

THE
BUGLE

2008 SPRING



U.S. DEPARTMENT OF STATE

OVERSEAS
BUILDINGS
OPERATIONS

Providing Platforms for Diplomacy



Embassy Algiers, Algeria

DIRECTOR'S MESSAGE

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Director's Message

I was pleased to be asked to serve as Director Ad Interim of OBO and given the honor of leading one of our Department's most vital programs. I have the opportunity to work with some outstanding people that I have known over my Foreign Service career and our newer, equally dedicated and talented staff. OBO's record of accomplishment as a bureau is a stellar one; building 55 new facilities in six years is a tribute both to the former Director's efforts and the OBO staff that made it all happen. We remain committed to maintaining the robust Capital Security Buildings Program and to moving our personnel abroad into safer, secure, functional, and well-maintained facilities as quickly as possible. We will continue to leverage the Standard Embassy Design (SED) for the New Embassy Compounds (NECs) and the design-build delivery method. We are now looking to locate our diplomatic compounds in more urban settings whenever practicable. We also need to expand the contractor base to improve competition for OBO projects.

Despite notable success in delivering major capital projects, OBO was described by some clients as being insular. I have made clear our intention to change that perception. We have launched a robust outreach effort within the Department to be more responsive to client input. Area Management will reinvigorate its role as the primary communication mechanism between OBO, the regional bureaus, and the overseas posts. A newly installed Executive Directorate is making OBO's organizational structure and process comparable to other M-family bureaus. Our combining of the former Real Estate Office with Planning and Development fosters synergy between these closely related activities. Our new Director of Operations also serves as Deputy Director of OBO.

A more transparent commissioning process will ensure that our new facilities are fully ready to be managed by post staff. And, a new, comprehensive Long-Range Maintenance Plan will complement the very successful Long-Range Buildings Plan to assure that all of our facilities remain fully operational to meet the needs of our overseas colleagues. We need adequate funding to maintain both our legacy buildings and the new state-of-the-art facilities we are building to protect the investment we and other agencies have made in our Capital Security Construction Program. These buildings are clearly superior to those they replaced by virtually every measure, but they also are invariably more expensive and complicated to maintain and operate, and require higher levels of professional expertise for the complicated systems. FSI is expanding our facility management training to meet these challenges.

I will keep you informed as we proceed, but the above tells you that our mission never changes despite management's comings and goings. Thank you all for the support you are giving me in my interim role as Director.



Dick Shinnick
Director, Ad Interim



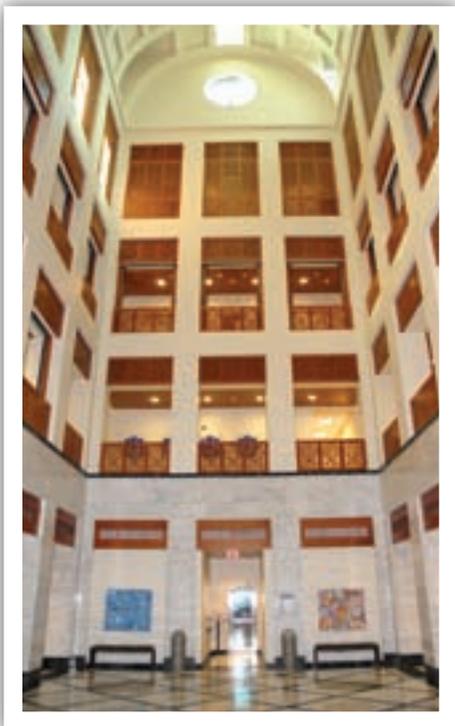
NEW FACILITIES COMPLETED

New Embassy Compound October 1, 2007

Algiers, Algeria



The new office building provides over 10,000 square meters of space, and together with the ancillary buildings, marine security guard quarters (MSGQ), and vehicle maintenance building, this compound provides almost 15,000 square meters of safer, more secure space. At different times over 450 Algerian and Turkish construction workers were employed at the project site. With \$91 million invested in this campus, this project has added approximately \$21 million to the local economy. The architecture is highlighted with stones from as far away as Turkey and Italy, symbolizing the connection between this facility and the world community. The OBO Project Executive was Eric Peterson and the Project Director was Lawson Young. The design-build contractor was Caddell Construction Company, which subcontracted the design to Integrus Architecture.



NEW FACILITIES COMPLETED

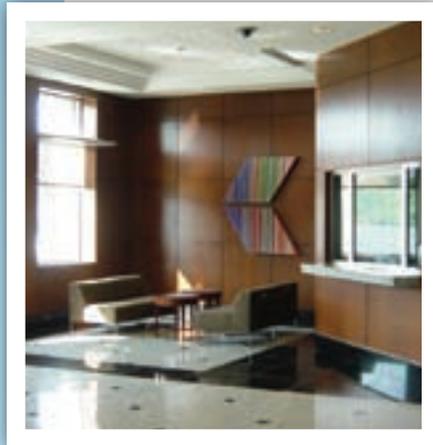
New USAID Annex

August 31, 2007

Accra, Ghana



The Accra USAID Annex reached substantial completion on August 31, 2008, with post occupying it in September. This \$22 million project was constructed by Framaco-Epik-Metis (FEM-JV), which subcontracted the design to the A/E firm of Karn Charuhas Chapman & Twohey (KCCT). The OBO Project Executive was Jorge Vazquez, and the Project Director was May Stephens. At the completion of this project, 146 personnel were moved to a safer, more secure facility. The new annex, along with the recently constructed New Embassy Compound provide 19,000 square meters of space for the American and Ghanaian personnel of the U.S. Embassy and USAID. The compound site is located in the Cantonments section of Accra, which is one of the nicest, and fastest-growing areas in Accra.

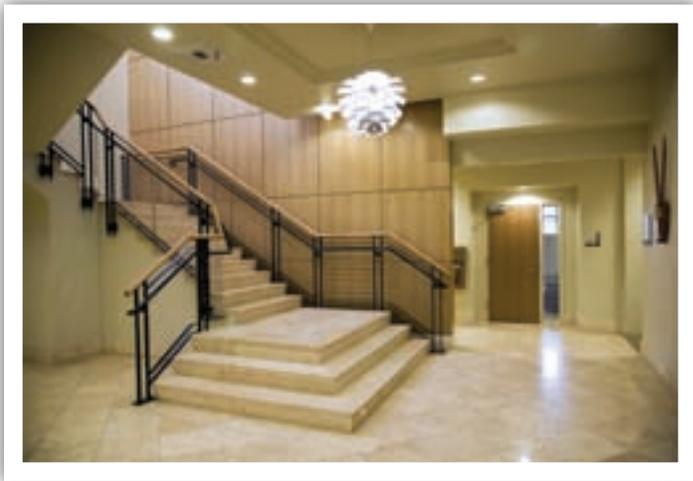


NEW FACILITIES COMPLETED

New USAID Annex

January 4, 2008

Bamako, Mali



The \$14 million design-build contract was awarded to FEM-JV, a joint venture of Framaco and Metis-Epik. FEM-JV subcontracted the design to the A/E firm Karn Charuhas Chapman & Twohey (KCCT). The project consists of a two-story building with a third floor mechanical space, associated sitework, landscaping adjacent to the building, and additional staff parking. The building has approximately 2,950 square meters of interior space and a second floor landscaped terrace. It was occupied on January 4, 2008, and is home to 65 USAID and Millennium Challenge Corporation (MCC) employees. The HVAC system features a dust collection system to filter the dust and dirt from the air during the Harmattan season. The OBO Project Executive was Jim Duffy and the Project Director was Sid Maddox.

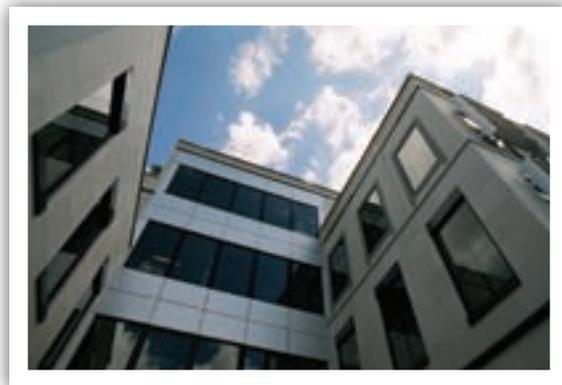
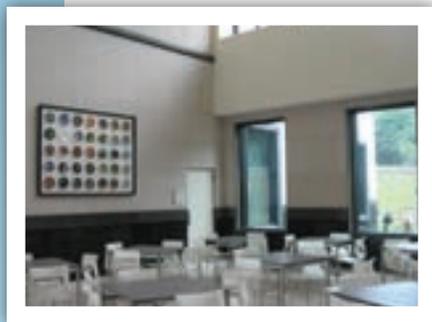


NEW FACILITIES COMPLETED

New Embassy Compound January 24, 2008
New USAID Annex
Managua, Nicaragua



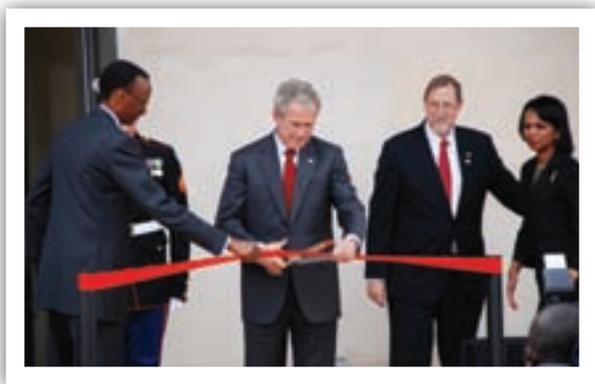
The dedication was hosted by Ambassador Paul Trivelli. In attendance were the Vice President and Minister of Foreign Affairs of the Republic of Nicaragua, the Mayor of Managua, the Archbishop of Managua, Chief Executive Officer of the Millennium Challenge Corporation (MCC) Ambassador John Danilovich, and OBO Project Execution Managing Director Joseph Toussaint. Over \$80 million have been invested in this compound, which added millions to the local economy. The new buildings provide 16,000 square meters of space for the approximately 100 American and 200 Nicaraguan employees of the American Embassy and USAID. The OBO Project Executives were Jim Hopper and Adi Kanga, and the Project Director was Susan Glasner. These facilities were constructed by Zachary Construction Company, which subcontracted the design to Page Southerland Page.



NEW FACILITIES COMPLETED

New Embassy Compound February 19, 2008

Kigali, Rwanda



President Bush and Secretary Rice attended the dedication ceremony, along with OBO Project Execution Managing Director Joseph Toussaint. Host Government was represented by President Paul Kagame. The completion of this project enabled 334 mission staff to move into a safer environment. At times, in excess of 700 construction workers were employed at this site. Over \$80 million have been invested in this project, adding more than \$17 million to the local economy. The architecture incorporates Rwandan design elements, like the brick paving pattern in the main entry plaza, which was inspired by the designs of the Rwandan “peace” basket. The OBO Project Executive was Edward Zavora and the Project Director was Travis Slack. The design-build contractor was B.L. Harbert International, which subcontracted the design to the A/E firm Page Southerland Page.



NEW FACILITIES INITIATED

New Embassy Compound March 26, 2008

Sarajevo, Bosnia and Herzegovina



Ground was officially broken on the New Embassy Compound in Sarajevo, Bosnia and Herzegovina. The event was presided over by Ambassador Charles English and attended by host government officials headed by Bosnia and Herzegovina, President Haris Silajdzic, along with prominent community members. OBO was represented by EUR Project Executive Emile Corneille. The \$94 million construction contract, 15 to 10 percent of which will be spent in the local economy, was awarded to Caddell Construction Company, which subcontracted the design to the A/E firm Integrus Architecture. Over 14,000 cubic meters of concrete and 2,000 tons of steel will be used in its construction. The design incorporates emergency generators that will supply redundant power to the project. The OBO Project Executive is Son Vuong and the Project Director is Lawson Young.



