



Interagency Facilities Council

April 6, 2005

Agenda

1. Welcome, OBO's Philosophy of Discipline, and Overview
Charles E. Williams, Director/Chief Operating Officer
2. Capital Security Cost Sharing Update
Sam Bleicher, Director, New Initiatives Division
3. Using the LROBP as a Planning Tool
Alex Kurien, Director, Project Planning Division
4. The NEC Process and the Role of Other Agencies
Jay Hicks, Acting Managing Director, Planning and Development



INTERAGENCY FACILITIES COUNCIL

APRIL 6, 2005



CHARLES E. WILLIAMS
DIRECTOR/CHIEF OPERATING OFFICER
OVERSEAS BUILDINGS OPERATIONS



The Vision

- Secretary Rice's Focus on Transformation Diplomacy and the critical role our facilities will play
- We have to get construction projects completed on time, at or under budget, and with the most efficient means possible.



The Big Path Forward

- Discipline is the bridge between goals and accomplishment.
- We must all suffer from one of two pains, the pain of discipline or the pain of regret.
- Discipline is the foundation upon which all success is built. Lack of discipline inevitably leads to failure.



The Culture

“Culture is a longer lasting, more complex set of shared expectations than climate. While climate is how people feel about their organization right now, culture consists of the shared attitudes, values, goals, and practices that characterize the larger institution. It’s deeply rooted in long-held beliefs, customs, and practices.”

FM 22-100, Leadership

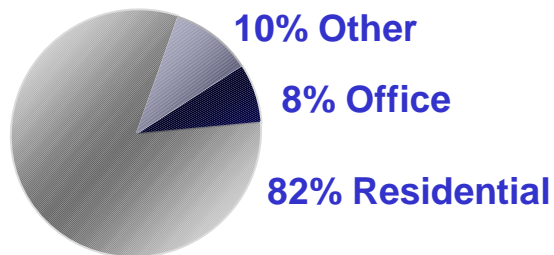
OBO had to change its culture to get the job done.



The Portfolio

Department of State's Overseas Property Manager

- \$1.5 Billion Annual Program with \$4.0 Billion under management
- Plan, design, build, operate, and maintain all USG Facilities
- Lease, buy, and sell all property - \$12 Billion
- Over 15,000 Properties, 46.6 Million Square Meters
 - 4,800 U.S. owned or long-term leased properties (2.8 Million Square Meters)
 - 10,690 Short-Term Leased Properties
 - 144 Culturally Significant Properties



Ambassador's Residence, Ottawa



Motor Pool Facility, Manila

Staff Housing, Tokyo



Staff Housing, Berlin



Staff Housing, Moscow



American Embassy, Pretoria



Marine Security Quarters, Lima



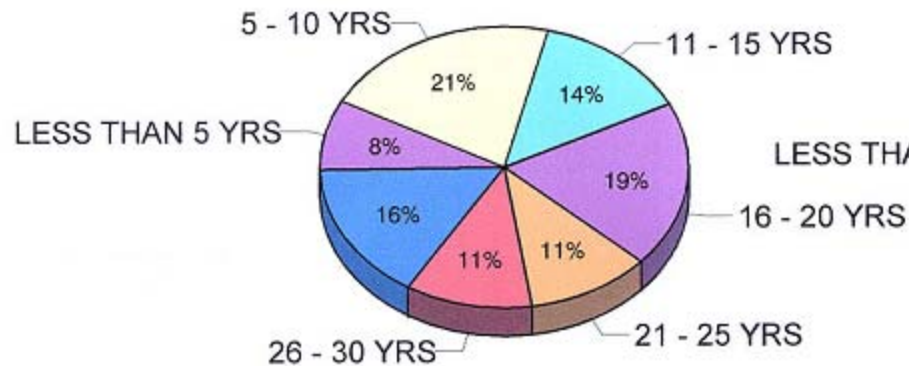
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The Problem

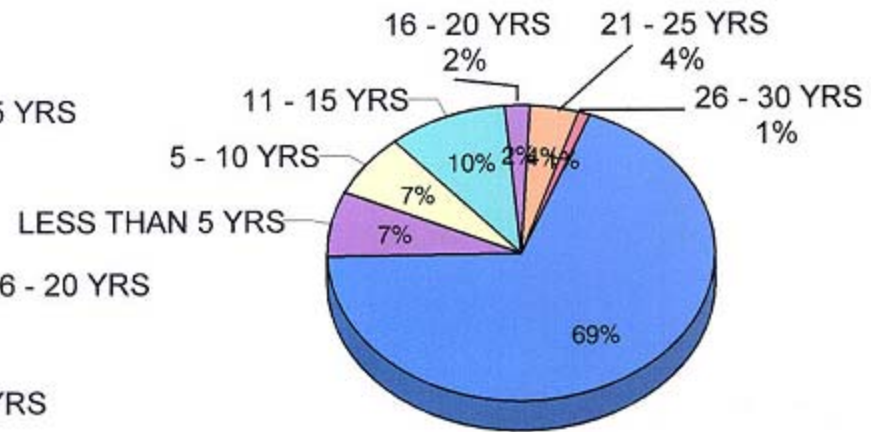
Age of Facilities

IFMA



MEAN = 20.6 YRS
N = 303

STATE



MEAN = 39.4 YRS
N = 457

IFMA - International Facility Management Association, extracted from Research Report #18, Benchmarks III, 1997



The Comprehensive New Construction Program

The Construction Program:

- 140 new embassy and consular compounds (FY06-FY18)
- Total capital cost of \$15 billion
- Funded over 13 years
- Annual cost of \$1.4 billion

