



UNITED STATES DEPARTMENT OF STATE
OVERSEAS BUILDINGS OPERATIONS

INDUSTRY ADVISORY PANEL



13 FEBRUARY 2007

17 JULY 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

2007

Sixteen (Forecasted)

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



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

- Performance
- Accountability
- Discipline
- Credibility

(“Communication and Transparency” is the Mantra)



The OBO NEC Acquisition Process

(14 Steps)

1. Site Selection
2. Site Purchase
3. Project Planning and Development
4. Acquisition of the Design/Build Team
5. Certification Process
6. On-Site Project Supervision Team
7. Notice to Proceed to Design/Build Team
8. Construction Substantial Completion
9. Accreditation Process
10. Issuance of Certificate of Occupancy
11. Formal Turn Over (Project Director & Facility Manager)
12. Post Move In
13. Punch List and Warranty Management
14. Contractor's Final Release



Significant Activity Since Last IAP

- Opened new facilities in Accra, Athens, Bogotá, and Kathmandu
- Broke ground for new facilities in Johannesburg, Surabaya, and Suva
- Held Industry Kickoff and Open House
- Received LEED certification granted for Sofia NEC



LEED Certification

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Sofia, Bulgaria NEC

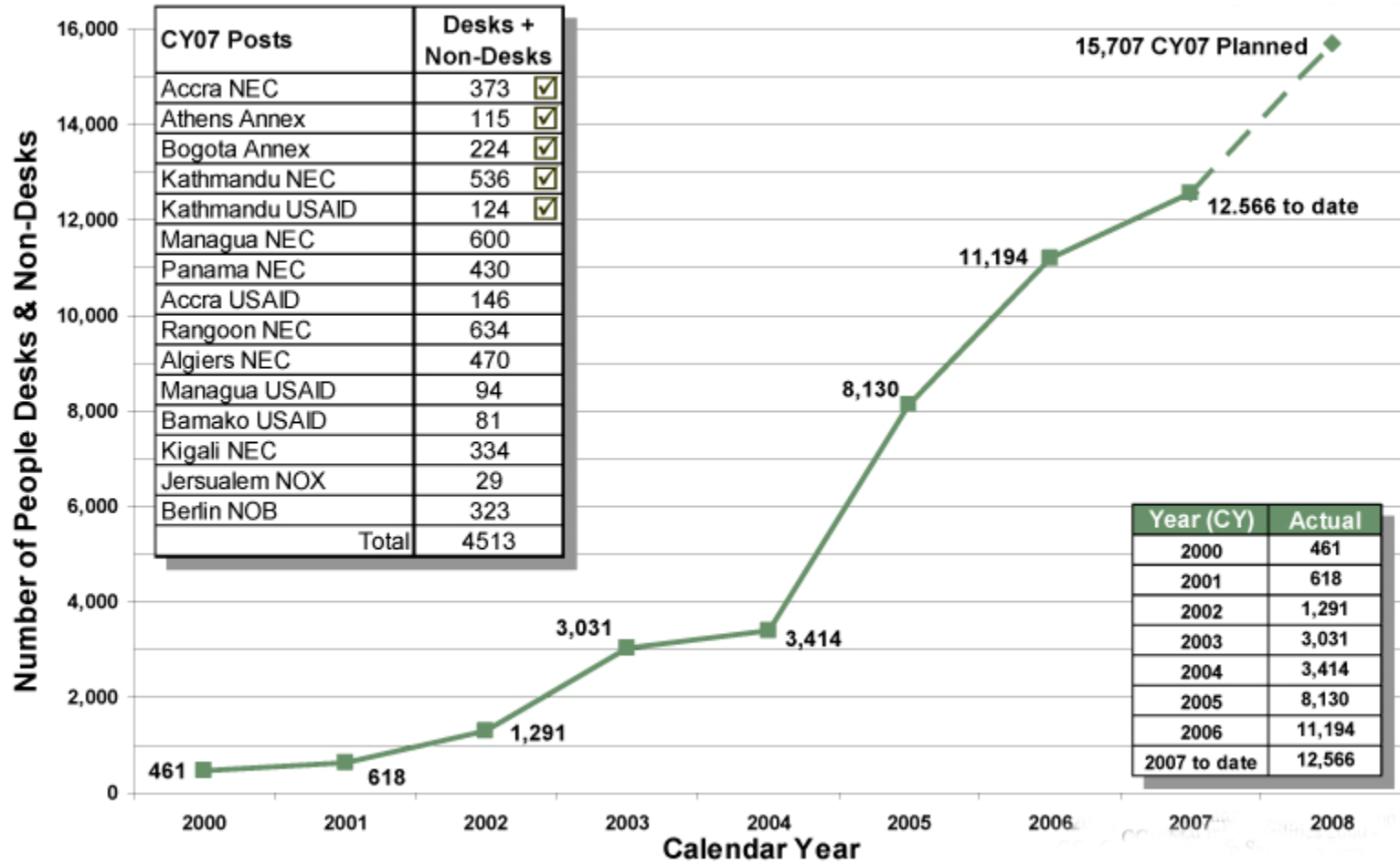


2001-2007 Results

1	Abidjan	17	Dar es Salaam	33	Lomé
2	Abu Dhabi	18	Dili IOB	34	Luanda
3	Abuja	19	Doha	35	Nairobi
4	Accra	20	Dushanbe	36	Nairobi USAID
5	Astana	21	Frankfurt	37	Phnom Penh
6	Athens Annex	22	Freetown	38	Phnom Penh USAID
7	Bamako	23	Istanbul	39	São Paulo
8	Baghdad IOB	24	Kabul ARG/USAID	40	Sofia
9	Belmopan	25	Kabul NEC	41	Tashkent
10	Bogotá USAID/NAS	26	Kabul Cafeteria	42	Tbilisi
11	Bogotá Annex	27	Kampala	43	Tirana Annex
12	Bridgetown	28	Kampala USAID	44	Tunis
13	Cape Town	29	Kathmandu	45	Yaoundé
14	Conakry	30	Kathmandu USAID	46	Yerevan
15	Conakry USAID	31	Kingston NEC	47	Zagreb
16	Dar USAID	32	Lima USAID		



