



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

2000

One

2006

Fifteen

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)



OBO Director's Targeted Communication/Coordination Opportunities

- Monthly Open Door (Anyone in OBO family)
- Weekly Staff Meetings
- Weekly Top Team Meetings
- Weekly Project/Program Progress Reviews
- Weekly Cross-cutting Meeting
- Bi-Weekly Risk Assessment/Certification/Accreditation Meetings
- Weekly Risk Management Meetings
- Recurring Procurement Meeting (A/LM)
- Lessons Learned/Innovation Task Force Meetings
- Monthly Program/Project Performance Reviews (PPR)
- Quarterly Interagency Meetings
- Planning & Development Meetings with Regional and Special Customers



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.



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

- Completed new facilities in Algiers, Managua, Panama City, and Rangoon



LEED Certification

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Sofia, Bulgaria NEC

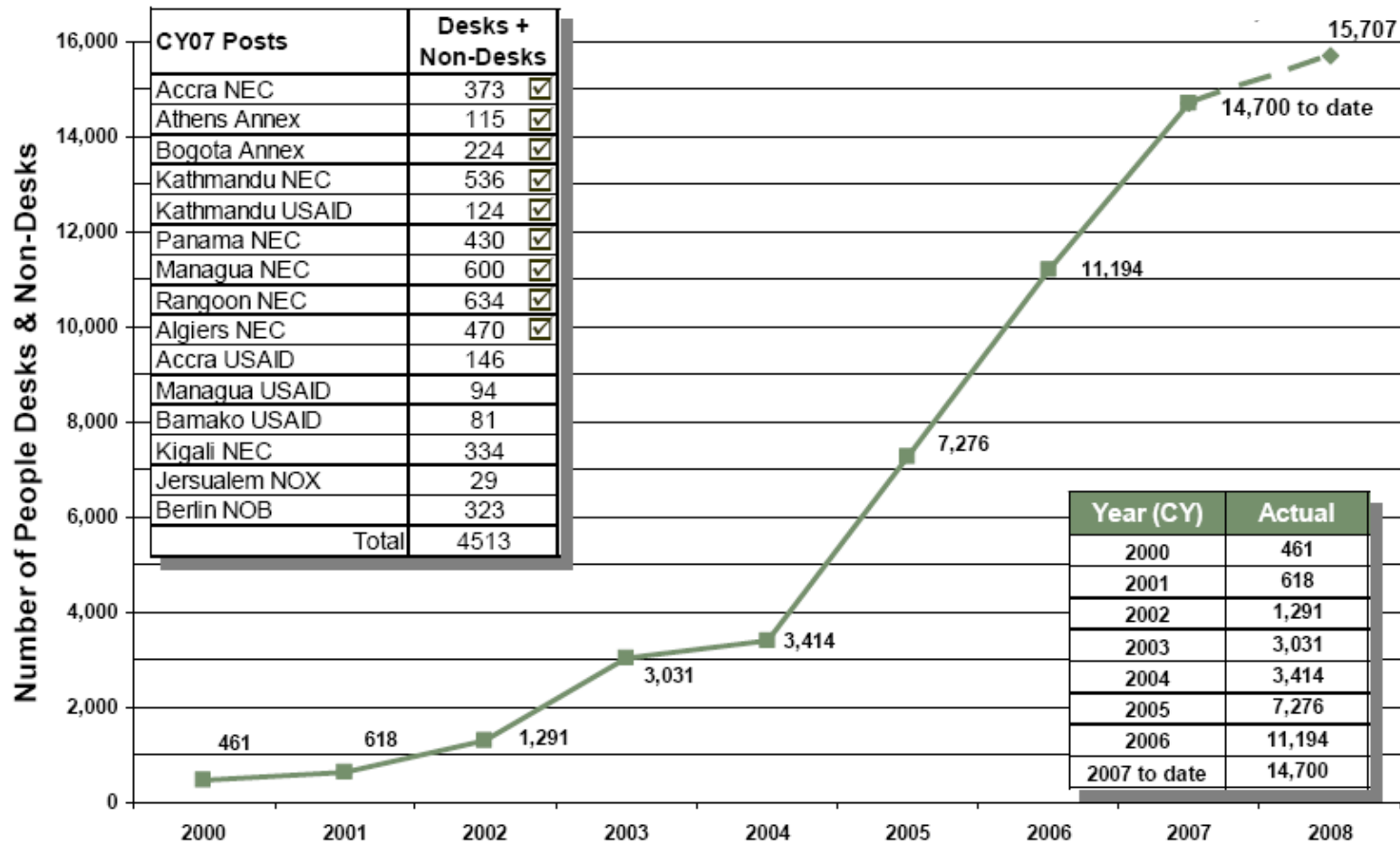


2001-2007 Results

1	Abidjan	18	Dar es Salaam	35	Luanda
2	Abu Dhabi	19	Dili IOB	36	Managua
3	Abuja	20	Doha	37	Managua USAID
4	Accra	21	Dushanbe	38	Nairobi
5	Algiers	22	Frankfurt	39	Nairobi USAID
6	Astana	23	Freetown	40	Panama City
7	Athens Annex	24	Istanbul	41	Phnom Penh
8	Bamako	25	Kabul ARG/USAID	42	Phnom Penh USAID
9	Baghdad IOB	26	Kabul NEC	43	Rangoon
10	Belmopan	27	Kabul Cafeteria	44	São Paulo
11	Bogotá USAID/NAS	28	Kampala	45	Sofia
12	Bogotá Annex	29	Kampala USAID	46	Tashkent
13	Bridgetown	30	Kathmandu	47	Tbilisi
14	Cape Town	31	Kathmandu USAID	48	Tirana Annex
15	Conakry	32	Kingston NEC	49	Tunis
16	Conakry USAID	33	Lima USAID	50	Yaounde
17	Dar AID	34	Lomé	51	Yerevan
				52	Zagreb