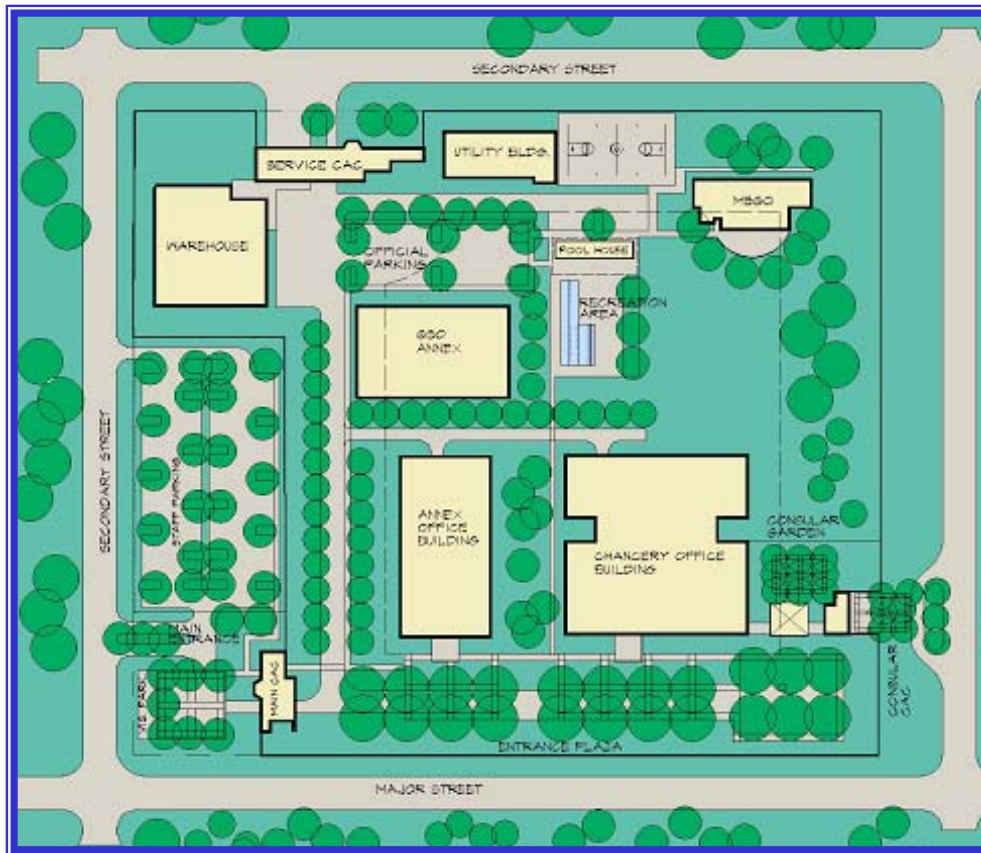


What Is on Our Plate Today

- 40 NEC /Annex projects under design/construction (\$2.9B)
- 41 rehab projects underway (\$579M)
- 124 Compound Security and FE/BR replacement projects (\$157.8M) underway
- 13 NEC/Annex projects planned for FY 05
- \$26.6M for soft targets and residential security in FY05
- 81 NEC projects in Long-Range Overseas Buildings Plan (\$6.4B)
- 15,000 properties at 265 locations to serve



New Embassy Compound (NEC) (Typical Standard Structures)



- Main Office Building (Chancery)
- General Services Support Building(s)
- Marine Security Guard Quarters
- Utility Systems & Parking Facility
- Recreation Center
- Perimeter Security System
 - Compound Access Control System
 - Personnel Access Control System
 - Nine foot Anti-climb/RAM Wall with Lights
 - Surveillance Equipment



April 6, 2005



Completed Project (2002) Doha, Qatar NAB



100% Complete (Open)



April 6, 2005



Lima, Peru USAID (Annex)



100% Complete
(Open)



April 6, 2005



Tunis, Tunisia NEC



100% Complete
(Open)



April 6, 2005



Dar es Salaam, Tanzania NEC



100% Complete
(Open)

April 6, 2005



Dar es Salaam, Tanzania NEC



From the Post:

“The Dar es Salaam New Embassy Compound (NEC), which was officially commissioned on March 4, 2003, is a great success and a beautiful facility. Post frequently hosts events on the compound with the intent to show off our new home, and the results always end with accolades for the entire facility. Internally the office space is sufficient in size and the work activities flow and function well in a pleasant environment.”

Michael S. Owen
Chargé d’Affaires ad interim

April 6, 2005



Dar es Salaam, Tanzania MSGO



100% Complete

April 6, 2005



Dar es Salaam, Tanzania (USAID Building)



100% Complete
(Open)



April 6, 2005



Nairobi, Kenya NEC



100% Complete
(Open)



April 6, 2005



Nairobi, Kenya MSGO



89% Complete

April 6, 2005



Nairobi, Kenya USAID Annex



24% Complete

April 6, 2005



Istanbul, Turkey NEC



100% Complete
(Open)



April 6, 2005



Zagreb, Croatia NEC



100% Complete
(Open)

April 6, 2005



São Paulo, Brazil NAB

100% Complete
(Open)



April 6, 2005



Abu Dhabi, United Arab Emirates NEC



100% Complete
(Open)



