



UNITED STATES DEPARTMENT OF STATE
OVERSEAS BUILDINGS OPERATIONS

INDUSTRY ADVISORY PANEL



13 FEBRUARY 2007

14 JUNE 2007

20 SEPTEMBER 2007

13 DECEMBER 2007

PROVIDING PLATFORMS FOR DIPLOMACY



The Mandate

- Our facilities play a critical role in Secretary Rice's focus on transformational diplomacy
- Delicately put in place new and improved diplomatic platforms overseas that provide security and safety, and allow for the transformation of diplomacy for the United States Government



Some Quick Facts

Opened/Year

New Facilities

2001

One

2006

Fourteen

OMB's "PART" rated OBO's New Construction Program for Capital Security Construction 97% (Effective) – Among the highest scores in the Federal Government.

INDUSTRY ADVISORY PANEL



Results-Based Operations and Maintaining a Level Playing Field with Contractors

- Performance
- Accountability
- Discipline
- Credibility

(“Communication and Transparency” is the Mantra)



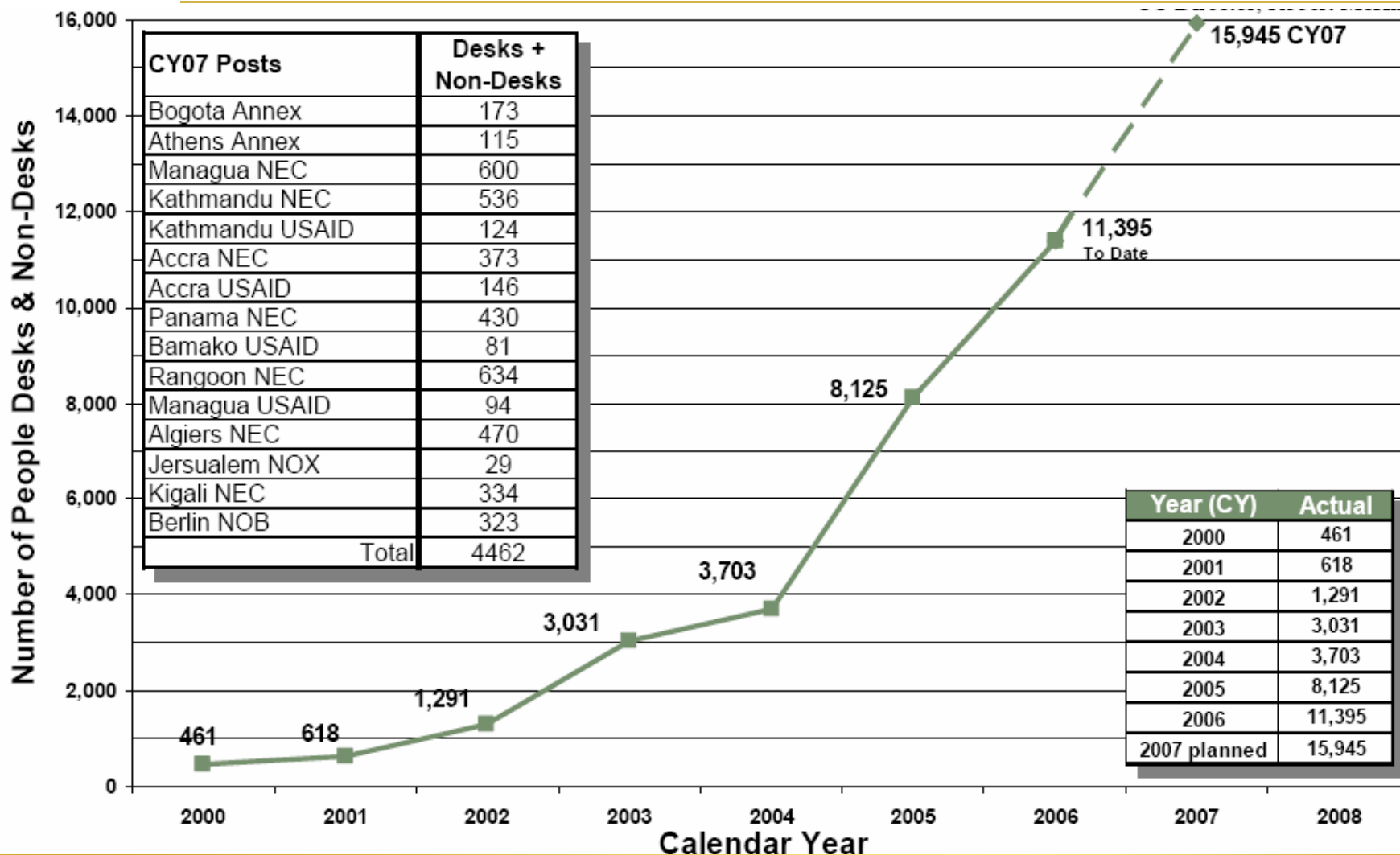
2001-2006 Results

1. Abidjan NEC
2. Abu Dhabi NEC
3. Abuja NEC
4. Astana NEC
5. Baghdad IOB
6. Bamako NEC
7. Belmopan NEC
8. Bogotá NOX
9. Bridgetown NAB
10. Cape Town NEC
11. Conakry NEC
12. Conakry NOX
13. Dar Es Salaam NEC
14. Dar Es Salaam NOX
15. Dili IOB
16. Doha NAB
17. Dushanbe NEC
18. Frankfurt NAB
19. Freetown NEC
20. Istanbul NEC
21. Kabul ARG/NOX
22. Kabul NEC
23. Kabul NOX/Cafeteria
24. Kampala NEC
25. Kampala NOX
26. Kingston NEC
27. Lima NOX
28. Lomé NEC