Number of People Moved to Safer Facilities 2000-Present



What Is on Our Plate Today

- 29 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*
- Jeddah NEC/Housing
- Karachi NEC*
- Manila NOX
- Ouagadougou NEC
- Riga NEC
- Sarajevo NEC
- Tijuana NEC
- Valletta NEC

* Funded in FY 2006



First Fifty: Reflecting on Accomplishments

- Developed BMIS that helped the organization look at business processes for improvements and scrub the data to obtain more accurate data.
- Achieved high FISMA (Federal Information Security Management Act) quarterly scores of 97.1-98.7 %up from less than 90% over a year ago.
- Secured appropriated budgets for these 50 projects totaling \$2.95 billion.
- Earned "Effective" PART scores on two programs directly tied to these 50 projects
- These 50 new projects were constructed on 41 sites that total 677 acres. Of the 41 sites, 12 were previously owned. Two others were build-to lease/short-term leased projects. For the remaining projects, OBO has acquired 27 new sites since 1998 totaling 482 acres at a cost of \$120M.



First Fifty: Reflecting on Accomplishments

- OBO was able to dispose of 11 properties valued at \$31 million as a result of building these new 50 projects.
- A representative sampling of 13 projects had 545 original works of art installed from 218 artists. Of these, 75% were American artists.
- Total man-hours worked = 106,256,575 (77 accidents)
- Lost time accident rate = 0.14
- Total design reviews = 186
- Total number of contractors = 21
- Total concrete placed (cubic meters) = 461,838
- However, the most significant result by far was that these 50 new buildings allowed over 14,000 Department staff to move from harm's way into secure and functional facilities.