Number of People Moved to Safer Facilities 2000-Present



What Is on Our Plate Today

- 34 NEC /Annex projects under design/construction (\$3.2B)
- 24 rehab projects underway (\$332.2M)
- 197 Compound Security and FE/BR replacement projects (\$190M) underway
- 12 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



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
- 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



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.



New Embassy Construction (2001 - Present)

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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



Completed Project - 2001

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Doha, Qatar NAB



Completed Projects - 2002

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Completed Projects - 2003

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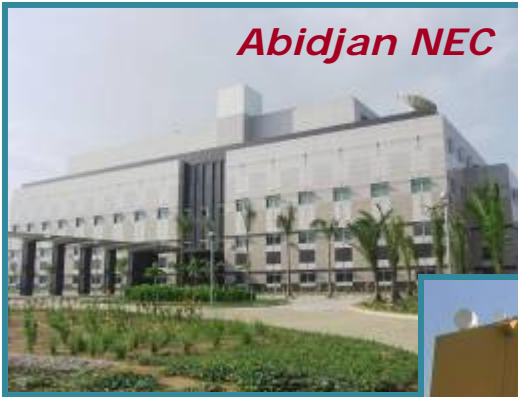
Completed Projects - 2004



Completed Projects - 2005

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Abidjan NEC



Abuja NEC



Kabul NEC



Cape Town NEC



Frankfurt NAB



Completed Projects - 2005

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Tirana, Albania Annex - 2006

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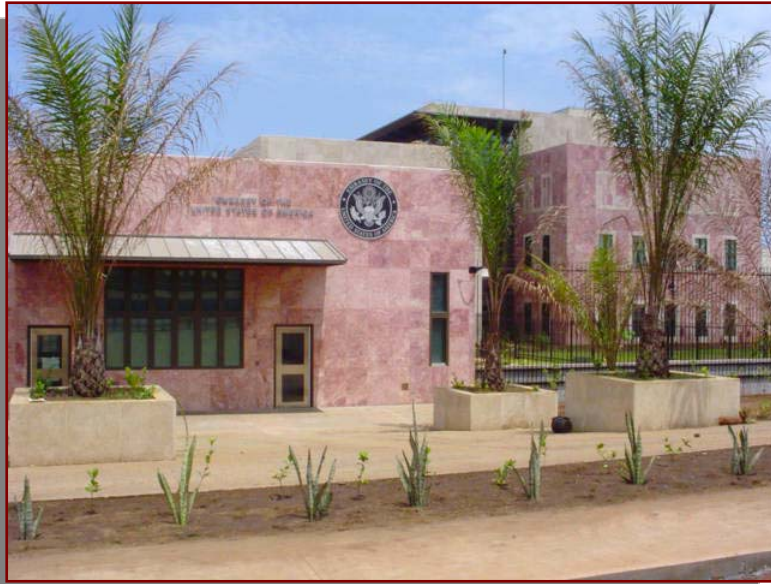
Kabul, Afghanistan Rec Center/Pool - 2006

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Conakry, Guinea NEC - 2006

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Dushanbe, Tajikistan NEC - 2006

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Astana, Kazakhstan NEC - 2006

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Bamako, Mali NEC - 2006

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Freetown, Sierra Leone NEC - 2006

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Belmopan, Belize NEC - 2006

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Bridgetown, Barbados NAB - 2006

