



# Overseas Buildings Operations Industry Day 2007

Charles E. Williams  
Director/Chief Operating Officer

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# *Leadership Approach*



## *Getting Started*

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- Select the right site
- Scope the planning issues
- Fix the requirements
- Fix all right of passage issues
- Apply the Williams 20 concepts
- Cost the project from empirical data
- Test fit the scope



## *OBO Director's Targeted Communication/Coordination Opportunities*

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- 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



## *OBO's Operating Focus*

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

- Performance
- Accountability
- Discipline
- Credibility

**(“Communication and Transparency” is the Mantra)**



## *Some Quick Facts*

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<u>Opened/Year</u>	<u>New Facilities</u>
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.



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# *Developing Vision for Transformation*



## *Pre-2001: A Bleak Outlook*

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- Non-secure and antiquated diplomatic facilities
- Americans and locally engaged staff at increased risk of terrorist acts
- Static overseas construction program





## *2001: The Starting Point*

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- Upgrade to bureau status
- New level of funding allocations
- Ground-up organizational reforms
- The bottom line: safeguarding diplomatic personnel



## *The Mandate*

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- 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



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# *Implementing Transformation Strategy*



## *Setting the Azimuth for Change*

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- Used Six-Sigma concept for organization and structure
- Went to Strategic Management Plan
- Put Industry Advisory Panel in place
- Implemented private sector best practices
- New ways to think, new ways to build
- The Williams 20
- Lean Management
- BMIS
- BIM



## *Stakeholder Support (how to get it)*

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- Tenants
- OMB
- Congress



## *OBO's Best Practices*

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- 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.)
- Implementation of “Lean Management” throughout the organization



## *OBO's Best Practices . . .continued*

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- Full implementation of “Williams 20” concepts
- Facilities Maintenance fully integrated in plans
- GAO & OIG partnership
- Monthly Project Performance Reviews
- Project Definition Rating Index
- Using Building Information Modeling (BIM)



# 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





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# *Obstacles Faced in Transformation*



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

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- 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



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2005

***Focus on Process Improvement***  
*(A six sigma-with lean transition)*

Theme

New Ways to Think-New Ways to Build

Vehicle

- The Williams 20 Program Management Concepts – A document containing 20 carefully crafted concepts that clearly fine tuned the project execution process (analysis, control, measurement)



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.



## *Risk Allocation*

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<u>Issue</u>	<u>Risk Allocation</u>
• Security Stewardship	(OBO & Contractor)
• Site Conditions	(OBO)
• Host Country Approvals	(OBO)
• Schedule Duration – 15-28 Months	(Contractor)
• RFP Discipline	(OBO)
• Currency Fluctuation	(Contractor)
• Timely Submittals	(Contractor)
• Design Changes (outside the SED)	(OBO)
• Design Review Delays	(OBO)
• Construction Permit	(Contractor)
• Timely Responses to RFI	(OBO)
• Change Order Management (schedule)	(OBO)
• FEBR Doors/Windows GPE	(OBO)

**Read the Contract – OBO & Contractor**



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# *Current Leadership Challenges*



### *“Tackling the Process Flow”*

#### Strategy

Employing “Lean” Thinking/Focus

- Reduce Waste
- Reduce Touch-Time
- Identify Value
- Identify the Value Stream
- Process Flexibility (Pull)
- Improve Process Flow





## *Why this Path Now?*

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### *The Drivers*

- Budgets are tighter (cost control at center stage)
- Accountability in Government is paramount today
- Several Wars ongoing
- Work Force Management Process Flow needs reworking
- Smarter Management & Enhanced Communication are musts