April 6, 2005



Tirana, Albania MSGO



100% Complete

April 6, 2005



Tirana, Albania Annex



44% Complete

April 6, 2005



Sofia, Bulgaria NEC



100% Complete



April 6, 2005



Yerevan, Armenia NEC



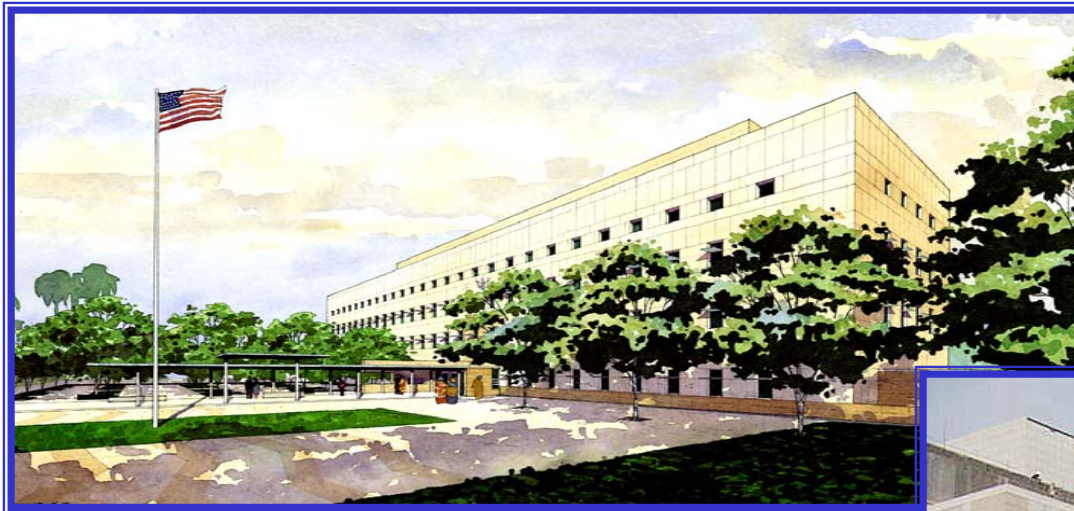
100% Complete



April 6, 2005



Abidjan, Côte d'Ivoire NEC



96% Complete



April 6, 2005



Abuja, Nigeria NEC



92% Complete



April 6, 2005



Dushanbe, Tajikistan NEC



91% Complete

April 6, 2005



Luanda, Angola NEC



88% Complete

April 6, 2005



Kabul, Afghanistan NEC



(Phase 2) 82% Complete



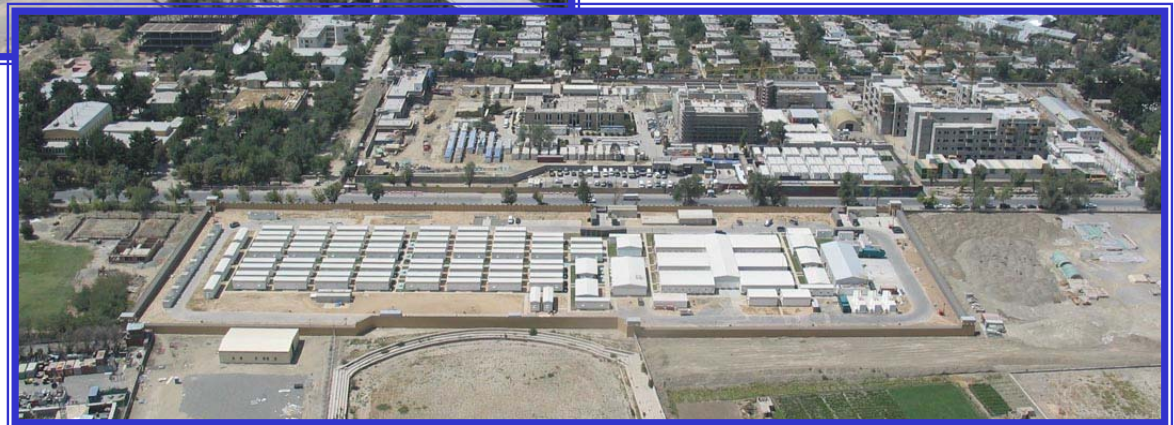
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Kabul (II), Afghanistan ARG