NEW FACILITIES INITIATED

New Embassy Compound

April 1, 2008

Ouagadougou, Burkina Faso



Tertius Zongo, the Prime Minister of Burkina Faso, Ambassador Jeanine Jackson, and OBO Project Execution Managing Director Joseph Toussaint attended the ceremony. The \$77 million design-build construction contract was awarded to B.L. Harbert International, which subcontracted the design to Page Southerland Page. Once complete, it will provide 4,500 square meters of safer, functional space for Embassy staff. Over 12,000 cubic meters of concrete and 1,100 tons of steel will be used in its construction. The design incorporates energy-efficient central air conditioning, a water treatment plant that treats drinking water to U.S. standards, and an advanced sewage treatment system that will treat all waste water for re-use for on-site irrigation. The OBO Project Executive is Edward Zavora and the Project Director is David Cates.



NEW FACILITIES INITIATED

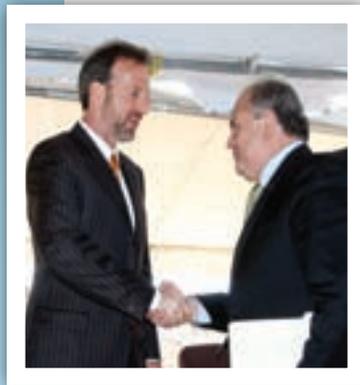
New Consulate Compound

April 3, 2008

Tijuana, Mexico



The ceremony was attended by Baja Governor José Guadalupe Osuna Millán, Tijuana Mayor Jorge Ramos, Migration Delegate Francisco Reynoso, Ambassador Antonio Garza, Consul General Ronald Kramer, Tijuana Public Safety Secretary Alberto Capella, and OBO PRE Managing Director Jay Hicks. The Consulate office building will be three stories with 7,700 square meters of space for approximately 160 employees. The design incorporates a support annex building, utility building, recreational facility, parking garage, and wastewater treatment plant. It is estimated that the construction of this project will add more than \$20 million to the local economy. The NCC will be constructed by Caddell Construction Company, which subcontracted the design to the A/E firm of Integrus Architecture. The OBO Project Executive is Elahi Asghar and the Project Director is Robert Dyer.



NEW FACILITIES INITIATED

New Embassy Compound

April 4, 2008

Antananarivo, Madagascar



Attending the ceremony for the Government of Madagascar was Foreign Minister Ronzeva. Ambassador R. Niels Marquardt and OBO Project Execution Managing Director Joseph Toussaint were also in attendance. The \$94 million design-build construction contract was awarded to B.L. Harbert International, which subcontracted the design to the A/E firm Page Southerland Page. The OBO Project Executive is James Albertson and the Project Director is Eric Rumpf. The new compound incorporates U.S. Green Building Council, Leadership in Energy and Environmental Design (LEED) elements. Specific items that positively impact public health and the environment include: bike racks, open spaces, low volatile organic compounds in paints, a bus stop, storm water retention systems for less flooding, waste water treatment, and sunshades.



WHAT'S NEW

PLANNING AND REAL ESTATE

Planning and Real Estate

Property Acquisitions

OBO Executes Options for Future Embassy Sites in Chiang Mai. On September 27, the USG signed option contracts on two potential consulate compound sites in Chiang Mai, Thailand. OBO Real Estate concluded negotiations for a preferred site and a back-up site. Previously designated as an FY 2013 project, Chiang Mai has been advanced as an FY 2009 project. OBO was successful in obtaining low-cost options with multiple, free renewal periods in order to provide the USG with flexibility for its consulate acquisition effort.

Malabo, Equatorial Guinea Gifted NEC Site — Title Received. On October 18, Embassy Malabo took title to a 12.3-acre site in the name of the United States of America. The site was gifted by the Government of Equatorial Guinea to the Embassy for the construction of a New Embassy Compound (NEC). Within 10 months of the Government of Equatorial Guinea's resolution to grant the site in December 2006, a multi-disciplinary OBO/DS team evaluated the site and completed the necessary due diligence required to determine the site viable for an NEC. Malabo is slated for a new embassy project in FY 2009.

Bujumbura, Burundi NEC Site Contract Signed. On October 26, after two years of negotiations, Embassy Bujumbura signed a purchase contract with the Government of Bujumbura for an NEC site. The 10-acre site, commonly referred to as Kigobe site, will cost \$3 million. Closing is anticipated no later than October 31, 2008. This site acquisition marks a major milestone as OBO prepares for Bujumbura's FY 2009 project.

NEC Site Acquired in Belgrade. On November 2, Embassy Belgrade and the Government of Serbia closed on the site for the New Embassy Compound in Belgrade, Serbia. The USG has received title to the 10.4-acre King's Palace site in exchange for partial payment. The remainder of the purchase price will be held in escrow until the Serbian Government completes demolition and road improvements. This is the first-ever fee simple land transaction in Belgrade since World War II. Belgrade is an FY 2008 Capital Security project.

NEC Site Acquired in Mozambique. On November 9, post signed an OBO-approved purchase agreement to acquire a 10-acre site for the New Embassy Compound (NEC) in Maputo, Mozambique. The property was acquired as a 50-year leasehold interest, with an option to extend to a total of 200 years, from a private seller for \$4.4 million in anticipation of the FY 2009 NEC project.

NEC Site Acquired in the Dominican Republic. On November 27, post signed an OBO-approved purchase agreement and closed on a 40,000 square meter site for the New Embassy Compound site in Santo Domingo, Dominican Republic. The property was acquired from a private seller for \$3.2 million in anticipation of the FY 2009 NEC project.

Canberra Staff Housing Purchases. In January, Embassy Canberra closed on two new single-family homes in Canberra, Australia, bringing the total to 13. The units are standard or middle three to four single-family housing, and are part of the 13-home acquisition contracted by OBO in FY 2007 as part of the Staff Housing Acquisition Program. These acquisitions will bolster post's inventory of middle profile properties and realize an annual lease cost savings of approximately \$60,000. Post now has a reliable core of family homes in its inventory.

The OBO Staff Housing Program was developed to take pressure off the over-burdened leasehold account and improve housing inventory at posts offering reasonable purchase prices.

Nouakchott NEC Site Contract Signed. On January 8, post signed an option contract to acquire a New Embassy Compound site in Nouakchott, Mauritania. The negotiated price for the 10-acre "Bank Site" is \$5 million.

Signed MOU for Cotonou NEC Site. After an extensive search and high-level negotiations, the USG has signed a Memorandum of Understanding (MOU) with the Government of Benin to acquire an NEC site in Cotonou, Benin. The price is \$8 million for the 10-acre site. An OBO/post site evaluation team ranked the site as the preferred location in December, 2007. OBO Real Estate Division personnel and Ambassador Brown worked in recent days to complete the MOU in time for President Bush's visit to Cotonou. The Cotonou NEC is planned for an FY 2013 construction award.

Port-au-Prince 37 Unit Housing Compound Negotiations Successfully Completed. At meetings in Port-au-Prince during the week of February 11, OBO's Real Estate Division finalized details of an Option to Lease for a 37-unit housing compound to be built near the NEC. The agreement gives the USG the right to lease the housing compound once it is 50 percent complete provided the housing is acceptable to the USG. The lease agreement includes a purchase option.

New Embassy Housing in Berlin. Post took delivery of 12 newly constructed staff apartments in the Bundesratsufer condominium complex on the Spree River in Berlin, Germany. OBO purchased these units with asset management funds. The purchase yields an internal rate of return of approximately eight

WHAT'S NEW

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percent for the units. The apartments are within walking distance of the new chancery.

MOU for Jakarta Property Acquisition. OBO recently negotiated a Memorandum of Understanding (MOU) with a private seller for the 4,860 square meter Barracks parcel to the rear of the chancery in Jakarta. Acquisition of this property will provide essential secondary road access to the embassy and is an important step in the planning for the NEC, to be built on the existing site. The formal option contract is to be executed by mid-April. The purchase price for the access parcel is \$7.9 million in local currency. The option term will be 12 months with a unilateral right for the USG to extend for an additional 12 months with no price adjustment.

Post and MFA Initial Agreement in Bandar Seri Begawan. The USG and the MFA concluded negotiations for the NEC site and initialed a draft contract. This completed several months of negotiations between the two governments on issues involving property transfer rights and reciprocity. As a direct result of these negotiations, the USG will be granted the right to own its NEC site in perpetuity. This is far beyond the government of Brunei's initial position of 99 years, and exceeds previous Dipnote exchanges agreeing to 999 years.

Guayaquil Consulate General Compound. On March 31, OBO successfully completed the acquisition of the Holcim headquarters compound in Guayaquil, Ecuador at a cost of \$8 million. The acquisition and fit-out cost of these buildings, as opposed to construction of a new consulate general, will ultimately save American taxpayers up to \$70 million over construction of an NEC.

Canberra Housing Acquisitions. In March, OBO closed on three new single family homes in Canberra, Australia, bringing the total number of new houses purchased in 2008 for post's staff housing inventory to eight. The Staff Housing Acquisition Program depends on the sale of excess USG-owned property around the world for its funding. Lease cost savings on each of these properties will average at least \$28,000 per unit.

New Embassy Compound Site Amendment to the Lease signed in Tijuana. On April 9, post, on behalf of OBO, signed an amendment to the lease signifying the completion of all site infrastructure and development for the 10-acre site in Tijuana, Mexico. The final payment of \$500,000 was released upon signing. The property was acquired as a 99-year lease from a private seller for \$10.5 million in anticipation of the FY 2007 NEC project. Jay Hicks, Managing Director of Planning and Real Estate, attended the Tijuana NEC groundbreaking and facilitated the execution of the Lease Amendment. While in Mexico, Mr.

Hicks also inspected past and present Mexico City NEC site prospects, embassy housing, and was updated on the status of ongoing chancery projects.

Dubai Land Certificate Received. On April 13, post advised OBO that it had received the Title Land Certificate for the Dubai NCC property. The Ruler of Dubai granted the 29,219 square meter site to the U.S. It is located along Dubai Creek in an area of Diplomatic Missions. OBO worked with post, the Bureau of Diplomatic Security (DS), and the Dubai Roads and Transportation Administration to negotiate changes to a planned bridge and road network around the site to ensure the site met both security and functional requirements for the NCC project. Dubai is an FY 2008 Security Capital Project.

Property Disposals

Warsaw Real Property Sales. Sales of two residential units in Warsaw, Poland were recently completed, with total combined proceeds of \$835,000, or 136 percent of the estimated value. With the help of the Bureau of Administration's Office of Logistics Management, OBO and post had previously secured advanced sales contracts on the properties.

Residence Sold in Lima, Peru. OBO's Real Estate Division closed on the sale of a residence in Lima, Peru. The sales price of \$196,000 was one percent over its estimated fair market value.

Sale of São Paulo Former Consulate General. The sale of the former consulate general property in São Paulo, Brazil was completed on January 22, 2008. The sale price was \$3.1 million, exceeding its estimated fair market value of \$2.6 million.

Santiago Contract Signed. Apartment number 41 (X10011) under contract for the equivalent of \$116,731 with the Reconciled Estimate Value of \$104,589. This is the second of two apartments to be sold at 2097 Av. Pocuro.

