.C. embassies
- Continue to invite other agencies and embassies to join Department biking events

4. Incentivizing Bicycle Usage and other Forms of Active Commuting

- The Department has a bicycle subsidy program that employees can opt into instead of the public transit subsidy.

² CEQ notes that “US DOT’s forthcoming “Implementing a Successful Bicycle and Active Commuting Program” will provide information to support establishment of a BACP. Agencies are highly encouraged to use this as a reference when developing their BACPs.”

- The Department has worked with the Washington, D.C. and Arlington, VA governments to install additional Capital BikeShare docks in front of its headquarters and the Foreign Service Institute.

5. Assessing Demand for Bicycle and other Active Commuter Needs

- With stakeholders, conduct annual employee survey on commuting and local work travel.

6. Ensuring Continued Success

- Utilize existing intra-agency taskforce to ensure BACP and employee commuting surveys are updated.

III. Agency Telecommuting and Teleconferencing Expansion Plan³

A. Summary of Strategy:

The Department supports the broadest use of telework consistent with the needs of the Department by eligible agency employees to include supervisors, managers, and executive leadership. When properly implemented, telework benefits both the employee and the Department by increasing work/life effectiveness. The Department will continue to increase awareness about the benefits of teleworking. In advance of large events, Metro's SafeTrack program, and snowstorms, the Department releases guidance for employees and supervisors. The Department's Foreign Service Institute continues to roll out new distance learning programs and shift existing in-person classes onto online platforms. These efforts promote the use of innovative online platforms.

B. Details of Strategy:

1. Actions and Projected Timeframes

- Periodic | Convene discussion with internal stakeholders about the benefits of a Telecommuting and Teleconferencing Plan (TTEP).

2. Roles and Responsibilities of Key Agency Personnel

³ CEQ's instructions are "The Multimodal Access Plan implementing instructions for E.O. 13693 call for agencies to consider planning for the facilitation of activities to increase telecommuting and teleconferencing. A Telecommuting and Teleconferencing Plan (TTEP) can help an agencies succeed in doing this. A TTEP can also be an effective means of reducing an agency's Scope 3 emissions, and for improving the quality of work and life experiences for Federal employees. The following TTEP elements with examples are provided to assist agencies who are considering a TTEP as a MAP strategy. Agencies can also consider other elements and examples that best fit their needs."

- The Bureau of Human Resources (HR) works with supervisors and employees to encourage telework and maintains the database of telework approval forms and training.
- The Chief Sustainability Officer sends out an annual message to employees about the benefits of telework.
- The Bureau of Information Resources Management (IRM) manages the cyber infrastructure to enable employees to telework.
- The Greening Council Executive Secretariat (GCES) is a convener.

3. Outreach to Agency Employees

- Online training is available for employees on telework best management practices.
- HR regularly messages employees about teleworking, especially in advance of large events, snow events, or other disruptions.

4. Incentivizing Increased Telecommuting and Teleconferencing

- Messages to employees regularly mentions telework benefits such as avoided pollution and costs.

5. Assessing Demand for Telecommuting and Teleconferencing

- Employees are surveyed regularly by HR about telecommuting.

6. Ensuring Continued Success

- Conduct annual assessments of growth in telecommuting applications.

IV. Agency Carpooling and Transit Plan⁴

A. Summary of Strategy:

The Department provides a central online carpooling site for employees. Carpool parking permits are available for all Department-managed parking facilities in the Washington, D.C. metropolitan area. Additionally, the Department encourages all satellite domestic and overseas facilities to

⁴ The Multimodal Access Plan implementing instructions for E.O. 13693 call for agencies to consider new strategies to incentivize carpooling and the use of public transportation to and from Federal facilities including for vehicle and bicycle sharing programs. A Carpooling and Transit Expansion Plan (CTEP) can help an agencies succeed in doing this. A CTEP can also be an effective means of reducing an agency's Scope 3 emissions, and for improving the quality of work and life experiences for Federal employees and visitors of Federal agencies. The following CTEP elements with examples are provided to assist agencies who are considering a CTEP as a MAP strategy. Agencies can also consider other elements and examples that best fit their needs.

provide carpool parking availability where possible. The Department offers an extensive Shuttle Bus system to provide transportation to Department employees to annexes throughout the Washington DC metropolitan area. The Department is also an active participant in the Federal Employee Transit Subsidy Program to incentivize employees to utilize public transportation.

B. Details of Strategy:

1. Actions and Projected Timeframes

- Ongoing | Continue to regularly message all employees about the Department's online carpool dashboard.
- Ongoing | Explore possibilities for a standardized application for global deployment.

2. Roles and Responsibilities of Key Agency Personnel

- HR messages to incoming employees about public transit subsidy benefits.
- Facilities management maintains and advertises carpooling spaces.
- GCES manages the carpooling intranet page.

3. Outreach to Agency Employees and Visitors

- The internal sustainability blog contains information on available bicycle, transit, and carpool options.
- GCES sends out messages annually promoting carpooling.

4. Incentivizing Carpooling and Transit usage

- Carpooling is incentivized through preferred parking, while transit is incentivized through a monthly subsidy.

5. Assessing Demand for Carpooling and Transit Services

- The Department conducts employee surveys on all commuting options when needed.

6. Ensuring Continued Success

- Use Earth Day and Bike to Work Day as messaging opportunities for all alternative commuting options.
- Continue to report progress to the Greening Council.