100% Complete



April 6, 2005



Tashkent, Uzbekistan NEC



76% Complete



April 6, 2005



Tbilisi, Georgia



76% Complete



April 6, 2005



Cape Town, South Africa NEC



75% Complete



April 6, 2005



Phnom Penh, Cambodia NEC



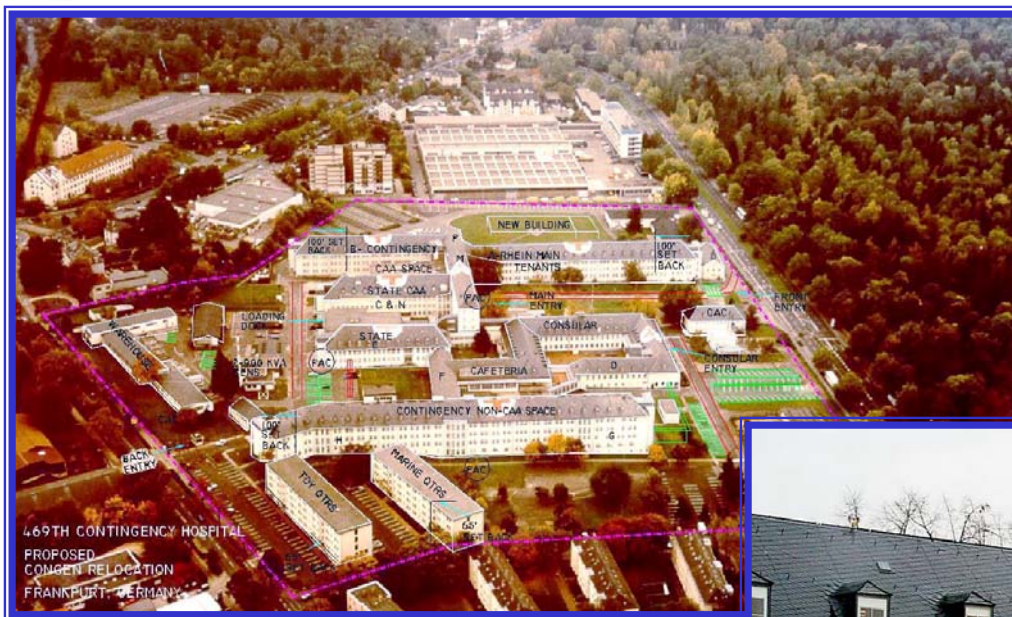
70% Complete



April 6, 2005



Frankfurt, Germany NAB



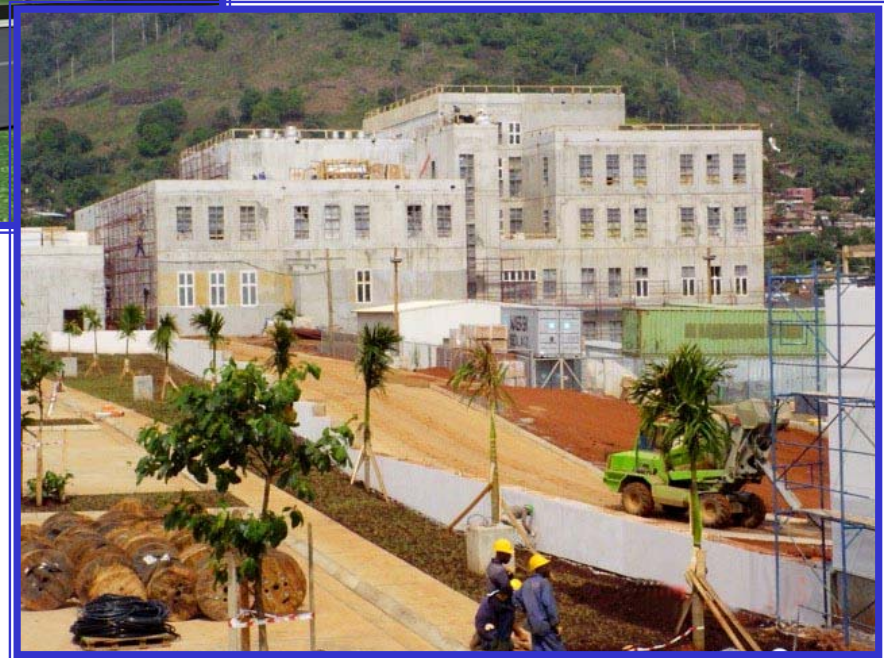
68% Complete



April 6, 2005



Yaounde, Cameroon NEC



63% Complete

April 6, 2005



Bridgetown, Barbados NAB

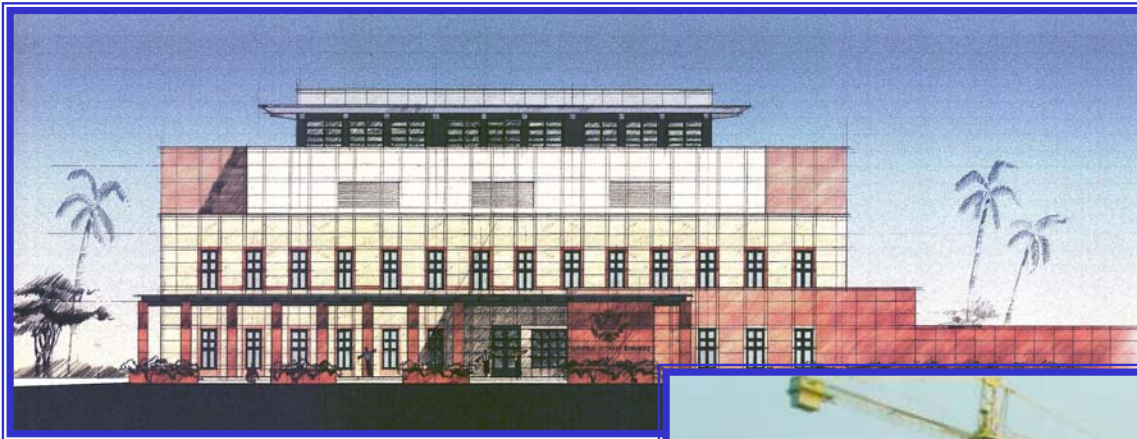


56% Complete

April 6, 2005



Conakry, Guinea NEC



53% Complete

April 6, 2005



Kingston, Jamaica NEC



34% Complete

April 6, 2005



Freetown, Sierra Leone NEC



26% Complete

April 6, 2005



Bamako, Mali NEC

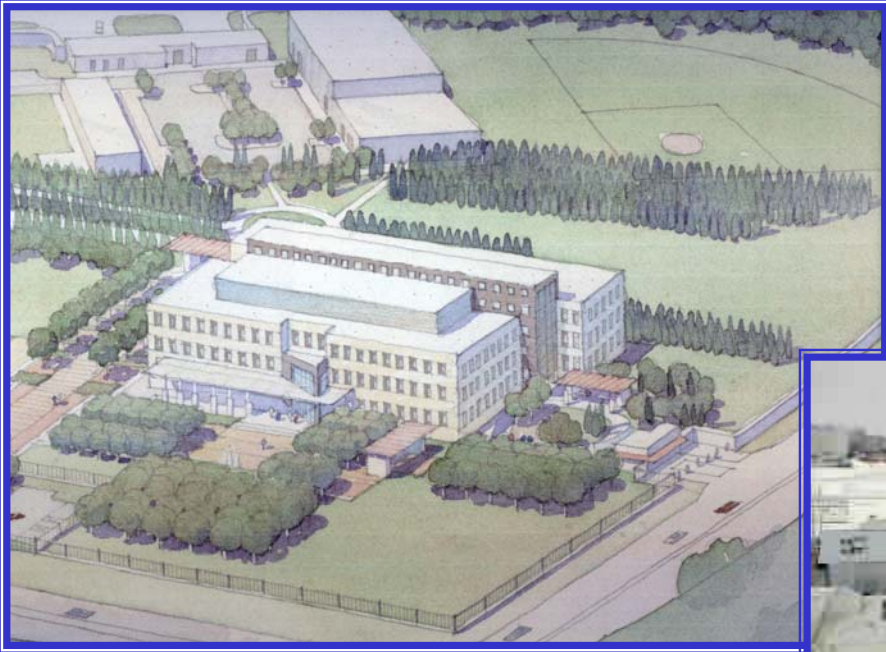


25% Complete

April 6, 2005



Astana, Kazakhstan NEC



18% Complete

April 6, 2005



Belmopan, Belize NEC



12% Complete



April 6, 2005



Accra, Ghana NEC



10% Complete



April 6, 2005



Algiers, Algeria NEC



9% Complete

April 6, 2005



Managua, Nicaragua NEC



7% Complete

April 6, 2005



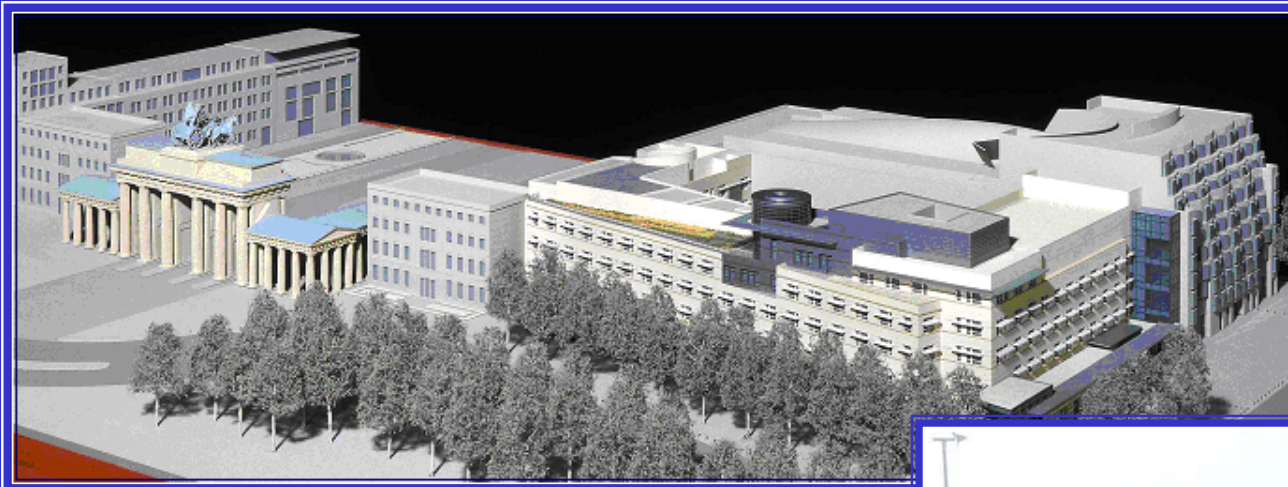
Athens, Greece NOX



4% Complete



Berlin, Germany NEC



3% Complete



April 6, 2005



Beijing, PRC NEC



21% Complete



April 6, 2005