Athens Decommissioning. The final decommissioning of the Athens annex was completed following the construction of a new MSGQ and office annex. The MSGQ was decommissioned last June. The annual lease cost for the annex was \$621,690.

Managua Chancery Decommissioning. The government-owned chancery in Managua was decommissioned following the construction of an NEC in Nicaragua.

Belize Real Property Sales Completed. The recent sale of the former chief of mission residence (CMR) in Belize City, Belize completes the final disposal of three government-owned

WHAT'S NEW

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properties in Belize City since the embassy moved to Belmopan. The former Chancery sold for \$700,000, the former CMR sold for \$560,000, and the buildings that the USG owned on the Sisters of Mercy land were sold to the Sisters for \$62,400.

Sale of Residence in Kuala Lumpur Completed. The sale of a USG-owned residence in Kuala Lumpur, Malaysia was completed on March 26, 2008. The sale price was \$3 million, exceeding its reconciled estimate value of \$2.9 million. The residence was functionally obsolete, inadequate for post's use as a family residence, and inaccessible by public transportation. This sale was managed by OBO and post without the aid of an IDIQ Broker, resulting in financial savings for the USG.

President's Management Agenda (PMA) Federal Real Property Initiative

OBO Maintains Green on PMA Federal Real Property Initiative Deliverables. OBO has maintained Green for both Status and Progress in this initiative by meeting all quarterly scorecard deliverables and providing accurate property data reporting to OMB. OBO's scorecard, received October 24, continues with a Green/Green rating.

Each quarter, OBO's Strategic Planning Division receives a scorecard from OMB that tracks the Department's progress on this initiative. This scorecard lists all new planned actions for the upcoming quarter, as well as describes the actions taken in the previous quarter. It also indicates any significant issues that need to be addressed.

OBO Meeting with OMB to Discuss First Quarter FY 2008 Deliverables. On Friday, November 30, representatives from the Department met with the Office of Management and Budget (OMB) to discuss deliverables for the first quarter FY 2008 President's Management Agenda (PMA) Federal Real Property Initiative.

OBO Meeting with Federal Real Property Council Performance Measures Sub-Committee. On Thursday, November 29, the State Department hosted the Federal Real Property Council (FRPC) Performance Measures Sub-Committee meeting at GSA. This sub-committee is chaired by OBO Planning and Real Estate Managing Director Jay Hicks, and is held quarterly. The meeting was attended by representatives from nine Federal agencies and focused on Best Practices for Performance Measure Calculations. GSA and the Department of Defense gave presentations about their efforts to refine the Facilities Condition Index calculations, including a detailed analysis of their efforts to collect property data at the asset level.

First Quarter Deliverables to OMB. On December 21, 2007, OBO submitted its FY 2008 first quarter deliverables for the President's Management Agenda Federal Real Property Initiative to OMB ahead of the quarterly deadline. This quarter's milestones included the transmission of complete inventory data for the entire Department's real estate portfolio to the Federal Real Property Profile, consistent with the Federal Real Property Council inventory and performance measure guidance.

PMA Federal Real Property Initiative "Green" for First Quarter FY 2008. On March 18, the Department has again received "Green" for both Status and Progress on the PMA Federal Real Property Initiative for the first quarter of FY 2008. Accomplishments for the first quarter included submitting an Operations and Maintenance Cost Benchmarking Report that compares actual NEC operating costs to projected costs, and the timely and accurate submission of property data to the Federal Real Property Profile. OBO briefed OMB on the Department's PMA Federal Real Property Initiative deliverables.

OBO Maintains Green Rating for Second Quarter. The Department has again received "Green" for both Status and Progress on the PMA Federal Real Property Initiative for the second quarter of FY 2008. OBO is proud that it has sustained "Green" for the last four consecutive quarters. State continues to work closely with OMB to meet key deliverables on the Three-Year Timeline and Proud to Be Five. Accomplishments for the second quarter included: status report of FY 2007 performance targets versus actuals; comparative analysis of the NEC operations and maintenance (O&M) cost estimation against the O&M benchmarking report; action plan to address the issues raised in the OMB mandated NEC satisfaction survey findings; updated list of our disposals; draft LROBP.

Initial Planning Surveys (IPS)

Completed IPS for Kabul. OBO's Project Evaluation and Analysis (PEA) Division recently returned from re-surveying existing site conditions and completing an IPS for the FY 2009 Kabul Annex project. The IPS is a crucial step in the planning process that clarifies issues at post, to ensure that the project is ready for execution when funding is available.

Italy Project Planning. An IPS was completed for follow-on work for the Rome Renovation Project as well as an assessment of the Florence Physical Security Upgrade (PSU).

IPS for Nouakchott NEC. OBO's Office of Planning and Real Estate completed an IPS for the FY 2009 Nouakchott NEC. The in-country team met with the Ministry of Foreign Affairs,

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Ministry of Transportation, local utilities, and the local A/E firm. DS and post were represented, as well as several OBO divisions.

OBO Conducts Survey of Milan NCC Site. An IPS team consisting of personnel from OBO, the Bureau of Diplomatic Security (DS), post, and an Architectural and Engineering (A/E) firm recently conducted a visit to two potential New Consulate Compound (NCC) sites in Milan, Italy. The purpose of the trip was to collect data and develop conceptual site development plans for the Segrate and Piazzali Accuriso sites. Based on information from the trip, OBO will direct the A/E to prepare development plans for both sites, and OBO will continue to perform with due diligence on both sites.

Capital Security Cost Sharing

OBO has collected 100 percent of the capital security cost sharing contributions due for FY 2007 from 24 other federal agencies. These funds are critical to sustaining funding for New Embassy Compounds for the upcoming fiscal year.

NEC Process Published for 2007

On September 26, OBO's Planning and Real Estate Office issued an ALDAC on *The New Embassy Compound Process and post's Role*. This cable provides a comprehensive description of the NEC process from the time a project is conceived through the planning, design, and construction phase, up to the time of occupation. This information is of great value to worldwide posts, bureaus, subject matter experts, and Department personnel at large.

OBO Participates in International Cooperative Administrative Support Services Budget Workshops

OBO participated in the annual International Cooperative Administrative Support Services budget workshops, providing post with guidance and assistance in preparing their final FY 2008 operating requests for leases and facility maintenance. Participation at these workshops provides the best opportunity to explain OBO program changes and obtain feedback on how these changes impact posts, leading to improvements in managing the \$300 million-plus leasehold account

Standard Embassy Design Management Improvements and Developments

OBO utilizes a Standard Embassy Design (SED) approach to lean New Embassy Compound project completion, and a standardized process to update the SED based on lessons learned. The most recent development process has resulted in 30 changes to SED standards. For the most part, the changes maximize efficiencies and will collectively allow OBO to reduce the cost of NEC construction.

OBO Briefs Regional Bureaus on Capital Security Construction Program

On November 8, OBO Area Management and Planning and Real Estate representatives briefed the Regional Bureaus on the status of the Capital Security Construction Program. The discussion centered on plan transparency and possible changes in the current planned construction award date of each project. OBO staff identified projects that are at risk of missing their planned award date, and proposed back-up projects to take their place if required. The OBO team also discussed the processes, procedures, and purposes of conducting Long-Range Facilities Plans on existing facilities and Post Occupancy Evaluations of New Embassy Compounds.

Development of Housing Workshop Distance Learning Course

On November 6, OBO's Real Property Management Division and the Foreign Service Institute held a kickoff meeting to begin development of an online distance learning course for Real Property Management. The target audience is overseas locally engaged staff, and the course will encompass policy issues and use of the Real Property Application software. Course development will take nine to 12 months, including marketing and alpha beta testing.

OBO Conducts Khartoum Housing Regional Assistance Visit

OBO's Real Estate Division visited Embassy Khartoum, Sudan from November 14 through 18 to provide housing assistance. Real Estate staff met with local real estate agents as well as United Kingdom and German Embassy management, and visited embassy housing and available properties on the market. Real Estate personnel also trained post staff on OBO housing policies and database management.

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PLANNING AND REAL ESTATE

OBO Wins Breach of Contract Lawsuit

The Department prevailed on a \$32 million breach of contract lawsuit filed against OBO by Inversa, S.A., a firm that leases real property in Panama. Inversa had claimed that the Department renege on a letter of intent (LOA) to lease 250 residential units from the company in Panama City.

OBO Requests Congressional Support of Baku New Embassy Compound Site Acquisition

On November 27, OBO submitted to the Department's Bureau of Legislative Affairs a formal request for Congressional support of a site acquisition for the New Embassy Compound in Baku, Azerbaijan. The 9.67-acre Trolley Park site will be leased from the Government of Azerbaijan for \$10 for a total of 198 years. OBO will acquire parcels of land adjacent to the site for an additional \$8.5 million to enhance security, flexibility, access, aesthetics, and the value of the NEC development.

Tokyo Chancery Land Dispute Settled

On November 30, Embassy Tokyo signed a new ground rental adjustment agreement with the Government of Japan for the three-acre chancery site. This achievement marks the end of a 10-year dispute with the Japanese Government regarding the USG's rights to the chancery land under an 1896 Deed of Perpetual Lease. The agreement, negotiated by OBO Real Estate, establishes a fixed schedule of ground rent for the 30-year period from January 1, 1998 to December 31, 2027. The rent payable for this three-acre site in downtown Tokyo averages only \$100,000 per annum over 30 years, at today's exchange rate. Further, the agreement reaffirms the USG's unique property rights conveyed by the 1896 Deed of Perpetual Lease.

Brazil Real Property Issue Resolved

For many years, the Government of Brazil has blocked the USG from selling surplus real estate in Brazil due to a dispute with the host government about payment of local social security taxes. Similarly, the USG has prevented the Brazilian Government from buying properties or opening new consulates in the U.S. In October 2006, both governments exchanged diplomatic notes agreeing to the rights to buy and sell properties in the other's country. The Brazilian legislature has now ratified the agreement, paving the way for the USG to sell excess properties in Brazil without paying the social security tax.

On January 17, Brazilian President Luiz Inácio Lula da Silva signed Decree No. 6355, resolving the long-standing "INSS" issue that had prevented the USG from engaging in real property transactions in Brazil without paying social security taxes. The Decree permits the transfer of ownership of diplomatic, consular, and residential real property belonging to the U.S., and will enable the marketing of 17 USG properties slated for disposal.

Tax-Relief Agreements Negotiated

OFM with OBO's support and post's assistance, successfully reached agreement with the government of Liberia for tax-relief exemption on the Monrovia NEC.

OBO Conducts Capital Security Cost Sharing Kick-off Meeting

In January, OBO held its annual Capital Security Cost Sharing kick-off meeting for USG agencies with an overseas presence.

OBO Conducts Quarterly Outreach

OBO held quarterly outreach meetings with the following Bureaus:

- January 22 – Bureau of Administration's Office of Logistics Management to discuss contracting issues relating to OBO's capital and non-capital programs
- January 23 – Bureau of Consular Affairs to discuss current relevant planning issues that impact their mission requirements
- January 25 – Regional Executive Directors to brief them on changes in the Capital Security Construction Program Schedule

OBO Conducts Outreach Briefing at DEA

In OBO's ongoing outreach efforts, on January 30, at DEA Headquarters, PRE and OPS/AM, and the Rightsizing Staff from M/PRI conducted an Outreach Briefing for 17 DEA employees. The briefing reviewed rightsizing, the Capital Security Construction Program, the Long-Range-Overseas Buildings Plan (LROBP), the Capital Security Cost Sharing Program (CSCS), the NEC planning process, and the OBO building permit program. Discussions followed on a series of topics related to rightsizing, CSCS, and planning of expansion capability in the NECs. All agreed that the meeting was successful.