29. Luanda NEC
30. Nairobi NEC
31. Nairobi NOX
32. Phnom Penh NEC
33. Phnom Penh NOX
34. São Paulo NAB
35. Sofia NEC
36. Tashkent NEC
37. Tbilisi NEC
38. Tirana NOX
39. Tunis NEC
40. Yaoundé NEC
41. Yerevan NEC
42. Zagreb NEC

INDUSTRY ADVISORY PANEL



Number of People Moved to Safer Facilities 2000-Present



INDUSTRY ADVISORY PANEL



What Is on Our Plate Today

- 39 NEC /Annex projects under design/construction (\$3.B)
- 24 rehab projects underway (\$332.2M)
- 197 Compound Security and FE/BR replacement projects (\$190M) underway
- 13 NEC/Annex projects planned for award in FY 2007
- 76 NEC projects in Long-Range Overseas Buildings Plan (\$6.5B)
- 17,681 properties at 265 locations to serve

INDUSTRY ADVISORY PANEL



New Facilities Awarded in 2006

- Abuja NOX
- Djibouti NEC
- Guangzhou NEC (design)
- Johannesburg NEC
- Khartoum NOX
- Libreville NEC
- Skopje NOX
- Surabaya NEC
- Suva NEC
- Tbilisi NOX



New Facilities Planned for Award in 2007

- Addis Ababa NEC
- Antananarivo NEC
- Beirut NEC*
- Brazzaville NEC*
- Harare NEC*
- Jeddah NEC/Housing
- Karachi NEC*
- Manila NOX
- Ouagadougou NEC
- Riga NEC
- Sarajevo NEC
- Tijuana NEC
- Valletta NEC

* Funded in FY 2006



Significant Activity Since Last IAP

- Opened Bridgetown, Kingston, and Belmopan
- Published Long-Range Overseas Buildings Plan
- Published 2006 Stewardship Report
- Launched the Lessons Learned/Innovations Task Force



Why “New Ways to Think, New Ways to Build?”