*“When we build – they
come.”*

April 6, 2005



Interiors & Furnishings



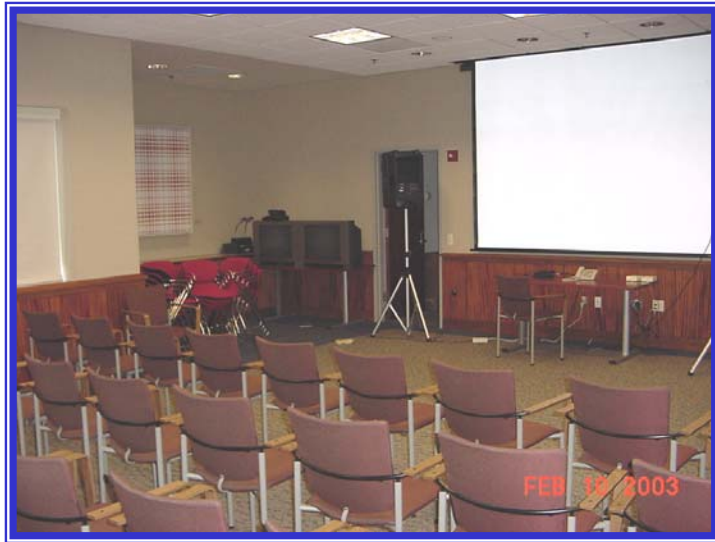
Plan, Design & Execute

Abu Dhabi NEC-Cafeteria, Office, Recreation Facility





Interiors & Furnishings



Tunis NEC

- Multi-purpose Room
 - Design-Build Contractor Furnished Items: projection screen, DVC infrastructure
 - OBO Interior Design Furnished Items: furniture and artwork
 - Post Furnished Items: DVC equipment, television

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Interiors & Furnishings



Sofia NEC

- Cafeteria & Kitchen
 - Design-Build Contractor Furnished Items: Refer to specifications and construction drawings (hand out of SED)
 - OBO Interior Design Furnished Items: furniture and artwork
 - Post Furnished Items: televisions, TBD



Interiors & Furnishings



Tunis NEC



- Medical Unit
 - Design-Build Contractor Furnished Items: Fixed elements & support utilities
 - OBO Interior Design Furnished Items: furniture and artwork
 - Post Furnished Items: Exam beds, medical equipment



Nairobi Staff Housing Build to Lease Project

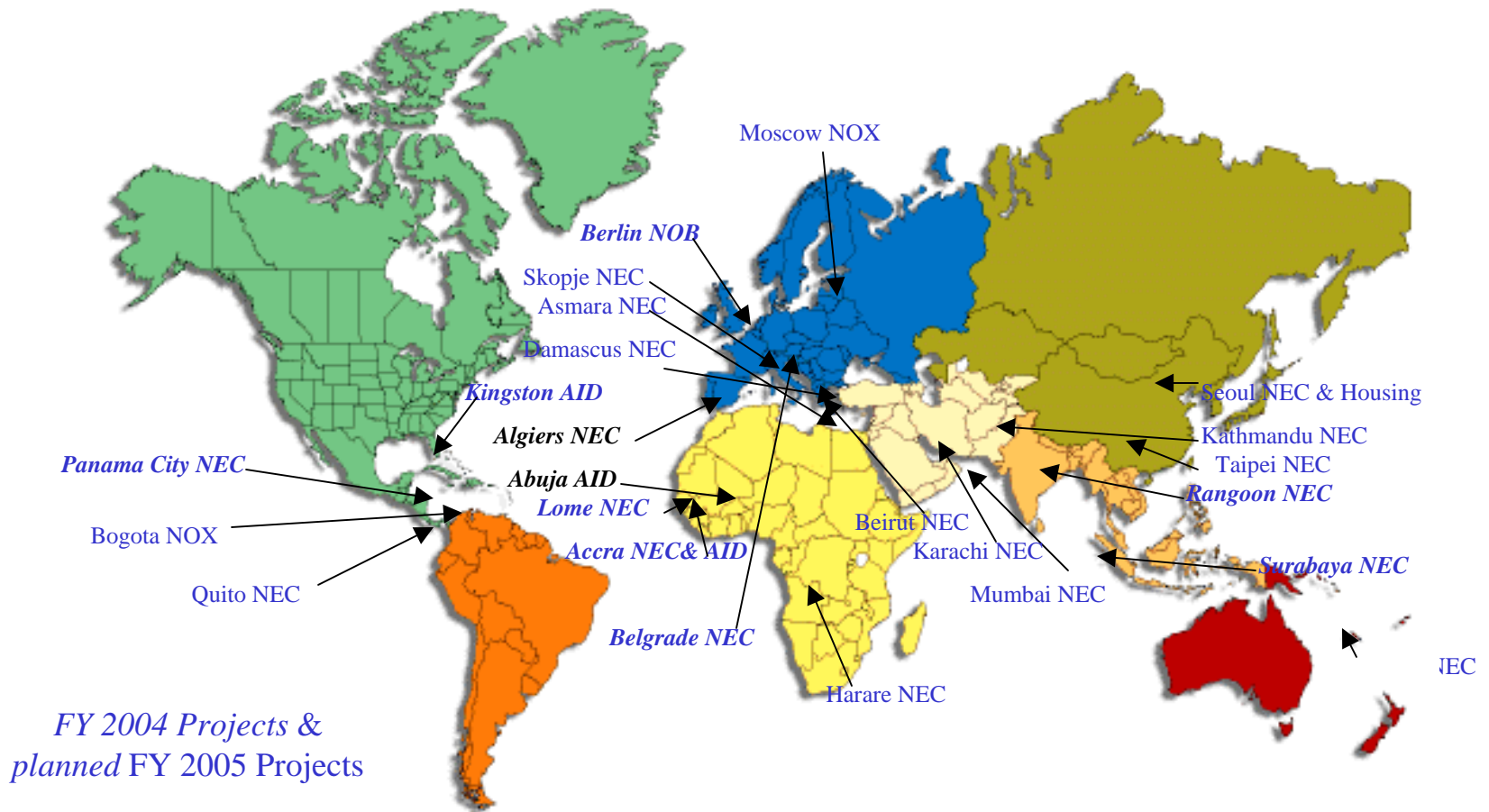


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April 6, 2005



New Capital Construction Projects FY 2004 & 2005



April 6, 2005



OBO's Best Practices (In-Place)