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OBO Conducts Outreach with Briefings at CSA and SP

In OBO's ongoing efforts to better serve and understand the needs of those agencies/functions located in our overseas facilities, OBO's senior Management Team met with Communications Support Agency and Regional Affairs office staff on January 31 and February 1, respectively. These agencies/functions provided an overview of their operation and requirements for their overseas missions. The meetings discussed a series of topics related to the Standard Embassy Design (SED), detailed clarity on space and technical requirements, rightsizing, planning and process transparency, and communication. All agreed that the meetings were very informative and future regular quarterly meetings will be held.

London Ambassador visited third site that will be pursued further

The London Ambassador met with senior Government of UK leaders and sent a letter of interest for the Chelsea barracks site which is the Department's preferred site.

OBO Submits Business Case on Clayallee

OBO has completed a comprehensive business case on the retention of the Berlin Clay compound requested by the Senate Appropriations Committee staff. Retaining Clay in order to accommodate staff that will not fit in the new chancery was recommended as the best long-term option when all financial, operational, and security factors were compared. The study also recommended that the purchase of Clay is more advantageous than leasing over 10 years and even more beneficial over longer periods (e.g., 30 years or 50 years). The conclusion was a recommendation to proceed with signing a lease extension for Clay, and then explore a variety of options which would allow the USG to purchase the property. OBO has briefed OMB.

Completion of the Project Definition Rating Index (PDRI) Guayaquil NAB

OBO's Office of Planning and Real Estate (PRE), in collaboration with Project Execution's Construction and Commissioning Division (CC) and Design and Engineering Division (DE) completed the Guayaquil NAB PDRI with an excellent rating. The PDRI is a measure of the thoroughness of planning, and was developed and is utilized by the construction industry. A good PDRI rating means that the project is well planned, complete and

without missing pieces. Thus, it should result in the successful construction phase providing the client with a quality building delivered in a timely manner.

OBO Conducts Hyderabad Site Visit

During the week of February 25, a New Consulate Compound (NCC) site evaluation team consisting of OBO and Bureau of Diplomatic Security personnel visited Hyderabad, India. The team inspected and approved the Gachibowli site for acquisition. The team also met with the Andhra Pradesh state government (APG), the Andhra Pradesh Industrial Infrastructure Corporation (APIIC), utility providers, the Andhra Pradesh Aviation Authority, and local attorneys and architects. The Gachibowli site is 11.3 acres and is offered for lease to the USG by the APG and the APIIC. A 99-year lease term is available but OBO is negotiating for additional renewals. The next steps include presenting the APG and APIIC with a Memorandum of Understanding (MOU) and performing due diligence. Hyderabad is in the Capital Security Construction Program as an FY 2013 project.

Torre Miramar Inversa Trial Concludes

On February 28, the trial of *Inversa, S.A. v. the Department of State* concluded in Washington, D.C. Judge Borwick of the U.S. Civilian Board of Contract Appeals presided over six days of testimony in Panama and in Washington, D.C. The Inversa claim for approximately \$9 million stems from a long-standing dispute over the lease at the Torre Miramar Building in Panama City that expired in March 2004. The Department's Office of the Legal Adviser/Buildings and Acquisitions is generally positive about the USG's position. The parties will submit post-trial briefs over the next 90 days, and Judge Borwick's ruling is expected by October 31, 2008.

OBO/PRE meets with Posts in Tel Aviv and Jerusalem

Representatives from OBO's PRE office recently returned from a trip to Tel Aviv and Jerusalem in response to posts' requests for assistance in addressing office design and functionality issues impacting mission operations.

Tel Aviv – The team is assisting post in developing a revised office plan to accommodate the needs of the American Citizens Service Consular work area. In addition, HVAC and lighting requirements will be reviewed and resolved if necessary by post's facilities manager.

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Jerusalem – In response to a request for a study of office layouts and functionality, the OBO team is preparing a report for post that will provide recommendations on ways to redesign functional areas, relieve overcrowded areas, and, if opportunities exist within the current construction project, options to correct any problems.

OBO advises UK-U.S. Education Commission on Relocation

OBO's Real Estate Acquisitions and Disposals Director met with the Executive Director of the UK-U.S. Education Commission (Fulbright) in London last week to advise them on their relocation efforts. Their intent is to sell their existing building and relocate to leased space. The Deputy Assistant Secretary of the Bureau of Educational and Cultural Affairs requested OBO's involvement to protect the USG's equity in the property purchased with USG funds. The intent is to help them obtain appropriate professional local assistance in selling their building in the most optimal way to ensure that sale proceeds provide for their facility needs in the foreseeable future.

CG Ho Chi Minh City Aggressively Negotiating Leases

OBO presented an overview of its mission, including the OMB-endorsed Rental Benchmark Initiative, at the EAP Management Conference in Ho Chi Minh City (HCMC) March 3 to a receptive gathering of State Management Officers from 21 posts. OBO representatives also met with senior diplomats from the British, Canadian, German, and Australian missions to review the leasing environment and best practices. Residential lease costs in HCMC have skyrocketed 12 to 25 percent in the last year, but through aggressive negotiations, U.S. staff at Consulate General HCMC are acquiring residences for hundreds of dollars per month less than their foreign mission counterparts.

OBO Conducts Briefing at the Defense Security Cooperation Agency (DSCA)

In OBO's ongoing outreach efforts, on Tuesday March 18, at the DOD/DSCA Overseas Management Meeting, OBO conducted an Outreach Briefing for approximately 75 DOD employees. The agenda included a series of topics related to Capital Security Construction Program (CSCP), the Long-Range Overseas Buildings Plan (LROBP), the Capital Security Cost Sharing Program (CSCS), the NEC planning process, Space Requirement Program (SRP) and timely submission of technical requirements, and the importance of DSCA working with OBO.

OBO/REds Meeting

On March 8, an overview of the Top-80 process was discussed in preparation for the Top-80 meeting, held on March 27. Topics of discussion included the role of Area Management, how OBO converts the Top-80 list to a construction schedule, the overall planning process, the role of rightsizing and the NEC planning process, and the Long Range Overseas Maintenance Plan.

OMB Briefed on Long Range Overseas Buildings and Maintenance Plans

On March 18, OBO briefed the Office of Management and Budget (OMB) on the draft 2008 Long-Range Overseas Buildings Plan (LROBP) and the proposed Long-Range Overseas Maintenance Plan (LROMP). OMB praised the quality and professionalism of the LROBP and welcomed the new LROMP. The OBO team agreed to work with OMB in the development of the 2009 LROMP.

PRE Managing Director Appointed Chairman of the Federal Real Property Council (FRPC) Inventory Committee

Planning and Real Estate (PRE) Managing Director Jay Hicks has been appointed Chairman of the FRPC Inventory Committee. The formal announcement of this appointment was made at the FRPC Full Council meeting on March 19. The Inventory Committee is responsible for: (1) reviewing and clearing the FRPC Data Dictionary; (2) facilitating discussions and sharing best practices for all performance measures connected with the FRPP data submission; (3) establishing the FRPP Performance Assessment Tool and integrating it with all agencies; (4) reporting inventory data at the constructed asset level during the first quarter of all fiscal years; (5) establishing Government-wide disposal targets; (7) assessing the FRPP database; (8) expanding agency-specific quality assurance/quality control processes to ensure reliable and accurate inventory and performance data is available for decision-making.

OBO Outreach Briefing for Broadcasting Board of Governors (BBG)

On April 2, representatives from OBO Planning and Real Estate (PRE) along with the Office of Policy, Rightsizing and Innovation (M/PRI) presented the NEC planning process and how it affects BBG. The briefing detailed the various steps in the planning process, including points at which agencies are invited to

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participate in the process. An overview of capital security cost-sharing was presented which explained how the program was created to encourage rightsizing efforts across the globe. M/PRI discussed the Top-80 and rightsizing processes, explaining how careful planning by agencies can help them reduce costs.

Tax-Relief Arrangements

Diplomatic Security and OBO recently completed trips to Jakarta, Indonesia and Bangkok, Thailand, to confirm and discuss tax-relief arrangements for the NECs in Surabaya and Jakarta and the NOX (Phases I-IV) in Bangkok. With post's assistance, the team met with host government officials to discuss the process that allows USG tax-relief for these construction projects. Estimated savings for these projects total \$41.4 million.

Project Execution

Design and Engineering Continuing Education (DECE)

On October 18, OBO Hosted a DECE Seminar on Materials Chemistry. There were 61 people in attendance. Understanding the deep chemistry of the products we use each day is critical to evaluate the impact a product may have on human health and the environment in which we live. The seminar looked at how selecting the correct product can make a positive difference on the environment and how materials from the selection process through manufacturing can be a strategic factor in product design and development. The seminar also demonstrated how the chemistry of materials can impact the life cycle assessment of a product.

On October 23, OBO Hosted a DECE Seminar on Light Emitting Diode (LED) Site Lighting. There were 65 people in attendance. The seminar discussed LED lighting and its use in commercial, industrial, and general applications. The seminar focused on THE EDGE, a family of products using high brightness white LEDs. This total systems approach blends style and performance with ground-breaking technology to maximize output and longevity. The seminar showed why THE EDGE is the future of lighting. The seminar also provided an overview of LED lighting including the technology and history of LEDs. A review of standards for comparing today's LED products and a discussion of general lighting applications using LED products were also part of the seminar.

Energy and Sustainability

Furthering Energy and Sustainability Goals Worldwide.

OBO participated in a meeting of the National Science and Technology Council (NSTC) subcommittee on Buildings Technology Research & Development (BTRD) that oversees a comprehensive report to the Office of Management and Budget on the Energy Policy Act 2005 Section 913. While the National Institute of Science and Technology and the Department of Energy are tasked with authoring the report, all agencies are welcome to submit comments, guidance, and otherwise participate. The Department's Special Advisor to the Secretary on Energy and the BTRD are discussing the possibility of an agreement to further energy and sustainability goals worldwide.

Wind Turbine Project. Embassy Tbilisi has agreed to be OBO's pilot project for wind turbines. This is based on a formal request by the OBO Design & Engineering Division's Energy and Sustainability Design Program (ESDP) for post's support of a wind powered turbine installation on the current embassy compound. Plans call for an OBO team to conduct a site assessment during the period November 5-9, 2007. If determined feasible, the proposed turbine would produce power to supplement post's existing service and provide for an overall reduction in energy costs.

Muscat "Green Embassy" Initiative. Embassy Muscat and OBO continue to plan green initiatives at post. Post has established committees responsible for identifying and developing environmentally-friendly projects in the following areas: improving landscaping and drainage on the embassy's property; conserving water and energy; increasing the use of recycled and bio-based material; and enhancing air quality in indoor work spaces. The committees will also research possibilities for solar, wind, or hydrogen technologies to power some Embassy functions. A number of potential projects have been identified and incorporated into a comprehensive embassy action plan. The plan includes estimated costs and benefits for projects with both short- and long-term planning horizons. Recommendations include vehicle replacements with more fuel-efficient models and HVAC system replacements or retrofitting with more energy-efficient models. OBO will compile these survey results into a database for planning future projects.

Freetown Water Conservation. OBO engineers returned from Freetown, Sierra Leone, where they inspected post's critical need for water and developed several water conservation plans to assist post in addressing this critical need. The installation of a supplemental air-cooled chiller will provide substantial relief and reduce some water consumption especially in the dry season. Other water conservation strategies include rain water

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harvesting, gray water treatment and recycling and new pipelines to existing reservoirs. OBO will work with post to implement water conservation strategies.