- OBO made strategic transformations in its organizational structure and processes during 2001- 2005.
- It was necessary at the end of 2005 to refocus on management thinking around the “shifting” world conditions to “get it right” in the future



1. **MOVE** to a true risk allocation process that is fair, clear and acceptable to all parties.
2. **AVOID** adding a non-traditional scope of work to the general contractor's Design-Build team.
3. **ALLOW** specialty contractors to perform highly sensitive and special work (separate contract).
4. **REPRESENT** to the Design-Build team that all "*Rights of Passage*" issues have been handled so they will not impact an orderly construction process. (e.g. host country requirements)
5. **MOVE** to provide simple, clear and firm RFP language for procurement.
6. **ENSURE** estimates are derived from empirical data extracted from normal conditions.
7. **MOVE** Value Engineering to the planning phase of Project Development.
8. **LOOK** for Project Directors who can create and maintain a strong team.
9. **PAY** more attention to the quality of the Design-Build team's on-site staffing.
10. **FIX** customer expectations at the pre-construction session and control them through the construction period.



11. **DELIVER** a building site that is ready for construction now.
12. **MAKE** the Standard Design (SED) a true “site adaptation” vehicle.
13. **MOVE** to a “TRUE” Design-Build delivery method for our NECs by providing the Design-Build team a standard design that equals approved construction document.
14. **INCREASE** emphasis on smart, energy efficient, and sustainable building going forward.
15. **HELP** bring the procurement team to the “new ways to think, new ways to build” mentality.
16. **DEAL** appropriately with change orders immediately (set time periods in the early stages of the process).
17. **DESIGN** reviews must be expedited and cannot generate requirements that add to scope without identifying funding and allowing time extension.
18. **CONSIDERATION** must be given to the “how-to” for Operations and Maintenance in the planning phase of our projects.
19. **ADD** a commissioning staff to the on-site team and ensure that this staff is an active participant in pre-construction.
20. **BEGIN** to get serious about the use of public-private partnerships to assist with some of our work.



Construction Issues

- Full implementation of risk allocation actions
- Frequent meetings
- Contractor/owner (PD) relationships
- VAT
- REAs
- Reworking of RFP (more clarity, WARNINGS against potential manufacturing issues and origin)
- Poor communication between Project Directors and Contractors



New Embassy Construction (2001 - Present)



INDUSTRY ADVISORY PANEL



Standard Site Master Plan

- Chancery Office Building
- Annex Office Building
- Warehouse/Shops
- Marine Security Guard Quarters
- Staff and Visitor Parking
- Recreation Center
- Site Development and Landscaping
- Compound Access Controls
- Perimeter Security Package