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 Projects - 2001



Doha, Qatar NAB

Kampala, Uganda NEC



Completed Projects - 2002



Completed Projects - 2003

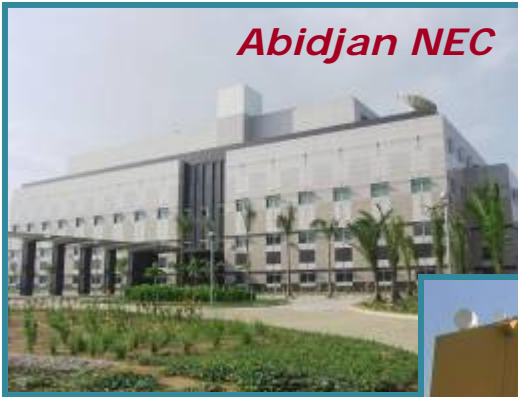


Completed Projects - 2004



Completed Projects - 2005

Abidjan NEC



Abuja NEC



Kabul NEC



Cape Town NEC



Frankfurt NAB



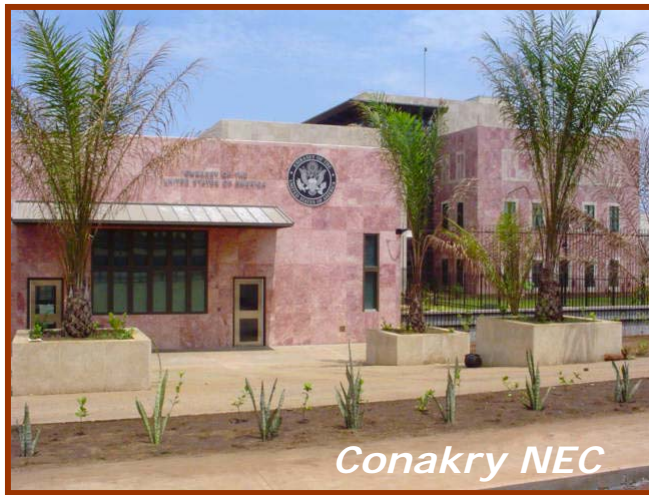
Completed Projects - 2005



Completed Projects - 2006



Completed Projects - 2006



Completed Projects - 2006



Completed Projects - 2006

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Completed Projects - 2007



Athens, Greece NOX



Completed Projects- 2007



Accra, Ghana NEC



Completed Projects- 2007

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Bogotá Colombia Annex



Completed Projects- 2007

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Kathmandu, Nepal NEC



Completed Projects- 2007

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Kathmandu, Nepal NOX



Completed Projects - 2007



Managua, Nicaragua NEC



Completed Projects - 2007



Managua, Nicaragua USAID



Completed Projects - 2007



Panama City, Panama NEC



Completed Projects - 2007



Rangoon, Burma NEC

50th Completed Facility



Completed Projects - 2007



Algiers, Algeria NEC



*Capital Construction Projects
Under Design/Construction
(in millions)*

1 Abuja annex	32.0	16 Koror	5.0
2 Baghdad NEC	612.0	17 Libreville	86.9
3 Beijing	434.0	18 Mumbai	122.9
4 Berlin	143.0	19 Port-au-Prince	108.5
5 Brazzaville	74.3	20 Quito	98.9
6 Ciudad Juarez	96.1	21 Skopje	80.6
7 Djibouti	97.0	22 Skopje Annex	14.0
8 Guangzhou	150.4	23 Surabaya	61.9
9 Jerusalem	22.5	24 Suva	63.7
10 Johannesburg	96.4	25 Taipei (design)	9.4
11 Karachi	160.0	26 Tbilisi annex	20.6
12 Khartoum	106.7	27 USAID Accra	22.6
13 Khartoum Annex	20.0	28 USAID Bamako	19.2
14 Kigali	106.0	29 USAID Kingston	<u>15.3</u>
15 Kolonia	5.0		2,884.9