- Industry Advisory Panel
- Interagency Facilities Council
- Real Property Advisory Board
- Cost estimation evaluation (Benchmark & Validation)
- Value Engineering (Planning & Execution)
- Standard Embassy Designs
- Integrated Planning and Design Reviews
- Design-Build delivery method
- Formal training programs (i.e., COR, etc.)
- Operational reviews and system analyses
- Facilities Maintenance fully integrated in plans
- GAO & OIG partnership
- Monthly Project Performance Reviews
- Project Definition Rating Index
- Life Cycle Project Planning



Capital Security Cost Sharing Update

***Sam Bleicher, Director
New Initiatives Division***

April 6, 2005



Cost-Sharing in a Nutshell

- All agencies with personnel overseas subject to chief of mission authority shall participate and provide funding in advance for their share of costs of providing new, safe, secure diplomatic facilities
 - on the basis of the total overseas presence of each agency
 - as determined annually by the Secretary of State in consultation with such agency.
- Implementation shall be carried out in a manner that encourages right-sizing of each agency's overseas presence.
- New diplomatic facilities may not include accommodations for an agency that has not provided the full amount of funding required by this program.



Under Secretary's Guidance Memorandum for FY07 Charges

- The CSCS legislation gives only very general guidance on the calculation of each agency's contribution.
- The Under Secretary's Guidance Memorandum will continue to serve as the "rule book" for the determination of contributions.
- The new FY05 Guidance Memorandum is the third in this series. It makes no significant changes to the CSCS Program. The primary changes are minor clarifications and references to the legislation.
- A draft of the Memorandum was circulated to all affected agencies and posted on the OBO Internet February 18 for comments by March 11. Ten agencies responded; none requested any changes.
- We expect the Under Secretary to sign the FY05 Guidance Memorandum this week. It will be circulated to all affected agencies and posted on the OBO Internet when available.



Survey of Posts for Current Position Data

The Survey Project

- The data needed covers all 62,000+ positions and requires over 1.5 million bits of data
- OBO developed an Access-based Survey Tool, supporting website, email box, and help desk to assist Posts with questions
- OBO distributed the Survey Tool by internet to 200+ Posts; the other Posts are already doing an NEC Staffing Projection Survey
- OBO and State's Regional Bureaus are working to ensure timely and accurate response

A screenshot of a web-based form titled 'Position Data Record'. The form is for a 'Team Captain Leader' position at the 'Federal Bureau of Investigation'. It includes fields for 'Organization', 'Section', 'Type', 'Grade', 'Location', 'Status', 'Type', 'Grade', and 'Location'. There are also buttons for 'Add New', 'Save', and 'Exit'. The form is displayed in a browser window with a taskbar at the bottom showing various applications like 'Microsoft Word' and 'Internet Explorer'. The status bar at the bottom indicates 'Record: 14 of 332'.

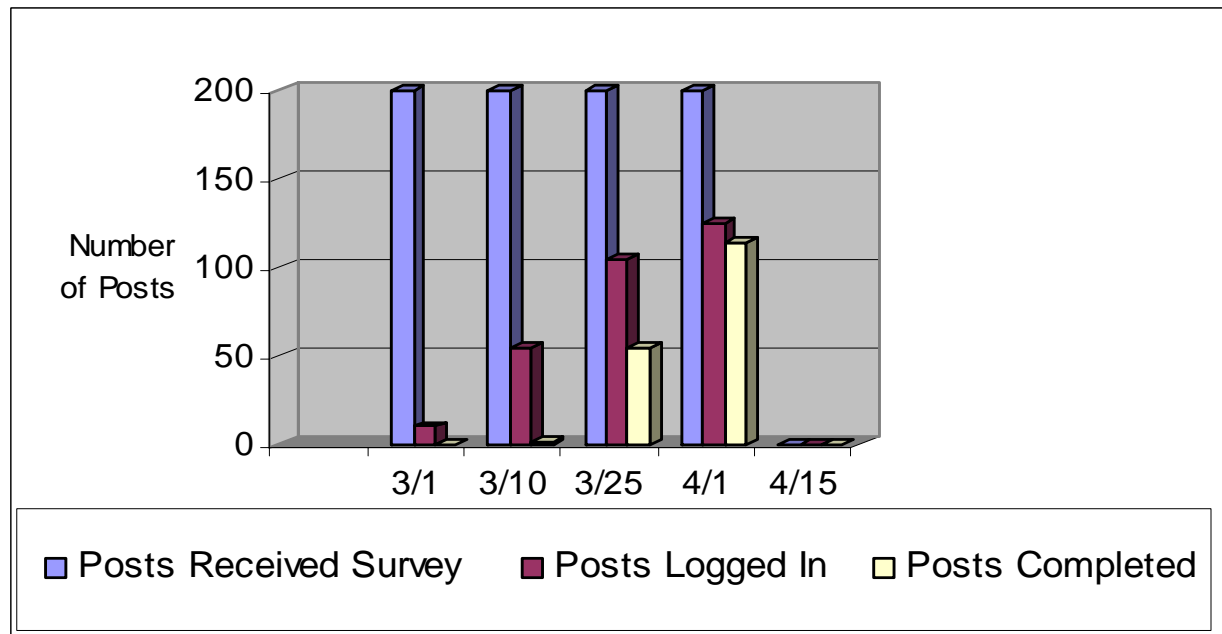
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Survey of Posts for Current Position Data