INDUSTRY ADVISORY PANEL



Completed Project - 2001



Doha, Qatar NAB

INDUSTRY ADVISORY PANEL



Completed Projects - 2002



Bogotá Annex



Dar es Salaam NEC



Tunis NEC



Nairobi NEC



Dar es Salaam USAID

INDUSTRY ADVISORY PANEL



Completed Projects - 2003



INDUSTRY ADVISORY PANEL



Completed Projects - 2004



INDUSTRY ADVISORY PANEL



Completed Projects - 2005



INDUSTRY ADVISORY PANEL



Completed Projects - 2005



Luanda NEC



Phnom Penh NEC



Tashkent NEC



Yerevan NEC



Yaoundé NEC



Tbilisi NEC

INDUSTRY ADVISORY PANEL



Tirana, Albania Annex - 2006



INDUSTRY ADVISORY PANEL



Kabul, Afghanistan Rec Center/Pool - 2006



INDUSTRY ADVISORY PANEL



Conakry, Guinea NEC - 2006



INDUSTRY ADVISORY PANEL



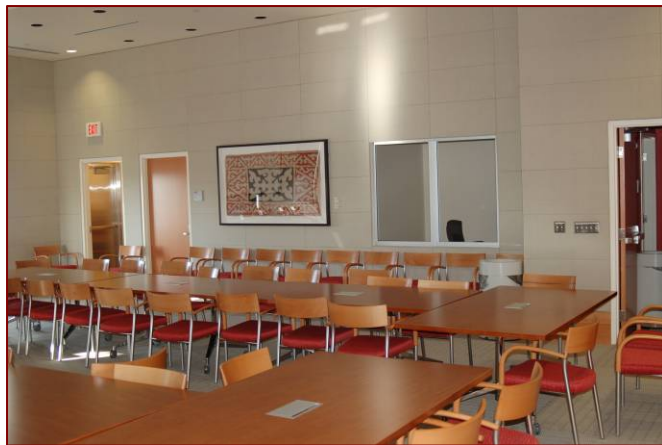