OBO's Green Team presents at April Industry Advisory Panel. OBO's Green Team, led by the Design and Engineering Division presented OBO's sustainability initiatives to the April 8 Industry Advisory Panel. The presentation focused on OBO's multi-faceted efforts to improve the efficiency and sustainability of the Department's overseas real property inventory.

LEED Certification for FY 2008 Capital Projects. Director Shinnick recently directed that all FY 2008 capital projects include Leadership in Energy and Environmental Design (LEED) certification as a contract line item. LEED certification validates that each project is designed to minimize its impact on the environment and to be energy efficient for years to come. LEED is a certification granted by the U.S. Green Building Council (USGBC).



Embassy Panama City, Panama.

Panama City Second U.S. Diplomatic Compound to Receive LEED certification

The U.S. Department of State has a long-standing commitment to the sustainability of the future environment through its design and construction of green embassies around the world.

In an effort to transform the building industry and reduce the ecological "footprint" humans have on the environment, the United States Green Building Council (USGBC) developed the Leadership in Energy and Environmental Design (LEED), Green Building Rating System. LEED certification demonstrates building performance that reaches beyond basic energy conservation by targeting five categories of building impact; site, water, energy, materials, and indoor environment.

OBO has taken a holistic and integrated approach to LEED certification. The New Embassy Compound project in Panama City incorporates a wide range of technologies and strategies from OBO's Energy and Sustainable Design Program. OBO prepared an extensive report for rigorous review by the USGBC to earn LEED certification. Twenty-six points were awarded according to compliance with measures of performance and standards set by the USGBC. The Panama City NEC is the second U.S. embassy to be measured under this internationally recognized green building rating system.

Key features of the Panama NEC project are summarized below under the five categories of LEED standards.

Site: The "Sustainable Sites" category features an erosion and sedimentation control plan that complies with the EPA standards. The area is served by a minimum of two bus lines and the embassy will be providing shuttle service for employees. Bicycle racks and showering facilities for five percent of the building's FTE occupants are provided to encourage biking and running. With no local zoning requirement for open space, the Panama NEC project maintains open space on the compound greater than the footprint of the chancery building. Finally, to reduce the urban heat island effect of extensive hard surface areas, almost 80 percent of the building roof is Energy Star®-rated.

Water: Potable water consumption for irrigation will be reduced by 50 percent, and a reduction of potable water use will be reduced by almost 32 percent through the installation of waterless urinals, low-flow faucets, and low-flow shower heads.

Energy: Energy efficiency measures incorporated into the building design include improved roof insulation, low lighting power densities, occupant sensor lighting control, improved chiller efficiency, and variable speed pump controls. Together, these strategies result in energy efficiency 38 percent greater than ASHRAE 90-1.1999 requirements.

Materials: Over 32 percent of the Embassy's building materials were manufactured within 500 miles of the project site to reduce embodied energy costs associated with shipping. Facilities are available to collect the waste generated by building occupants, reducing the amount to be hauled to and disposed of in landfills. Dedicated facilities are available and easily accessible for the separation and collection of recyclable materials such as paper, glass, plastics, and metals.

Indoor Environment: The building's indoor environment is protected through high air quality standards that prohibit smoking within the building, and isolated air flow systems that prevent hazardous chemicals from janitorial and copy/printing

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rooms from adversely affecting air quality. Occupancy sensors monitor CO₂, to provide fresh air as required. Low- and no-VOC carpets and paints limit off-gassing, and indoor chemical and pollutant sources are controlled, both contributing to enhanced indoor air quality. Thermal comfort is achieved through ASHRAE-compliant HVAC standards and a monitoring system that allows control of humidity to further enhance comfort and maintain system efficiency.

Innovation & Design: In addition to the above standard LEED categories, the Panama NEC was awarded four innovation points for enhanced acoustical and IAQ design, for the integration of security and sustainable design, and for providing an educational program to articulate the building's sustainable design strategies, technologies, and benefits to its occupants.

Physical Security Upgrades

Embassy Vienna's Perimeter Security Upgrade Prevents Terrorist Attack. On October 1, Austrian police with the assistance of post security personnel thwarted a terrorist attack at Embassy Vienna. They arrested a 42-year-old native male Bosnian who attempted to enter the compound with a backpack filled with explosives, nails, and Islamic literature. When he arrived at the recently completed Compound Access Control (CAC) structure for screening, his backpack showed positive for contraband, including Improvised Explosive Devices (IED). The unidentified individual was escorted off compound for questioning. At the sidewalk, he fled, leaving behind his backpack in which was discovered, among other items, two grenades and nails. He was apprehended by the Austrian police nearby.

This incident validates the uncompromising need for proper setback that satisfies security standards and sufficiently sets the mission facilities apart from the public thoroughfare.

While Perimeter Security Upgrade (PSU) projects are relatively small in terms of cost, they can save lives, as proven in previous attacks on Macedonia, Skopje, Belgrade, Karachi, Jeddah, Casablanca, and most recently Vienna. In the case of Embassy Vienna (\$1.6 million Euro PSU project), OBO, post, and local authorities collaborated for a span of almost 10 years to implement the upgrades to create greater setback with a CAC with screening capability (previously, visitors were screened in the main building lobby). Also, the Regional Security Officer had recently disseminated a new access policy at post that required all visitors to specifically access the compound via the CAC.

Belmopan, Damascus, Leipzig: OBO is funding projects in Belmopan, Belize; Damascus, Syria; and Leipzig, Germany.

Tegucigalpa: A post-managed Physical Security Upgrade project was completed at Embassy Tegucigalpa, Honduras.

Chisinau: A post-managed project was completed at Embassy Chisinau, Moldova.

The Hague: On November 14, the Physical Security Upgrade Project was substantially completed on The Hague, Netherlands.

Successful GAO Exit Conference on OBO Compound Security Upgrade Program. On November 16, the Government Accountability Office (GAO) conducted an exit conference with OBO and the Bureau of Diplomatic Security on their review of OBO's Compound Security Upgrade Program (CSUP). This year-long review was initiated by the GAO in November 2006 for the purpose of determining: (1) the manner by which OBO prioritizes security projects, (2) whether completed CSUP projects were timely and within budget, and (3) whether the USG received value for work performed to enhance security. During the exit conference, the GAO recognized OBO for having succeeded in all three areas, and indicated that the final report would have no recommendations. The GAO readily acknowledged that many of the Department's existing properties have limited setback, small lots, and urban locations that preclude meeting all security requirements via the CSUP. Accordingly, the GAO plans to emphasize to Congress that CSUP does not and cannot serve as an alternative to the New Embassy Compound program.

Moscow NOX/PSU Survey. OBO, along with the Bureau of Diplomatic Security, CSE, and post assistance, conducted a New Office Annex (NOX) survey and Physical Security Upgrade (PSU) survey at the U.S. Embassy compound in Moscow on March 10-14. The team and post concurred on the sequence of events for project execution of the NOX project. Post will be invited to participate in the NOX integrated planning review workshop, and will subsequently be briefed on the revised site plan and test-fit drawings.

Soft Targets

OBO Announces Ongoing Funding of the Soft Target Program for Overseas Schools. On November 8, OBO announced via ALDAC cable the continuation of the Department's Soft Target Initiative Program for overseas schools. The cable addresses the history of the program, which offers funding for physical security upgrades at overseas schools enrolling dependents of USG employees and or other American citizens. It updates and simplifies program guidance, and recognizes the outstanding efforts of post personnel in helping to

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make the program a worldwide success. The cable encourages regional security officers to take advantage of anticipated FY 2008 funding and submit project requests early in the fiscal year.

Soft-Target-Program Starts Sixth Year. From inception, the Soft-Target initiative has focused upon improving the physical security of overseas schools enrolling dependents of USG employees and other U.S. citizens. During the first five years, OBO funded 709 grants with a total value of \$70 million for an average grant value of nearly \$99,000. Funds were used to provide such upgrades as shatter resistant window film, PA systems, emergency radio communication capability, perimeter walls and fences, security lighting, CCTV systems, window grilles, reinforced doors and windows, drop arms, bollards, metal detectors, and other types of upgrades designed to make the schools safer from possible terrorist attacks. Under OBO management, individual upgrades are identified by RSOs, technically reviewed by DS and funded by OBO. Project funding is provided via grants issued by A/OS and A/LM. Cooperation among schools, posts, OBO, DS, A/LM, and A/OS continues to be extraordinary and feedback from appreciative school and post officials continues to be effusive.

OBO Soft-Target Program Elicits Praise. OBO recently received a letter from the Superintendent of the American-British Academy in Muscat, Oman, expressing appreciation for OBO Soft-Target funding in the amount of \$63,000 for an anti-ram vehicle gate and two pedestrian gates to protect the school's highly vulnerable primary entrance.

In-Service Training Seminar

During the week of October 1, OBO's Office of Project Execution, Construction and Commissioning (CC) Division, hosted a Project Directors' In-Service Training Seminar. Thirty Project Directors participated from overseas, plus 60 attendees from CC and its sister divisions within OBO. The seminar's primary focus was on improving the commissioning and project close-out processes for OBO's capital projects. Also included were presentations on commissioning, Diplomatic Security accreditation, FEBR installations, and facility-related issues surrounding the Operations hand-off to posts.

As a lean initiative to improve efficiencies in time and travel costs, CC coordinated a Defense Acquisition University training course for the week of October 9 for overseas participants who attended the above seminar. The course is focusing on construction contracting and fulfills the required continuing education needed for CC's staff to maintain Contracting Officer's Representative eligibility.

Address to AF Chiefs of Mission Conference

On October 16 at the HST Building, the OBO Director addressed 42 ambassadors and ambassador-designates attending the Bureau of African Affairs Chiefs of Mission Conference on a variety of OBO issues and programs. The Director spent considerable time on OBO communication channels, OBO's process for starting and closing out construction projects, and a thorough explanation of the "new direction" for chillers.

OBO Participates in U.S. Access Board Round Table on Barrier-Free Accessibility

On October 25, OBO took part in a U.S. Access Board-hosted round table discussion at GSA headquarters to discuss the growing number of barrier-free accessibility issues affected by increasing physical security requirements at federal building perimeters. The event was attended by the National Capital Planning Commission, Architect of the Capitol, Smithsonian Institution, DC Department of Transportation, OBO, and others. A Project Architect and a Physical Security Engineer from OBO's Design and Engineering Division (DE) gave short presentations on accessibility and security issues related to their work, which were then compared with the issues of other agencies. The Board is considering preparing guidelines that address this issue and will draw upon the comments generated at this meeting. DE anticipates continued involvement.

OBO Presents at the Construction Industry Institute Seminar

On November 1, representatives of OBO's Planning and Real Estate (PRE) and Project Execution (PE) offices participated in a "Best Practices" seminar at Virginia Polytechnic Institute's Engineering School sponsored by the Construction Industry Institute (CII), of which OBO is a member. OBO participated in this course as a means for CII members to help the engineering school move on from the tragic shootings that occurred on campus last April, in which the school lost an engineering professor and eight engineering students. PE's Managing Director and other OBO staff presented an overview of the Bureau's planning and construction program and the best practices of CII and OBO to a class of 43 graduate students. Areas covered included pre-project planning, cost control, value management, risk allocation, zero accidents techniques, disputes prevention and resolution, lessons learned, and design standards. Feedback from the students and professors was positive, and OBO took the opportunity to distribute recruitment materials.