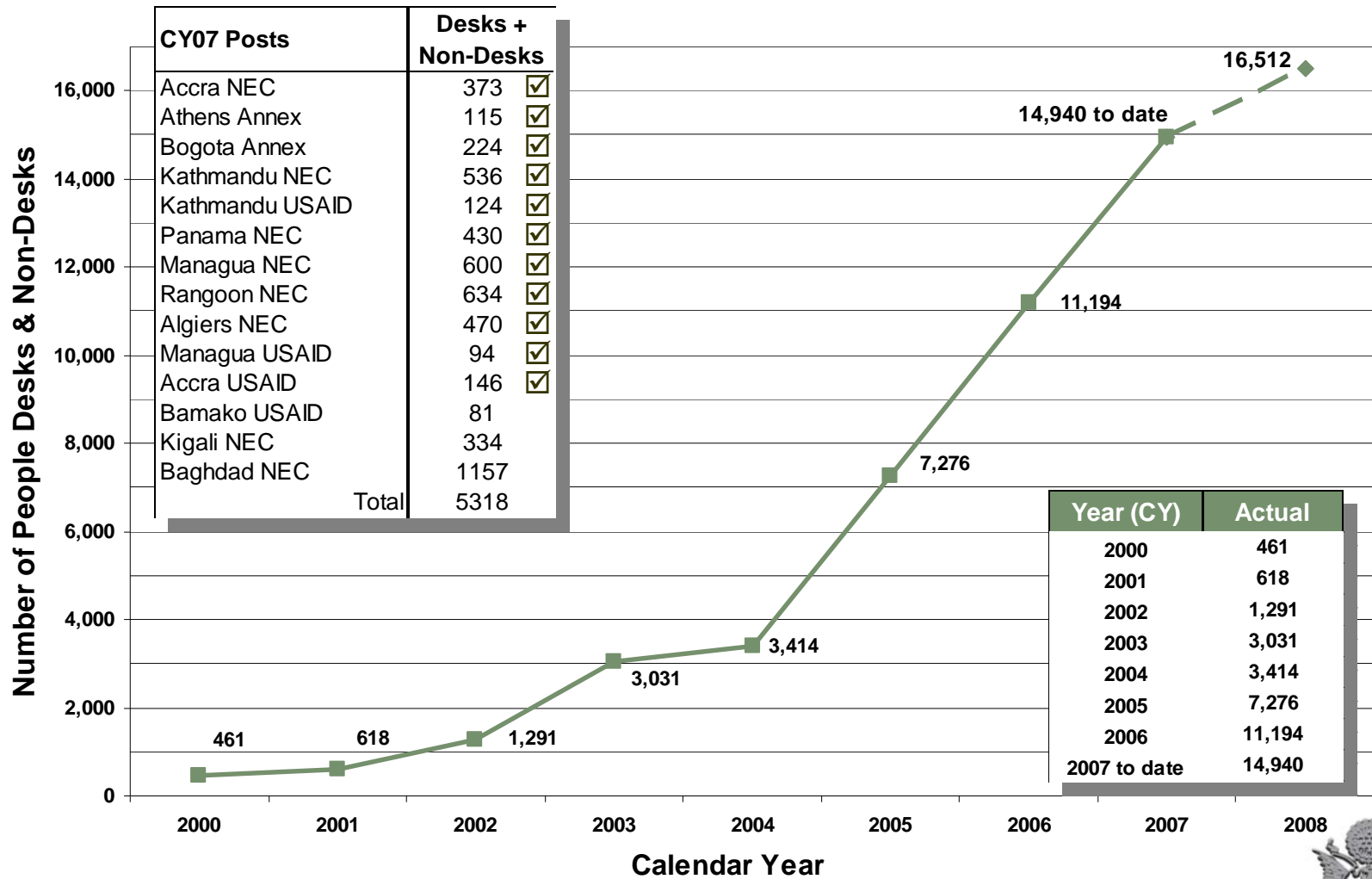


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# *Results*



## Number of People Moved to Safer Facilities 2000-Present



## 2001-2007 Results

1 Abidjan	77.1	28 Kabul Cafeteria	5.3
2 Abu Dhabi	73.7	29 Kampala	38.1
3 Abuja	69.5	30 Kampala USAID	27.8
4 Accra	90.3	31 Kathmandu	90.7
5 Accra USAID	22.6	32 Kathmandu USAID	21.0
6 Algiers	90.5	33 Kingston NEC	71.8
7 Astana	86.7	34 Lima AID	14.6
8 Athens annex	78.3	35 Lome	72.9
9 Bamako	71.9	36 Luanda	51.0
10 Baghdad IOB	61.5	37 Managua	79.9
11 Belmopan	63.8	38 Managua USAID	13.9
12 Bogota AID/NAS	3.8	39 Nairobi	53.5
13 Bogota annex	28.0	40 Nairobi USAID	34.1
14 Bridgetown	32.7	41 Panama City	100.6
15 Cape Town	52.8	42 Phnom Penh	77.1
16 Conakry	67.2	43 Phnom Penh USAID	14.0
17 Conakry USAID	17.3	44 Rangoon	86.0
18 Dar AID	14.9	45 Sao Paulo	84.8
19 Dar es Salaam	46.6	46 Sofia	73.3
20 Dili IOB	12.0	47 Tashkent	76.2
21 Doha	22.5	48 Tbilisi	72.8
22 Dushanbe	93.1	49 Tirana annex	24.4
23 Frankfurt	77.0	50 Tunis	70.1
24 Freetown	60.2	51 Yaounde	72.6
25 Istanbul	83.2	52 Yerevan	70.3
26 Kabul ARG/USAID	38.6	53 Zagreb	64.4
27 Kabul NEC	178.5		<u>3,075.5</u>