Dushanbe, Tajikistan NEC - 2006



INDUSTRY ADVISORY PANEL



Astana, Kazakhstan NEC - 2006



INDUSTRY ADVISORY PANEL



Bamako, Mali NEC - 2006



INDUSTRY ADVISORY PANEL



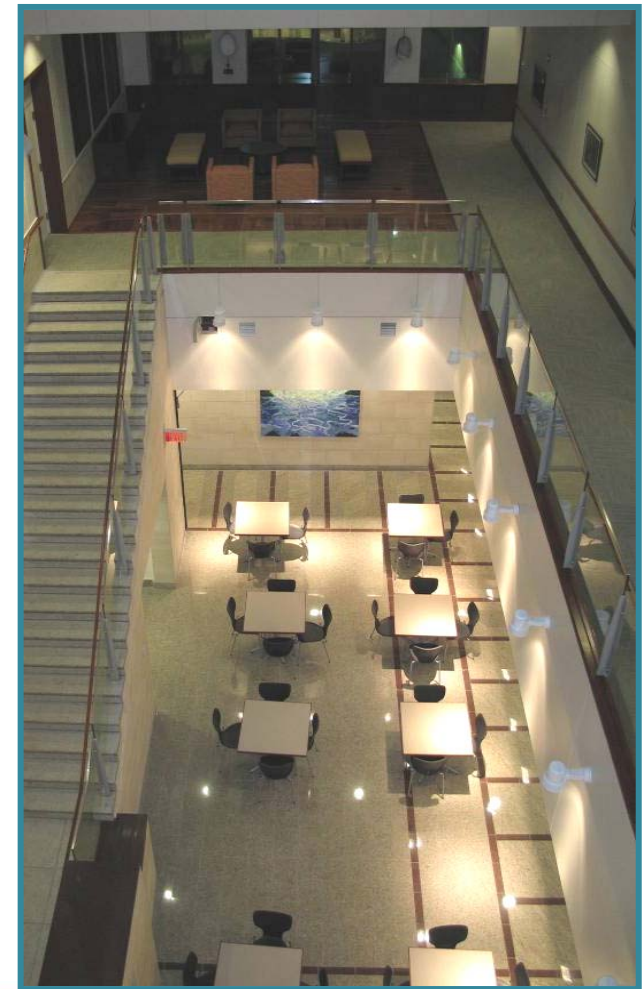
Freetown, Sierra Leone NEC - 2006



INDUSTRY ADVISORY PANEL



Belmopan, Belize NEC - 2006



INDUSTRY ADVISORY PANEL



Bridgetown, Barbados NAB - 2006



INDUSTRY ADVISORY PANEL



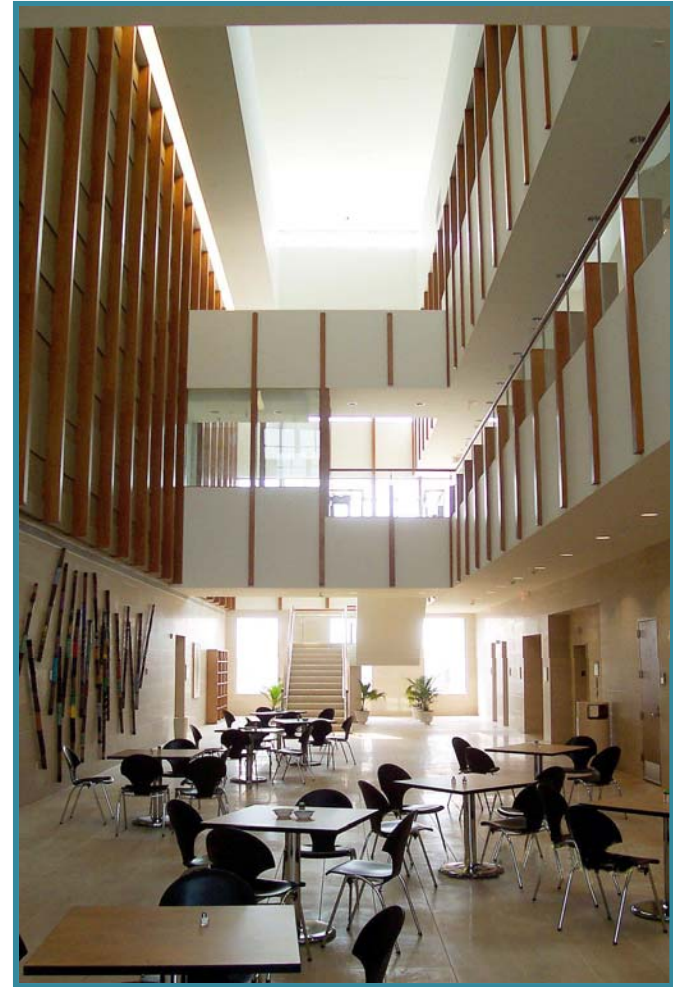
Kingston, Jamaica NEC - 2006



INDUSTRY ADVISORY PANEL



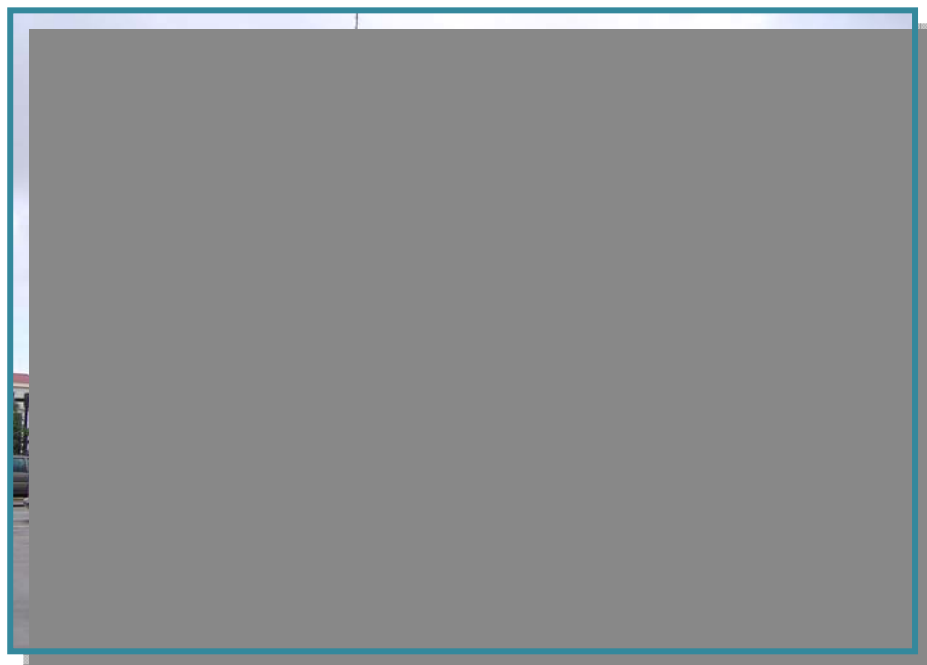
Lomé, Togo NEC - 2006



INDUSTRY ADVISORY PANEL



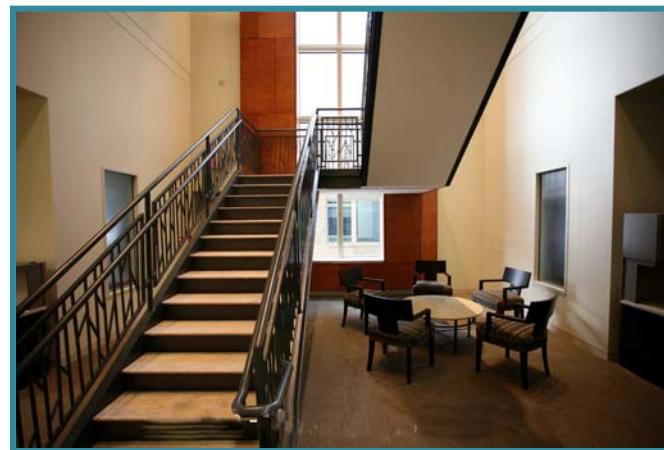
Phnom Penh, Cambodia NOX - 2006



INDUSTRY ADVISORY PANEL



Kampala Uganda NOX - 2006



INDUSTRY ADVISORY PANEL



Conakry, Guinea NOX - 2006



INDUSTRY ADVISORY PANEL