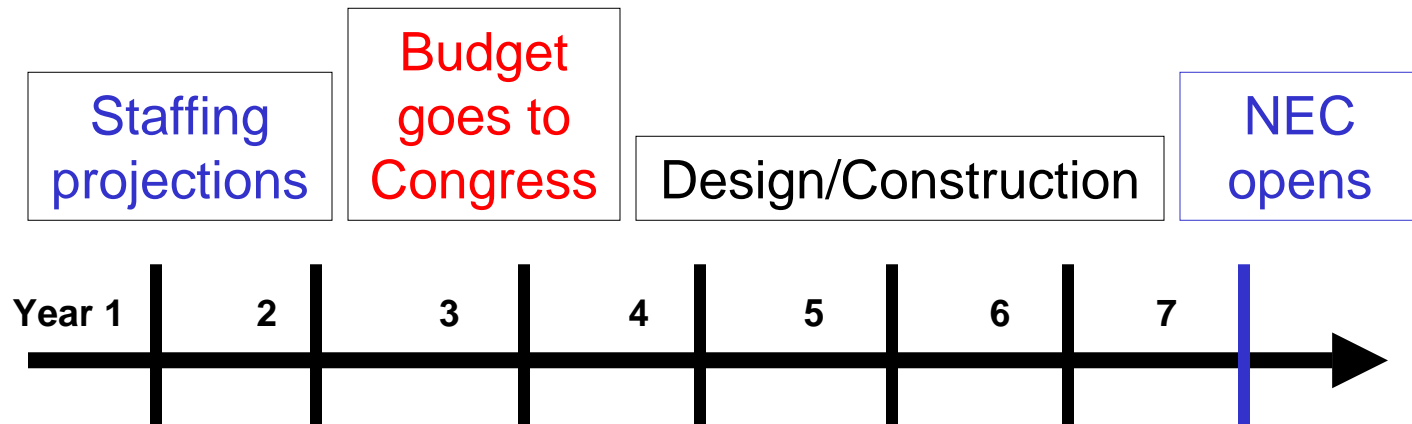
Status of Survey

- Over 240 users at over 125+ Posts have logged on.
- OBO has responded to over 300 emails and 75 calls.
- The deadline for submissions was 3/25; 114 in so far.
- Goal is receipt of data from all Posts by mid-April.





NEC Staff Growth Adjustment Charge Example: NEC Post X; Agency A



Actual	19	20	20	18	32	24	21
Projected	-	9	10	12	0	6	0
Total	19	29	30	30	32	30	21

- OBO budgets and will build 30 desks for Agency A, even if its staffing or staffing plans change.
- CSCS charges for those 30 desks during the construction period.
- Charges after the NEC opens are based on actual positions.



Contacts for the CSCS Program

Department of State

- Jay A. Hicks, Managing Director (Acting)
Office of Planning & Development
Overseas Buildings Operations Bureau
(703) 875-7198 HicksJA@state.gov
- Samuel A. Bleicher, Director
New Initiatives Division
Office of Planning & Development
Overseas Buildings Operations Bureau
(703) 875-4791 BleicherSA@state.gov

Office of Management & Budget

- Alexandra Gianinno, Budget Analyst
State-USIA Branch
International Affairs Division
(202) 395-1483 Alexandra_Gianinno@omb.eop.gov



Using the LROBP as a Planning Tool

*Alex Kurien, Director
Project Planning Division*

U.S Embassy Amman, Jordan

April 6, 2005

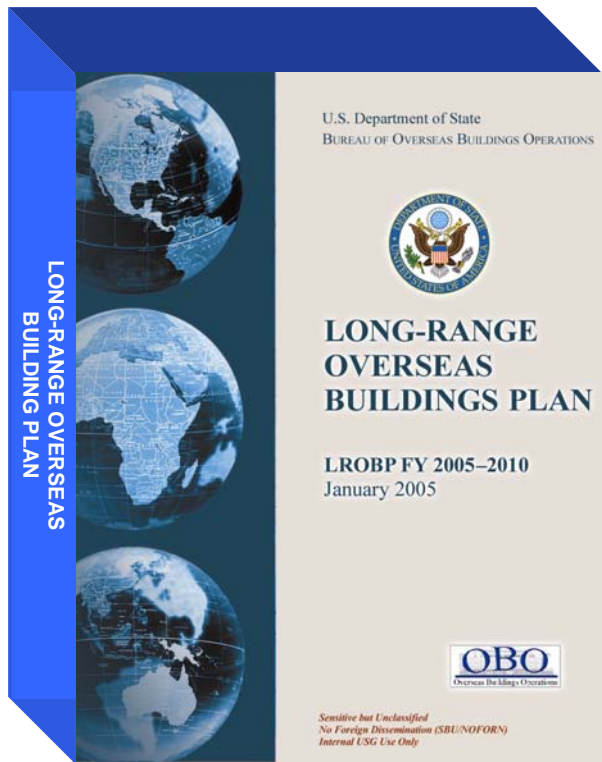


Plan It Right – Build It Right

- Planning requires discipline and rigor
- Unique nature of planning projects overseas
- Planning begins years ahead of execution
- Multiple and complex issues must be considered in an environment beyond USG control:
 - Political/Governmental
 - Site availability
 - Evolving Security posture



The Long-Range Overseas Buildings Plan



- The culmination of an extensive planning process
- First published in FY 2002 and updated annually
- Charts the acquisition, planning, design and execution for several hundred projects over the next six years
- Establishes the baseline for congressional support and funding
- Allows for a disciplined process for building and managing safe and secure facilities



The Current LROBP - FY2005-2010

- Published in February 2005
- Basis for FY06 budget development
- Proven successful with OMB, GAO, Congressional stakeholders
- Expanded planning focus for many programs:
 - ⊕ Capital Security Projects
 - ⊕ Capital Regular Projects
 - ⊕ Major Rehabilitation Projects
 - ⊕ Real Estate Plan
 - ⊕ Build to Lease Plan
 - ⊕ Compound Security Program
 - ⊕ Residential Refurbishment
 - ⊕ Communications Support
 - ⊕ O&M Plan
 - ⊕ Consular Improvements



Status of LROBP FY2006-2011

- Currently in development
- Staffing data currently being collected
- Publishing in Jan 2006
- Plan will include OBO's Asset Management Plan (AMP)
- Increased rigor applied to all program planning – similar to NEC planning
- Improved applications of risk analysis



U.S Embassy Georgetown, Guyana



The LROBP Process

- Kick-Off Meeting
- Identify Universe of Projects
- Determine Facility Requirements:
 - Staffing Projections
 - Building Sizes
 - Cost Estimates



U.S Embassy Moscow, Russia



The LROBP Process – cont.