## Completed Projects - 2001

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Doha, Qatar NAB

Kampala, Uganda NEC



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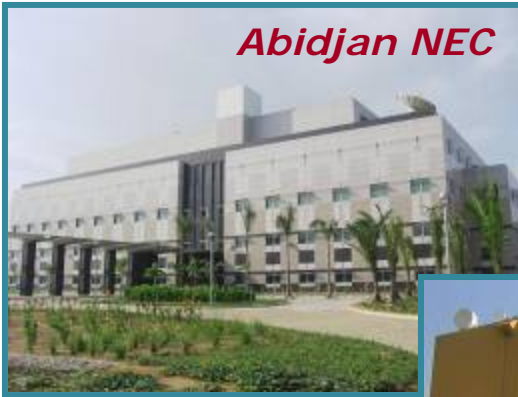




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*Abidjan NEC*



*Abuja NEC*



*Kabul NEC*



*Cape Town NEC*



*Frankfurt NAB*



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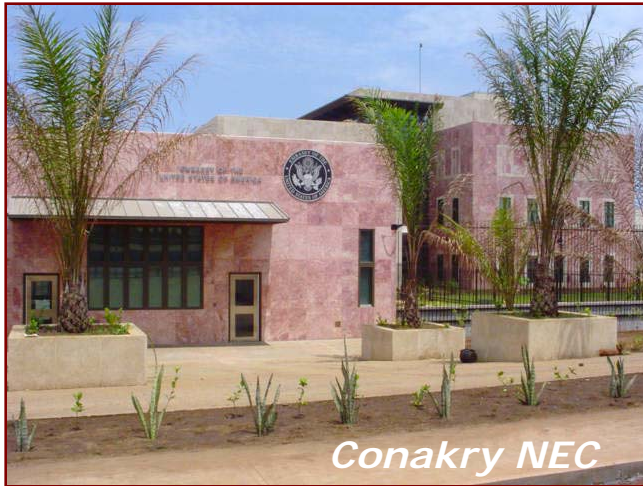
## Completed Projects - 2006