Capital Construction Projects Under Design/Construction

1 Abuja Annex	32.0	21 Koror	5.0
2 Accra	90.3	22 Libreville	79.7
3 Algiers	90.5	23 Managua	79.9
4 Athens Annex	77.6	24 Mumbai	122.9
5 Baghdad NEC	612.0	25 Panama City	100.6
6 Beijing	434.0	26 Port au Prince	108.5
7 Berlin	143.0	27 Quito	98.9
8 Bogotá Annex	28.0	28 Rangoon	86.0
9 Brazzaville	74.1	29 Skopje	75.7
10 Ciudad Juarez	96.1	30 Skopje annex	8.1
11 Djibouti	90.1	31 Surabaya	54.2
12 Guangzhou	150.4	32 Suva	62.3
13 Jerusalem	22.5	33 Taipei (design)	9.4
14 Johannesburg	88.2	34 Tbilisi Annex	20.6
15 Karachi	144.3	35 USAID Accra	22.6
16 Kathmandu	90.7	36 USAID Bamako	19.2
17 Khartoum	106.7	37 USAID Kathmandu	21.0
18 Khartoum Annex	20.0	38 USAID Kingston	15.3
19 Kigali	106.0	39 USAID Managua	13.9
20 Kolonia	5.0		<u>3,505.3</u>