U.S Embassy London, England

- Bureaus Prioritize Posts
- Develop Business Cases
- Develop Draft Plan
- Incorporate Budget Decisions
- Finalize, Publish and Distribute LROBP



Plan It Right – Build It Right Conclusion

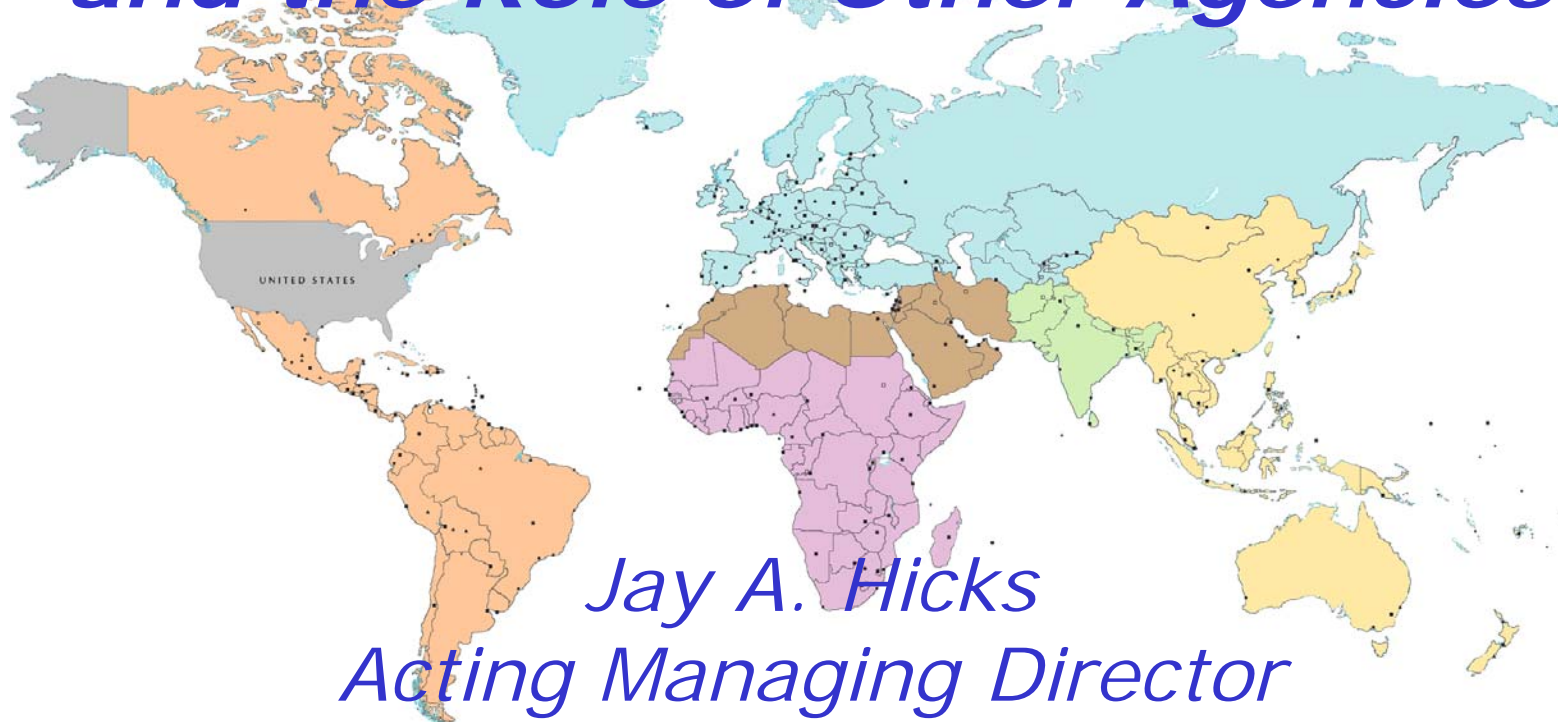
- LROBP – a Comprehensive Plan
- Culmination of extensive planning
- Responsible for credibility with stakeholders
- Assures that funding is spent in a disciplined manner building safe and secure facilities around the world



U.S Embassy Amman, Jordan



The NEC Process and the Role of Other Agencies



Jay A. Hicks
Acting Managing Director
Planning and Development



NEC Planning Overview

- Disciplined planning results in projects planned and built right.
- Disciplined planning requires participation by all parties.
- Rightsizing is essential to the process and is required by stakeholders.
- The goal is to provide safe, secure facilities.



US Embassy Istanbul, Turkey



NEC Planning

Step 1- List of Top 80

- **Summer 2005:** Agencies recommend to State's Regional Bureaus posts for addition to the *Priority List of Diplomatic Facilities for Replacement*.
- **Sept. 2005:** Regional Bureaus consider agency input and DS vulnerability ranking and cleared projects to add to *top 80* list.



US Embassy Sanaa, Yemen



NEC Planning

Step II – Staffing Projections

- **Sept. 2005:** Kickoff meeting with all agencies with overseas presence.
- **Sept. 2005 – Jan. 2006:** Staffing requirements updated for projects currently in LROBP using DOS published staffing projection guidelines.
- **Nov. 2005 – Apr. 2006:** Staffing requirements for new projects, i.e. posts just added to *top 80*.
- Agencies have input into development of all post staffing projections.



NEC Planning

Agencies' Role at Post – Step II (cont'd)

- Post establishes an Interagency Staffing Projection Committee, to develop staffing projections for all agencies, including agencies not currently at post but projected to be within 5-7 years.
 - Update last year's staffing or complete staffing projection template.
- Each agency at post validates its current data.
- Assess factors affecting future staffing.
 - Consider factors that would result in change of mission objectives.
 - Agencies consult with HQ for any strategic plans for staffing.
- Agencies must coordinate their response with their HQ.
- Head of each agency provides written approval for staffing projection and contact name for Regional Bureau validation.



NEC Planning

Agencies'/Bureaus' Roles – Step II (cont'd)

- Bureaus review staffing received from Posts.
- Rightsizing and Regionalization issues evaluated.
- Bureaus confirm staffing and rightsizing with agency HQ.
- Bureaus forward recommendations to M/R for review and approval. M/R works with HQs as required to resolve any questions.



US Embassy Kampala, Uganda



NEC Planning

Step III - Space Requirements Development

- Agencies involved during SRP 1 development.
 - Space requirements discussed with Agencies during post visit.
- SRP 3 distributed to all agencies projected to be at post.
- PDD is meeting with all agency HQs to discuss space standards and programming.



NEC Planning

Step IV - Other Opportunities for Agency Involvement

- Integrated Planning Review
 - Once project moves into budget year, agencies attend a planning meeting to discuss all aspects of project, e.g.:
 - stacking and blocking and space issues
 - site and facility layouts
 - execution schedule and agency responsibilities
- Collocation issues are resolved with post and agencies as part of the planning process.
- Technical requirements are collected and discussed with tenant agencies during planning.
- Capital Security Cost Sharing.



NEC Planning

Conclusions

- Agencies have many opportunities to participate in NEC Planning.
- Agency involvement strengthens the planning process.
- OBO will continue its commitment to working with all agencies to define their requirements.
- With Capital Security Cost Sharing program in place, funding to complete the necessary NEC requirements has been increased, which means more people in safer quarters faster.

US Embassy Zagreb, Croatia



www.state.gov/obo

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