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Kingston, Jamaica NEC - 2006

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Lomé, Togo NEC - 2006

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Phnom Penh, Cambodia NOX - 2006

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Kampala Uganda NOX - 2006

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Conakry, Guinea NOX - 2006



Athens, Greece NOX - 2007

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Accra, Ghana NEC - 2007

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Kathmandu, Nepal NEC - 2007

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Kathmandu, Nepal NOX - 2007

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Capital Construction Projects Under Design/Construction (in millions)

1 Abuja Annex	\$32.0	16 Kolonia	5.0	31 USAID Accra	22.6
2 Algiers	90.5	17 Koror	5.0	32 USAID Bamako	19.2
3 Baghdad NEC	612.0	18 Libreville	86.9	33 USAID Kingston	15.3
4 Beijing	434.0	19 Managua	79.9	34 USAID Managua	<u>13.9</u>
5 Berlin	143.0	20 Mumbai	122.9		\$3,255.8
6 Brazzaville	74.3	21 Panama City	100.6		
7 Ciudad Juarez	96.1	22 Port-au-Prince	108.5		
8 Djibouti	97.0	23 Quito	98.9		
9 Guangzhou	150.4	24 Rangoon	86.0		
10 Jerusalem	22.5	25 Skopje	80.6		
11 Johannesburg	96.4	26 Skopje Annex	14.0		
12 Karachi	160.0	27 Surabaya	61.9		
13 Khartoum	106.7	28 Suva	63.7		
14 Khartoum Annex	20.0	29 Taipei (design)	9.4		
15 Kigali	106.0	30 Tbilisi Annex	20.6		



Panama City, Panama NEC

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99% Complete



Algiers, Algeria NEC



96% Complete



Rangoon, Burma NEC

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93% Complete



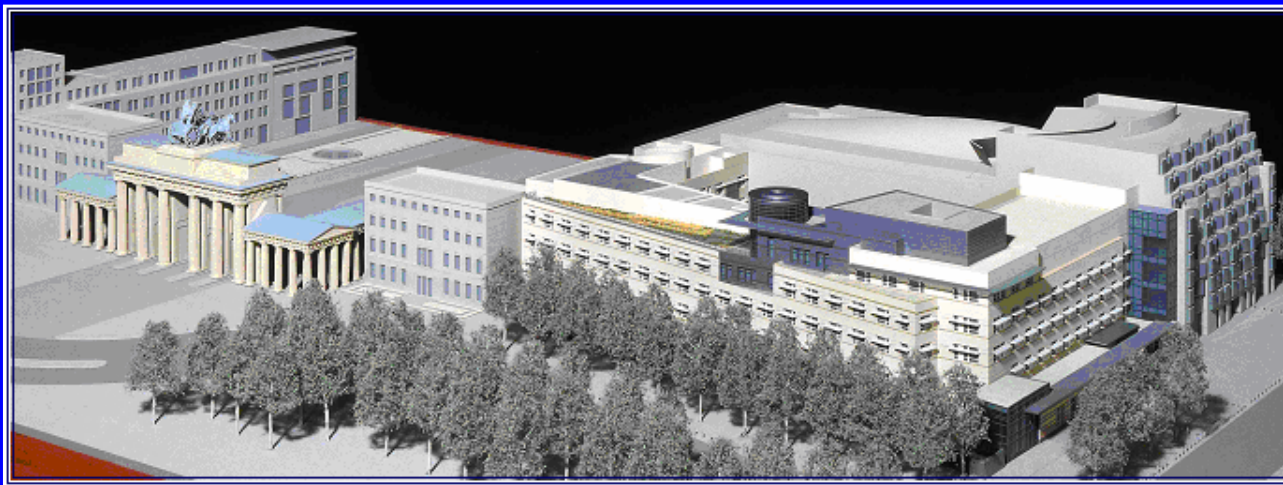
Managua, Nicaragua NEC



89% Complete



Berlin, Germany NEC



76% Complete



Kigali, Rwanda NEC

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78% Complete



Port-au-Prince, Haiti NEC



62% Complete



Quito, Ecuador NEC

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58% Complete



Ciudad Juarez, Mexico NCC

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48% Complete



Khartoum, Sudan NEC

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39% Complete



Skopje, Macedonia NEC

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22% Complete



Mumbai, India NCC

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20% Complete



Beijing, PRC NEC

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57% Complete



Baghdad, Iraq NEC Status

- “Lean Management” construction execution is working
- Great management team
- Major challenges every day (War Zone)
- On schedule (95%)
- Managing to budget
- 1 ½ months left to completion (24 months)
- Construction quality is superb
- Working two shifts (24/7)
- Self-contained compound
- Largest Embassy Compound built to date



Tough Road Ahead

- Karachi
- Addis Ababa
- Khartoum
- Tripoli
- Harare