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OBO Participates in Hill Briefings on Follow-on Projects for the Baghdad NEC

On November 5, OBO participated with staffers of the House and Senate Committee on Appropriations of Subcommittee on State, Foreign Operations, and Related Programs on the follow-on projects for the Baghdad NEC. Subcommittee staff requested a comprehensive briefing on the proposed projects.

2007 Equal Employment Opportunity Prize Awarded to OBO Site Security Manager

Laureen Stephens-Rice, the OBO Site Security Manager on the Consulate construction project in Johannesburg, South Africa, has been awarded the 2007 Equal Employment Opportunity Award with \$10,000 cash prize for her demonstrated commitment to equal opportunity and diversity. Ms. Stephens-Rice was recognized largely for successfully curtailing sexual harassment of female guards; helping establish an Embassy Pretoria program to address diversity, sexual harassment, and discrimination; and inaugurating an annual Women in Security Enforcement Day to recognize female local guards, and pay tribute to the men who support gender equity in the work force.

OBO Briefed by DS on SMSe

OBO's Security Management Division (SM) coordinated the visit of 10 OBO Project Executives from its Construction and Commissioning Division (CC) to the DS Command Center on December 3 for a very informative session on the nature of the System Management System Enterprise (SMSe). OBO installs embassy and consulate security systems that are monitored by the DS Command Center in real-time video. The OBO group left the briefing with a greater knowledge of the larger picture of the DS SMSe network as it affects OBO projects.

OBO Engineer Elected to National Civil Engineering Society Board of Direction

OBO Value Engineering Program Manager Reza Darvishian, P.E., F.ASCE, was recently elected director of Region Two of the American Society of Civil Engineers (ASCE). As region director, Darvishian will serve on the society's Board of Direction representing members from Delaware, Maryland, Pennsylvania, northern Virginia and Washington, D.C. Founded in 1852, the American Society of Civil Engineers represents more than 140,000 civil engineers worldwide and is America's oldest national engineering society.

GAO Engagement with Consular Expansion in Mexico

The Government Accountability Office (GAO) held an entrance conference with Consular Affairs on December 4, 2007, and intends to meet with OBO to discuss ongoing and planned building and consular expansion projects in Mexico.

Value Engineering Team Conducts studies

The Value Engineering (VE) program conducted two studies. The first VE study was for the Dubai, United Arab Emirates NEC. Thirty-seven recommendations were presented with a potential maximum savings of \$13 million. The second VE study was the Taipei, Taiwan NOX/School.

Frankfurt MSGQ Renovation

On February 27, renovation of the MSGQ at the American Consulate General in Frankfurt, Germany reached substantial completion. The Marines can now relocate from their existing quarters at Leisler 4, Siedlung Housing to their new quarters on the Consulate General Compound.

OBO Assists Belgrade Post After Civil Unrest in March

The Forced Entry/Ballistic Resistant (FEBR) door and window program has contacted post to offer assistance in replacing the damaged glazings and other FEBR products.

Currently, progress continues with security upgrades in response to the damage inflicted in the March demonstrations. Using part of the \$254,000 in security upgrade funding, post has completed the installation of steel plate on the windows of the "A" block of the facility. Funding for all security repairs is being tracked, and the USG will request to be reimbursed by the Government of Serbia.

OBO/ALM Issues Meeting, March 10

Topics of discussion included one percent fee for contract actions and how it will be utilized, 2008 contract awards and increasing OBO competition on major projects, ready-to-build sites, pre-bid conferences, business opportunities, innovative procurement methods, and the capital project hands-off process.

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OBO/DS Team Briefs DOD Construction Personnel

At the request of and in concert with DS, a PE/SM analyst provided a detailed construction security briefing to senior members of the Department of Defense Missile Defense Agency on March 13, 2008. The briefing was requested by the DOD in preparation for upcoming overseas missile site construction projects. The presentation was well received and the DOD representatives expressed a desire to continue working with OBO and DS for support and guidance as their projects move forward in the planning process.

Contract for Baghdad TOC Awarded

Following completion of the planning for the Baghdad Tactical Operations Command project, the Bureau of Administration's Office of Logistics Management awarded a contract to Facilities Development Corporation. The \$1.9 million design-bid-build contract was effective March 19, 2008.

Port-au-Prince New Embassy Compound Completion and Occupancy

The Port-au-Prince NEC project achieved substantial completion on March 31, 2008 and was issued the Certificate of Occupancy on April 9, 2008. Post was scheduled to commence their move to the new facility on April 11, 2008; however, due to the current civil unrest in Haiti, the move has been postponed. The NEC dedication ceremony is tentatively scheduled for mid June. The new facility will provide a safer, secure and functional work environment for 105 U.S. direct-hires, more than 400 Haitian employees, and some 33 U.S. contractors and personnel serving more than 27 agencies and offices. The NEC will unite under one roof Department elements and 12 agencies, currently dispersed in eight annexes throughout the city.

Taipei, Taiwan Rear Access Road (RAR) and New Office Compound (NOC) Phase One Projects

Representatives from OBO and DS met with local officials in Taipei to coordinate the design and acquisition of permits for the RAR and the NOC. The RAR will be constructed under a regular City of Taipei building permit. Phase one of the NOC project will be constructed with a special permit under the direction of the Executive Yuan (liaison office of the highest order) of the national government.

Clarifying Responsibilities for Repair and Maintenance of Security and Associated Equipment

Uncertainty about the respective responsibilities of OBO and DS for this maintenance and repair at overseas posts is a perennial problem. Either bureau could be in charge of the same type of equipment depending in its location, security purpose, warranty status, whether it meets current security standards, and many other factors. To bring more clarity to this complicated subject, on April 9 the OBO Security Management Director convened what turned out to be a highly productive meeting of key OBO and DS representatives. The next step will be to form a working group with a wider membership, including a PMO representative, to tackle this issue in depth.

Baghdad TOC Building Permit issued

OBO's DE Division issued the building permit for the Baghdad Tactical Operations Center project. The project comprises the reconfiguration of space to accommodate the TOC within the NOB. The requirement for the TOC was developed after the original contract for the NOB was planned and awarded.



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OPERATIONS

Operations

OBO's Safety, Health, and Environmental Division (SHEM) Training

OBO Trains General Services Officers. On September 24, SHEM provided Motor Vehicle Safety Management training to 20 officers enrolled in the General Services Operations course at the Foreign Service Institute (FSI). SHEM participated in the Motor Pool Operations portion of the course with a presentation on the Department's significant experience with motor vehicle mishap reports, the lessons learned, and the standards for safe management of motor vehicles. The course also covered the crucial implementation steps that fleet managers need to take to reduce the loss of life and property from motor vehicle operations. SHEM requested that FSI include this module because of the Department's increasing motor vehicle fatality rate.

Training for Diplomatic Courier Orientation. On October 11, SHEM presented training in the Diplomatic Courier Orientation to promote occupational safety and health in Department courier operations. SHEM briefed new couriers, whose activities include exposure to noise, lifting heavy pouches, working on busy airport tarmacs, and operating motor vehicles. The course addressed proper material handling and storage, and correct lifting techniques, personal protective equipment, safe motor vehicle operations, tarmac safety, personal protective equipment, and hearing conservation.

OBO Trains General Services Operations Students. On December 3, SHEM provided training to officers enrolled in the General Services Operations course through the Schultz Center of the Foreign Service Institute. Participants included 23 officers training in GSO responsibilities for overseas posts. SHEM contributed to the Motor Pool Operations portion of the course by presenting the Department's standards and management programs for safe operation of motor vehicles and described the Department's significant overseas motor vehicle mishap experience and lessons learned. Topics also included critical implementation steps post fleet managers need to take to reduce the loss of life and property from motor vehicle operations.

OBO Hosts WHA Safe Driving Instructor Course. SHEM, along with Embassy Mexico City, hosted a safe driving instructor course in Mexico City. Motor pool supervisors from the Embassy and from four Mexico Consulates were trained by an international professional driver training company in advanced driver safety methods, consisting of behind-the-wheel instruction, situational awareness, and attentiveness to changing

road dynamics. The newly certified trainers will train others at their respective posts. The goal is to modify behavior and reduce the frequency and severity of mishap accidents. This is part of SHEM's overall effort to improve the safety of motor vehicle operations at posts.

OBO Provides Integrated Pest Management (IPM) Training. From December 4-6, SHEM sponsored a three-day advanced seminar on Integrated Pest Management in Istanbul, Turkey. Enrollment was at full capacity with a total of 15 participants including Foreign Service Nationals, General Services Officers and Facilities Managers from EUR and NEA posts. Instruction included classroom lecture, facilities inspections, and hands-on application exercises. The highly experienced and dynamic presenters conveyed the logic and ease of controlling pests by avoiding the conditions that invite pests with many excellent real world examples gained through years of experience including some at overseas posts. In a world of risky dependence on hazardous pesticides that led to the deaths of two family members at overseas posts prior to inception of the Department's IPM program, adherence to this program is key to protecting property and people from pests and the risks of hazardous pesticides.

OBO Hosts Safe Driving Instructor Courses in AF and NEA. SHEM, along with the Embassies in Yaoundé and Muscat, recently hosted safe driving instructor courses in both cities. Motor pool supervisors from each Embassy and seven other nearby AF and NEA missions were trained by an international professional driver training company in advanced driver safety methods, consisting of behind-the-wheel instruction, situational awareness, and attentiveness to changing road dynamics. The newly-certified trainers will train others at their respective posts. The goal is to modify driver behavior and reduce the frequency and severity of motor vehicle accidents.

OBO Participates in General Services Officers Training. On February 22, SHEM presented a one-day module to General Services Officers (GSO) attending the Foreign Service Institute's (FSI) GSO training. The module acquainted new officers with the Department's overseas safety, health, and environmental management programs and provided information on safety risks. These SHEM presentations are given five times a year. The SHEM training portion is consistently rated by students as one of the top presentations in the GSO Operations Module.

OBO Participates in Diplomatic Courier Operations Training. On February 22, OBO participated in the Diplomatic Courier Orientation training to promote occupational safety and health in Department courier operations. SHEM briefed new couriers on activities including exposure to noise, lifting heavy

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pouches, working on busy airport tarmacs, and operating motor vehicles. The course addressed hearing protection, proper material handling and storage, safe lifting techniques, personal protective equipment, motor vehicle operations, and tarmac safety. This effort is coordinated with the Domestic Environmental Safety Division because of domestic-based courier operations, as well as Medical Services for audiometric testing for all new couriers. The incoming Director of Diplomatic Couriers audited the training and provided positive feedback.

OBO Sponsors Advanced Integrated Pest Management Training in Dhaka. On February 26-28, SHEM presented training on integrated pest management to individuals with responsibilities for safe and effective pest control at their posts. There were 18 participants representing 11 posts in attendance. The curriculum included lecture and hands-on inspections of facilities and practice implementation of control measures. Emphasis was on pests common to most posts and participants were encouraged to share challenges and success stories they have experienced. The staff of the American Embassy Dhaka did an excellent job hosting and the environment was rich with educational opportunities.

OBO Hosts Safe Driving Instructor Courses in AF. SHEM, along with the Embassy in Windhoek, recently hosted a safe driving instructor course. Motor pool supervisors from five Embassies in nearby AF missions with left-hand drive vehicles were trained by an international professional driver training company in advanced driver safety methods, consisting of behind-the-wheel instruction, situational awareness, and attentiveness to changing road dynamics. The newly-certified trainers will train motor pool and incidental self-drivers at their respective posts. The goal is to modify driver behavior and reduce the frequency and severity of motor vehicle accidents. To date, 159 motor pool supervisors have become certified instructors and have, in turn, trained over 4000 official vehicle drivers worldwide.