Accra, Ghana NEC



92% Complete



INDUSTRY ADVISORY PANEL



Kathmandu, Nepal NEC



91% Complete



INDUSTRY ADVISORY PANEL



Athens, Greece NOX



88% Complete



INDUSTRY ADVISORY PANEL



Panama City, Panama NEC



86% Complete



INDUSTRY ADVISORY PANEL



Managua, Nicaragua NEC



85% Complete

INDUSTRY ADVISORY PANEL



Algiers, Algeria NEC

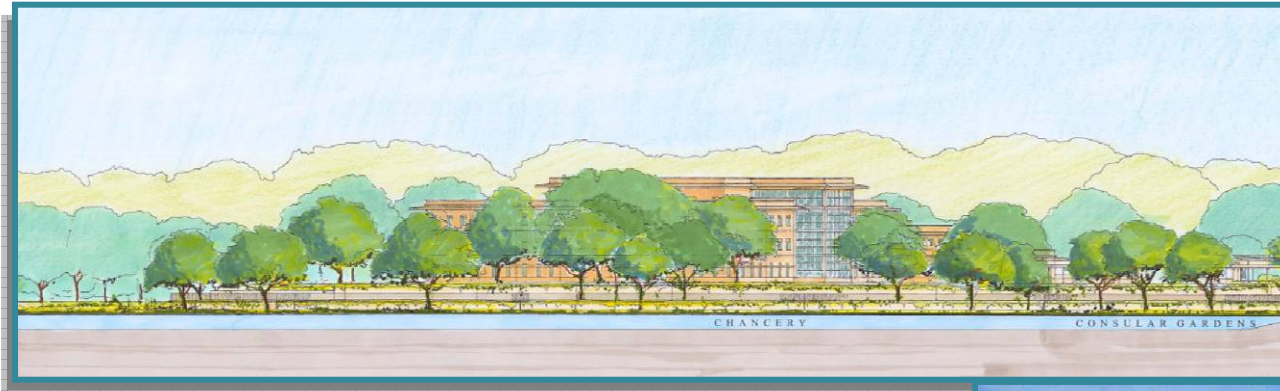


79% Complete

INDUSTRY ADVISORY PANEL



Rangoon, Burma NEC



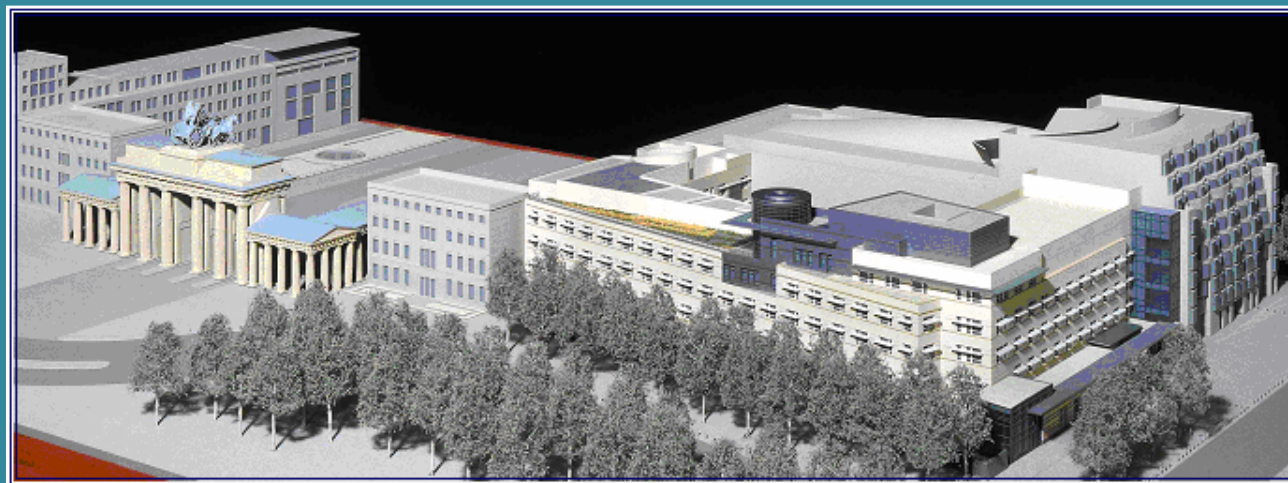
74% Complete



INDUSTRY ADVISORY PANEL



Berlin, Germany NEC



57% Complete



INDUSTRY ADVISORY PANEL



Port-au-Prince, Haiti NEC



45% Complete



INDUSTRY ADVISORY PANEL



Quito, Ecuador NEC



37% Complete



INDUSTRY ADVISORY PANEL



Skopje, Macedonia NEC



16% Complete



INDUSTRY ADVISORY PANEL



Mumbai, India NCC



7% Complete



INDUSTRY ADVISORY PANEL



Beijing, PRC NEC



56% Complete

INDUSTRY ADVISORY PANEL



Baghdad, Iraq NEC Status

- “Lean” construction execution is working
- Great management team
- Major challenges every day
- On schedule (78%)
- Managing to budget
- 7 months left to completion (24 months)
- Construction quality is superb
- Working two shifts (24/7)



Tough Road Ahead

- Beirut
- Karachi
- Addis Ababa
- Khartoum
- Tripoli
- Harare