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*Athens, Greece NOX*



## Completed Projects- 2007



*Accra, Ghana NEC*





## *Completed Projects- 2007*



*Bogotá Colombia Annex*



## Completed Projects- 2007



*Kathmandu, Nepal NEC*



## *Completed Projects- 2007*

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*Kathmandu, Nepal NOX*



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*Managua, Nicaragua NEC*



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*Managua, Nicaragua USAID*



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*Panama City, Panama NEC*



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*Rangoon, Burma NEC*

*50th Completed Facility*



## *Completed Projects - 2007*

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*Algiers, Algeria NEC*





## *Capital Construction Projects*

### *Under Design/Construction*

*(in millions)*

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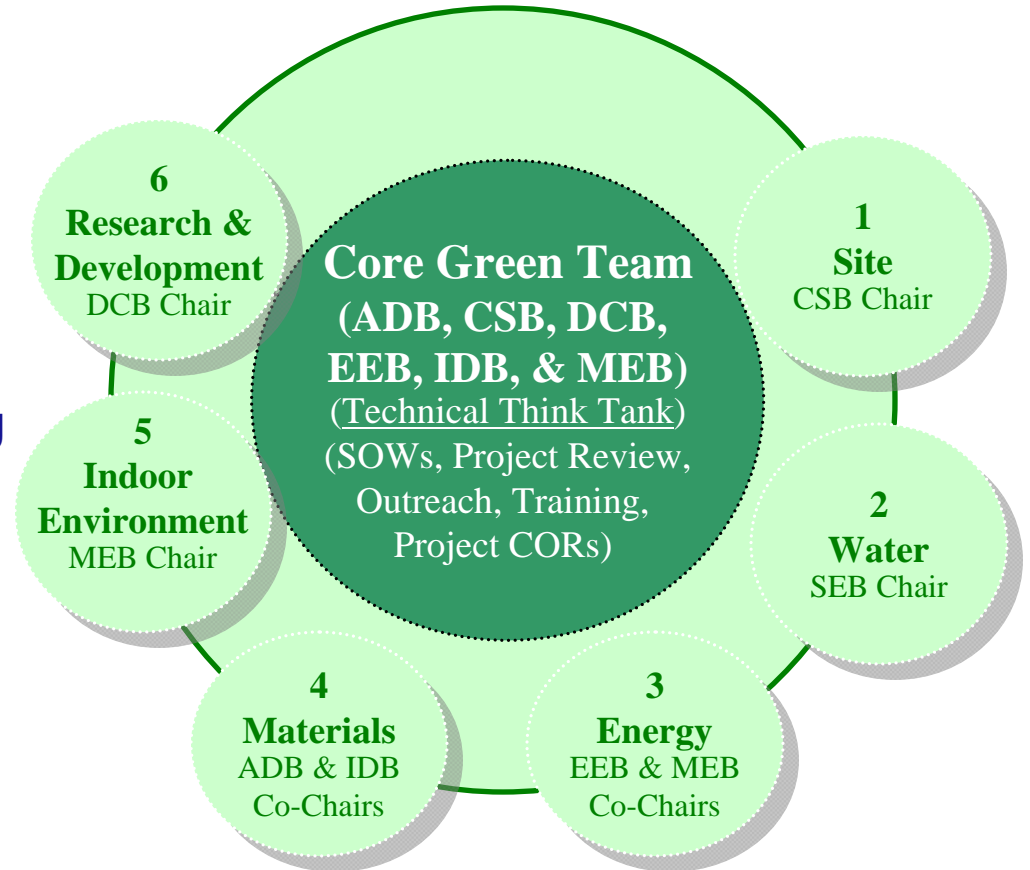
1 Abuja Annex	32.0	23 Ouagadougou	98.7
2 Addis Ababa	144.9	24 Port-au-Prince	108.5
3 Antananarivo	119.7	25 Quito	98.9
4 Baghdad NEC	612.0	26 Riga	123.0
5 Beijing	434.0	27 Sarajevo	127.5
6 Berlin	143.0	28 Skopje	80.6
7 Brazzaville	74.3	29 Skopje Annex	14.0
8 Ciudad Juarez	96.1	30 Surabaya	61.9
9 Djibouti	97.0	31 Suva	63.7
10 Guangzhou	150.4	32 Taipei (design)	9.4
11 Jeddah	178.7	33 Tbilisi annex	20.6
12 Jerusalem	22.5	34 Tijuana	104.1
13 Johannesburg	96.4	35 Valletta	126.4
14 Karachi	160.0	36 USAID Bamako	19.2
15 Khartoum	106.7	37 USAID Kingston	15.3
16 Khartoum Annex	20.0		
17 Kigali	106.0		
18 Kolonia	5.0		
19 Koror	5.0		
20 Libreville	86.9		
21 Manila	148.8		
22 Mumbai	122.9		
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# OBO Green Team

## Green Team & Working Groups-DE Branches

- ADB** –Architectural Design
- MEB** –Mechanical Engineering
- EEB** –Electrical Engineering
- CSB** –Civil Structural
- IDB** –Interiors Design
- DCB** –Design Coordination
- SEB** – Security Engineering