OBO Provides POSHO Assistant Training. SHEM presented a five-day Post Occupational Safety and Health Officer (POSHO) Assistant Training course in Phnom Penh, Cambodia from March 31 – April 4. In attendance were 18 Foreign Service Nationals from EAP and SCA regions with safety responsibilities. The course provided practical knowledge and skills needed to support post safety programs including hazard assessments, recordkeeping, and training. Although the training program is not yet two years old, there are now over 130 trained and experienced POSHO Assistants. This cadre adds value to posts by providing critical program continuity through POSHO transitions; conducting on-going safety training to staff and family members; performing follow-up inspections and ensuring

that identified safety problems are corrected. This effort is part of a SHEM initiative to empower Foreign Service Nationals to become more responsible in implementing day-to-day safety and health requirements at post.

OBO Hosts Safe Driving Instructor Courses in WHA. SHEM along with the Embassy in Brasilia, recently hosted two safe driving instructor courses. Motor pool supervisors from six Embassies and Consulates in nearby WHA missions, as well as USINT Havana, were trained by an international professional driver training company in advanced driver safety methods, consisting of behind-the-wheel instruction, situational awareness, and attentiveness to changing road dynamics. The nine newly-certified trainers will train motor pool and incidental self-drivers at their respective posts. The goal is to modify driver behavior and reduce the frequency and severity of motor vehicle accidents. To date, 178 motor pool supervisors have become certified instructors and have, in turn, trained over 4,000 official vehicle drivers worldwide.

OBO Conducts Outreach Safety Training at the NASA/Goddard Space Flight Center. SHEM had a representative speak on April 10 at the NASA/Goddard Space Flight Center's fourth Annual Safety Awareness Campaign. The week-long NASA conference is designed to elevate awareness of safety principles and reinforces the role that all employees have in preventing potential mishaps or accidents. There are approximately 50 different activities or seminars throughout the week from Traveler Safety, Lab Safety to a Forklift Rodeo. The SHEM presentation covered safety while traveling overseas, with a special emphasis on road traffic safety. Over 200 NASA employees were in attendance for the SHEM presentation and it was well received.

Fund-raising for Ambassador's Residence at Embassy Paris

On September 27, as part of the fund-raising effort for the Secretary's Culturally Significant Properties Fund, the Portland, Oregon, Friends of American Embassies hosted a dinner, at which a representative of OBO's Heritage Maintenance Program was the guest speaker. Donors who had contributed to the publication of the new book on the Ambassador's residence at Embassy Paris were recognized. To enhance greater cultural awareness and understanding of diplomatic life, Ambassador Stapleton requested that such a book be published. The Portland Friends of American Embassies raised over \$10,000 in support of the publication. The dinner raised an additional \$2,275 for OBO's Heritage Maintenance Program. OBO provided a copy of the book to all in attendance. The Portland Friends of American

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Embassies will host its next fund-raiser next year for its continuing support of the State Department's Culturally Significant Properties.



Ambassadors Residence, Paris, France.

POSHO of the Year Award

The Safety, Health, and Environmental Management Division announced the selection of the Post Occupational Safety and Health Officer (POSHO) of the Year and three runners-up. The award includes cash and a certificate signed by OBO's Director. The selection criteria included accomplishments that resulted in significant contributions to the safety, health, and environmental management program at post. This year's winner is Steve Fulcher in Tokyo. Runners-up include James Brown (Dhaka), Etienne Pare (Nairobi), and Robert McKay (Ankara). All POSHOs play an important role in protecting employees and family members from safety and health hazards at posts.

Test of Elevator Access Control System

On November 1, OBO's Facilities Division's Elevator Management Program (EMP) tested the first installation of a Diplomatic Security (DS)-approved elevator access control system. Last spring, the Engineering Security Office and Facilities Management in Seoul, South Korea requested support from OBO to design and install an elevator system to interface with a DS-approved access control system into the four embassy elevators. This system utilizes the Department of State badge and permits the RSO to control passenger access to critical floors. Upon final implementation and feedback from post, the EMP will develop a standard elevator requirement for integrating access controls with elevator systems.

OBO Director Addresses WHA Chiefs of Mission Conference

On December 7, at the HST Building's Marshall Center, the Director addressed ambassadors and ambassadors-designate attending the Bureau of Western Hemisphere Affairs Chiefs of Mission Conference on a variety of OBO issues and programs. The Director emphasized the new facilities in the region and the considerable number of facility maintenance projects completed in the past year.

Addis Ababa Fire Investigation Completed

On January 2, OBO completed the investigation of a December 21, 2007 warehouse fire in Addis Ababa, Ethiopia. The investigators determined the cause to be electrical in nature: an arcing light ballast in one of the storage bays. Although there were no injuries, the fire resulted in a loss of over \$2 million in government property, most of it belonging to the Center for Disease Control and Prevention.

FAC Facilitates Repairs at Embassy Dar Es Salaam by Local Staff from Embassy Pretoria

FAC's Maintenance Support (MS) Branch facilitated the TDY support of an LES electrical technician to repair a failed medium voltage regulator in Dar es Salaam. The MS Branch received a quote from General Electric of \$25,000, however, knew that the local electrician had the skills to troubleshoot and repair the regulators for a fraction of the cost. It then assisted with obtaining Pretoria's permission to utilize a local electrician as a cost savings measure. FAC funded travel to Dar es Salaam for \$2500, resulting in a cost avoidance of \$22,500. The use of the LES from Pretoria resulted in significant cost-savings to the Department and was an excellent example of OBO partnering with posts for effective resource utilization.

SHEM Team Featured Speaker at FSI

The Director of the Safety, Health and Environmental Management Division was requested to be the featured speaker at the Office of Security Technology (DS/ST) Activity Management Review meeting on February 8 at FSI. ST has been partnering with SHEM for the last year to make technical security operations safer at posts. This includes evaluating work operations, conducting training and development of standard

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operating procedures. ST's initiatives will ultimately protect employees from workplace safety and health hazards by using measures that reduce the risk of injuries and illnesses.

OBO and AF Address Pretoria Security Issues

OBO Area Management and OBO Real Estate teamed up with DS and AF to participate in a digital video conference (DVC) with Embassy Pretoria on post's security concerns. Issues discussed included the feasibility of providing generators at all residences due to protracted electrical blackouts; relocation of staff to gated communities; and security enhancements to existing residences. Ambassador Bost advised that the mission is developing strategies to address these issues and will forward them to the Department.

Energy Management

On February 12, Department of Energy (DOE) Federal Energy Management Program representatives met with the Chief Financial Officer (CFO) and OBO staff to discuss enhancing the use of third-party financing of energy conservation opportunities worldwide using DOE's Super Energy Savings Performance Contracts. Due to escalating utility costs for 15,000 Department properties, the CFO requested that OBO develop an Energy Management Program in coordination with and concurrence from each Regional Bureau. OBO's Facilities Division is developing an Energy Management "strawman" outlining the strategy to finance and implement energy reduction and cost savings opportunities worldwide. Once the plan is completed, OBO will work with DOE to move forward on this highly innovative effort, utilizing third party financing to be paid from resulting energy savings.

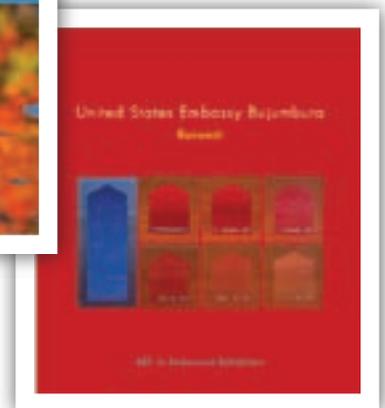
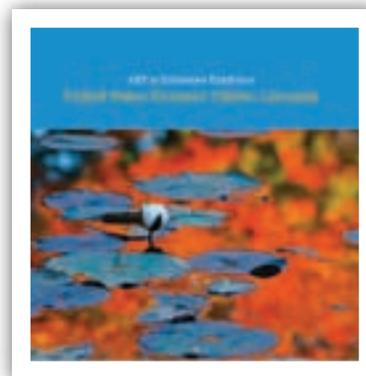
OBO Implements Safety, Health and Environmental Tracking System

SHEM recently implemented the final phase of its Management Assessment and Tracking System (SMARTS). This online tool standardizes hazard identification and recommendations for site visits and tracks the status of corrective measures. SMARTS provides automatic e-mail reminders to post and allows direct updates to the system by Post Occupational Safety and Health Officers (POSHOs). This eliminates the need for emails with attachments or cables in order to update a post's progress. SMARTS can display how a post, bureau or other group has improved over time at reducing risk and allows an individual post

to quickly determine their current status based upon the most recent SHEM visit. The system is designed to promote a dialogue between post and SHEM with the ultimate goal of making residential and work environments safer.

Carbon Monoxide Alarms Save 10 Post Residents in Prague and Bogota

Through March and April, four carbon monoxide (CO) alarm activations have alerted seven adults, two children, and one infant to the potentially fatal buildup of CO in their residences. The causes for the alarms were a faulty exhaust flue, malfunctioning instantaneous gas water heaters and accumulation of car exhaust in an improperly vented apartment complex garage. To prevent recurrence Prague repaired the flue and Bogota replaced two water heaters with electric units. The garage exhaust was not corrected to post's satisfaction so Bogota relocated the affected family and dropped the apartment from its housing pool. SHEM manages the residential CO Alarm Program for overseas posts. These events bring the total lives potentially saved from CO to 78 since the CO alarm program was initiated in July 2000.



Two covers from the record-breaking month of ART Publications. Featured here are Vilnius, Lithuania and Bujumbura, Burundi.

WHAT'S NEW OPERATIONS

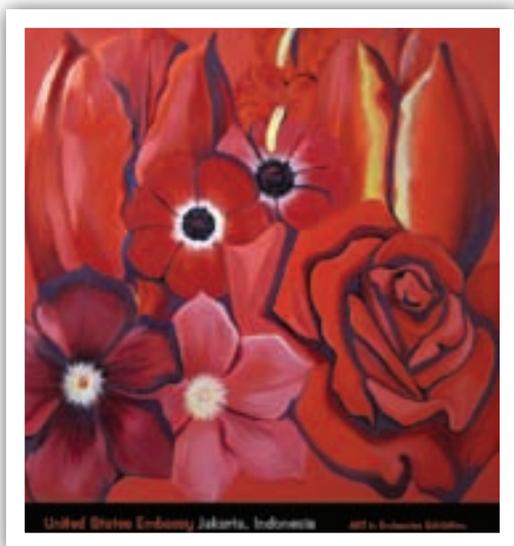
Art in Embassies

Art In Embassies Establishes a Record for Publications

OBO's Art in Embassies has completed a record number of publications for worldwide exhibits in various languages, as follows:

- Trilingual publications for Bujumbura, Burundi (English/French/Kirundi)
- Bilingual publications for Dushanbe, Tajikistan (English/Tajik), Minsk, Belarus (English/Belarusian); Vilnius, Lithuania (English/Lithuanian); Lomé, Togo (English/French); and Zagreb, Croatia (English/Croatian)
- English language publications for Belize City, Belize; Helsinki, Finland; Kampala, Uganda; Kuala Lumpur, Malaysia; Rome, Italy; Port-au-Prince, Haiti; Montevideo, Uruguay; Nairobi, Kenya; Addis Ababa, Ethiopia; Prague, Czech Republic; and Cotonou, Benin

This brings the total of publications to 17 produced in a single month, a record for OBO.