Kigali, Rwanda NEC

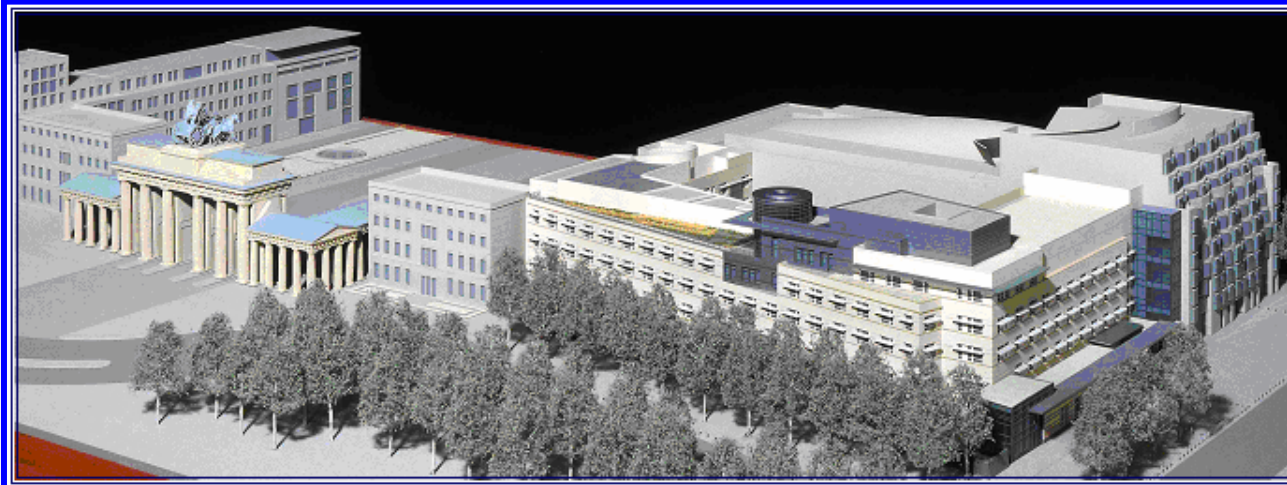
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81% Complete



Berlin, Germany NEC



78% Complete



Port-au-Prince, Haiti NEC



71% Complete



Quito, Ecuador NEC



61% Complete



Ciudad Juarez, Mexico NCC

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50% Complete



Khartoum, Sudan NEC



38% Complete



Skopje, Macedonia NEC



24% Complete



Mumbai, India NCC



21% Complete



Surabaya, Indonesia NCC



5% Complete



Beijing, PRC NEC



68% Complete



Baghdad, Iraq NEC Status

- “Lean Management” construction execution is working
- Great management team
- Major challenges every day (War Zone)
- Project substantially complete
- Managing to budget
- Accreditation process on going
- Anticipate opening by end of month
- Self-contained compound
- Largest Embassy Compound built to date



Tough Road Ahead

- Karachi
- Addis Ababa
- Khartoum
- Tripoli
- Harare



Some Clarifications

- BMIS
- Travel
- Renovations
- Chillers
- SEDs
- Rome
- Contracting/Procurement
- Iraq Procurement
- Belmopan (BTL CMR)
- Name Change in Organization



OBO Recognition

- Associated Builders & Contractors – *National Excellence in Construction, Award of Excellence*
- SAVE International/Congressional Education Committee – *Golden Shears*
- GSA – *Achievement Award for Real Property Innovation/Innovation Innovation Practice Nomination*
- Associated General Contractors – *Marvin Black Excellence in Partnering Award*
- DBIA – *National Design-Build Award*
- Associated General Contractors – *Aon Build America Award*
- American Council of Engineering Companies/Metro Washington – *Honorable Mention*
- Society of American Military Engineers – *Golden Eagle Award*
- Engineering News Record – *News Maker*
- PLATTS – *Global Energy Award Finalist*
- Association for the Advancement of Cost Engineering International – *Award of Merit*
- American Legion – *Appreciation Plaque*
- PMA – *Green Status*
- USGBC – *LEED Certification – Sofia*
- Veterans' Affairs – *Individual Achievement Award*
- Society of American Military Engineers – *Award for Support & Dedication*