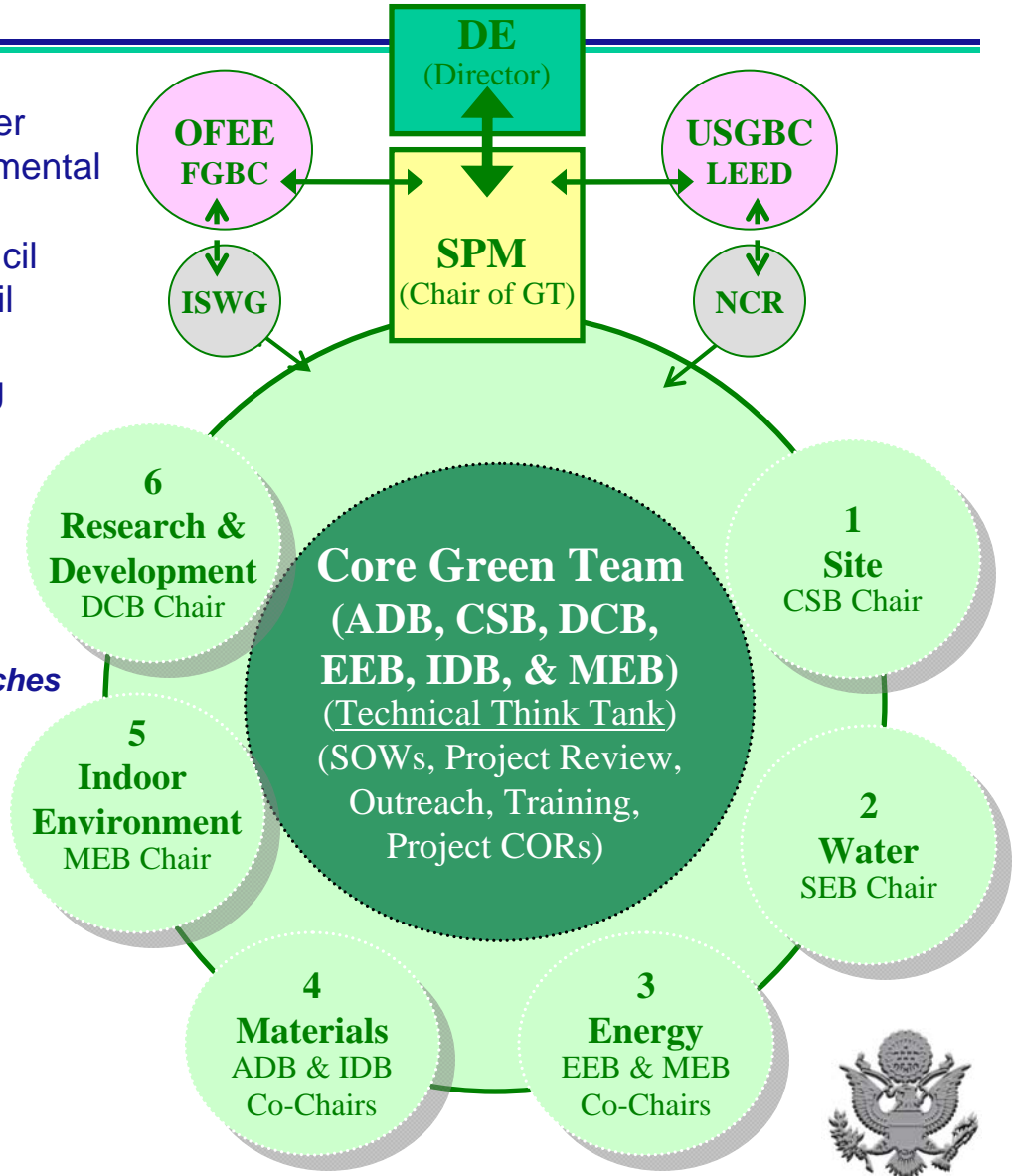


# OBO Green Team

**SPM** – Sustainability Program Manager  
**OFEE** – Office of the Federal Environmental Executive  
**FGBC** – Federal Green Building Council  
**USGBC** – U.S. Green Building Council  
**LEED** – Leadership in Energy & Environmental Design, Green Building Rating System

**Green Team & Working Groups-DE Branches**

**ADB** –Architectural Design  
**MEB** –Mechanical Engineering  
**EEB** –Electrical Engineering  
**CSB** –Civil Structural  
**IDB** –Interiors Design  
**DCB** –Design Coordination  
**SEB**- Security Engineering



# LEED Certification

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# *Photovoltaic Project U.S. Mission, Geneva*

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## *Looking Ahead*

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*Build another 100+ new facilities  
in the next 8 years.*



## *Projects Planned for Award in FY 2008*

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- Baku NEC
- Bandar Seri Begawan SSMC
- Belgrade NEC
- Dubai NEC
- Guayaquil NAB
- Juba NCC
- Lusaka NEC
- Monrovia NEC
- Shanghai NEC
- Tunis NOX/School
- Beijing NOX