Front cover of the Jakarta Art in Embassies Publication. This publication features the collaboration between National Geographic Magazine, Embassy Jakarta, and the host government.



AAA in Uruguay. Jessica Snow (left) and Anya Spielman in front of art created during a workshop with Uruguayan schoolchildren.

ART's American Artists Abroad Program

During the week of September 24, two California artists, Anya Spielman and Jessica Snow, traveled to Uruguay through ART's American Artists Abroad program (AAA). The artists coordinated workshops with Uruguayan children at the Estados Unidos Escuela Publica in Montevideo. The American and Uruguayan children produced a total of approximately 100 paintings. In the words of Ambassador Frank Baxter, "[A] thousand thank-you's for making this possible. It allowed us to reach out to the Uruguayan community beyond government and diplomatic personnel."



AAA in Uruguay. Uruguayan schoolchildren participate in a workshop led by AAA participants, Jessica Snow and Anya Spielman.

WHAT'S NEW OPERATIONS



Reception at Blair House (left to right) Virginia Shore, Senior Curator, Art in Embassies Program, Department of State; Norman Akers (Osage), artist; First Lady Laura Bush; Kathleen Ash-Milby, Curator, National Museum of the American Indian; Larry McNeil (Tlingit), artist; and Nancy Brinker, Chief of Protocol, Department of State.

ART Reception at Blair House

On November 14, the Department's Office of Protocol hosted a reception at Blair House in honor of the collaboration between OBO's Art in Embassies and the National Museum of the American Indian (NMAI). First Lady Laura Bush, several Ambassadors to the U.S. from Western Hemisphere countries, artists, and Department of State personnel attended the dedication. The NMAI donated 100 original works of art on paper, created by five Native American artists. The artwork will be distributed to overseas missions. Examples and brochures of the works were on display in OBO's lobby and at Main State.

ART's AAA in Jordan

Mr. Bruun, an artist from Maryland, held eight "Second Chances" workshops the week of January 18 in Jordan for youth aged 12 to 17 at the Queen Zein Al Sharaf Institute for Development and an additional "Training of Trainers" session for adult volunteers. A reception for youth participants, trainers, parents and family members was held at the conclusion of the workshop series. In addition, Mr. Bruun gave a lecture and slide presentation at the Darat al Funun gallery for Jordanian artists, gallery owners, students, and community activists. Ambassador David Hale, hosted an embassy reception at the residence attended by local patrons of the arts, gallery owners, directors of arts institutions and journalists. According to Cultural Affairs Officer Cynthia Harvey, "It was a terrific program ... your workshop touched so many lives – thank you for sharing your talents with artists and youth here in Jordan. It was clear to me the other night at the reception that they will never forget the experience."

Art in Embassies New Brochure Featured at Jakarta Reception

On March 14, the event "Celebrate Indonesia's Natural and Cultural Diversity" was held at Embassy Jakarta, a combined effort between *National Geographic*, post, and the host government. The event was covered by local media, including ANTV and local print media. It offered an opportunity for a diverse group of stakeholders from the public and private sectors to meet and discuss future environmental projects. Copies of the new Art in Embassies brochure, which included photographs from *National Geographic* featuring images of Indonesia on display in the residence, were given to guests at the event.



David Doubilet, 1998; Coral reefs, Manado Tua volcano near the northeastern tip of Sulawesi; Photograph, 16 x 24 in. Courtesy of the artist and National Geographic Magazine .



John Stanmeyer; Mount Ia looms behind two boys playing in the surf off the port city of Edne on the island of Flores, Indonesia (Ia erupted in 1995); Photograph, 16 x 24 in. Courtesy of the artist and National Geographic Magazine.

WHAT'S NEW

RESOURCE MANAGEMENT

Resource Management



Deputy Assistant Secretary Sid Kaplan at the exhibit opening at SA-18.

OBO Hosts Department's Exhibit on Evolution of Planning

On October 11, the Bureau of Resource Management's Deputy Assistant Secretary for Strategic and Performance Planning Sid Kaplan and the OBO Director dedicated an exhibit on the Evolution of Planning in the Department: Past, Present, and Future. The exhibit was produced by RM/SPP and included state-of-the-art visual displays; books; brochures; and a video all detailing the history and cycle of strategic and performance planning in the Department. After a formal kickoff held in the Ralph Bunche Library at Main State earlier this year, this exhibit has been circulating throughout the Bureaus. OBO hosted the exhibit at both its SA-6 and SA-18 locations.



The Evolution of Planning Exhibit in SA-6 lobby.

OBO Receives OMB Passback

OBO recently received the Office of Management and Budget's (OMB) passback reflecting its decisions on OBO's FY 2009 budget request. Overall, the passback provides \$1.599 billion to OBO's Embassy Security, Construction and Maintenance appropriation, a straight line from the FY 2008 request and \$710.6 million below the Department's FY 2009 request. The passback reduces funding for New Embassy Compound construction projects by \$124 million, eliminates funding for a new facility in Taipei, and reduces funding for operations & maintenance and other OBO activities by \$259.8 million below the request. OBO has submitted a thorough but reasonable appeal seeking restoration of \$261.7 million of the \$710.6 million reduction.

OBO Hosts Financial Management Workshop

On January 15 and 16, OBO hosted a workshop for financial management officers and Foreign Service Nationals from posts with New Embassy Compound (NEC) projects awarded in 2006 and 2007. Thirty-eight financial management staff from 20 posts, as well as several regional bureau budget officers, attended the workshop. Presentation topics included the proper accounting of OBO project funds, project administration documentation, the Diplomatic Tax Relief Initiative and the handling of value-added tax refunds, ICASS for OBO's on-site project staff, and lessons learned from previous NEC projects.

OBO Co-Hosts Project Management Professional Certification Briefing

On January 23, OBO's Office of Resource Management co-hosted with its strategic planning partner, the Bureau of Resource Management's Office of Strategic Planning and Performance, and the Department's Young Professional Organization (YPRO), an informational briefing at Main State on Project Management Professional Certification (PMP). PMP is a well-established methodology for managing and overseeing large, complex, and/or complicated organizational processes. The session attracted 62 Department personnel, with significant representation by the Bureaus of Administration, Diplomatic Security, and Information Resource Management.

WHAT'S NEW

RESOURCE MANAGEMENT

FM Team Briefs FSOs and FSNs

Twelve FSOs and senior FSNs attending the FSI Basics of Financial Management course met with their Area Managers and then received a 90 minute briefing on OBO financial management procedures on February 1. An OBO team representing Resource Management, Area Management, and Facilities Management fielded questions and provided answers on the overall OBO budget, changes instituted in FY 2008, and the mechanics of the facilities manager, maintenance and leasehold accounts.

GAO Review of NEC Construction

The GAO is currently conducting a three-part follow-up review on new embassy construction: contractor base, rightsizing, and operations and maintenance costs. The entrance conference took place in December and GAO's survey work began in January. OBO requested a reprieve from GAO until the new OBO Director had some time to look over the organization. OBO, A/LM, and L/BA met with GAO for the first time on February 21 to begin the review of the contractor base portion. GAO had provided a number of questions in advance and they served as the basis for the meeting. A/LM and L/BA carried the day and provided GAO with background information, statistical data, contract and RFP language, and proposed changes to legislation. Although GAO seemed pleased with the meeting, there will be additional follow-up meetings, particularly with regard to proposed changes to legislation.

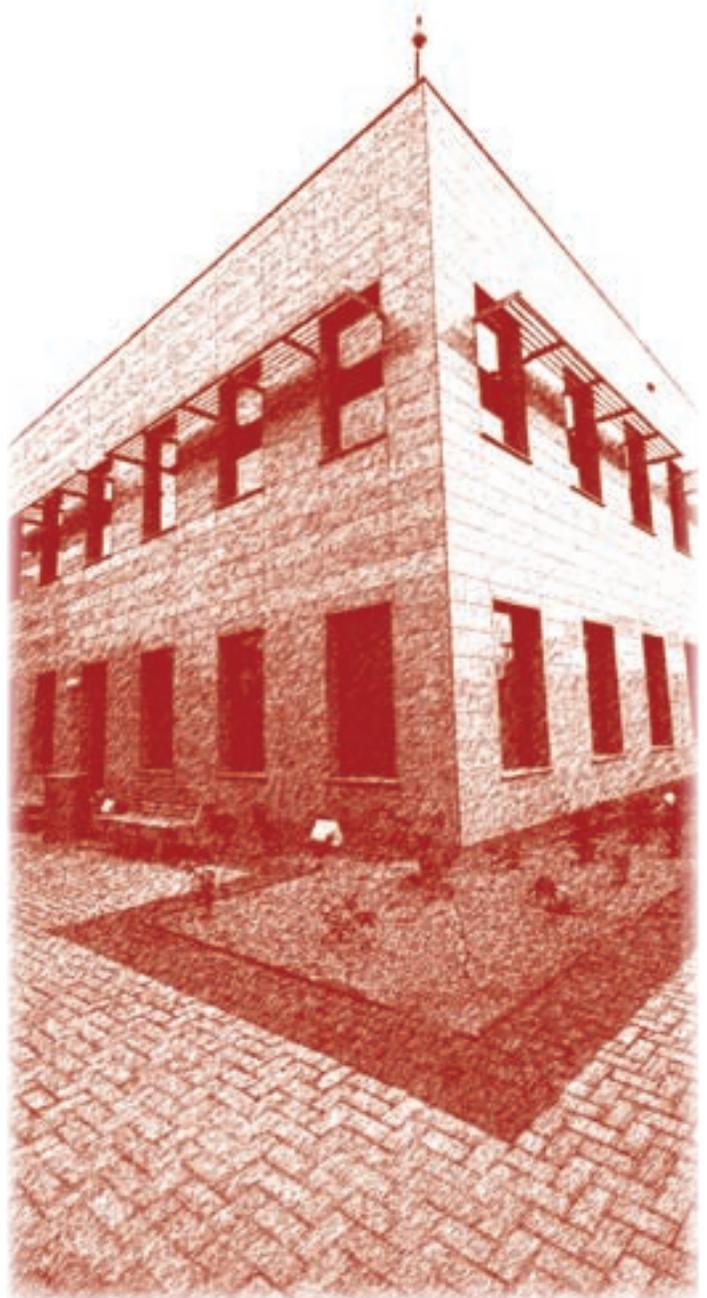
OBO Commences FY 2010 Budget Cycle Process

OBO kicked off the FY 2010 budget cycle with a series of hearings as part of a comprehensive review of both program priorities and resource requirements. Director Shinnick is meeting with each office to discuss their funding requirements and finalize the FY 2010 request levels. OBO will complete its FY 2010 budget and submit it to RM/BP.

OBO Deputy Managing Directors brief OIG and GAO

On April 15, OBO's Deputy Managing Directors (Planning, Real Estate, Project Execution, Operations, and Resource Management) briefed the OIG Inspection Team currently conducting the management inspection of OBO on the NEC planning and execution process. The GAO Team reviewing the NEC contractor base also attended. The briefing was well

attended and served to further educate these two important stakeholders as to the processes and challenges of NEC construction. This is the second of a series of briefings to stakeholders and interested parties by the OBO Deputies. Additional briefings are being planned for the Regional Executive Directors, A/LM, other agencies, and OBO groups.



INDUSTRY CORNER

OUTREACH

Associated General Contractors

On February 29, Director Shinnick, other senior OBO officials, and staff from the Bureau of Administration's Office of Logistics Management met with representatives of the Associated General Contractors International Committee to discuss outreach and participation in OBO's bids and projects. A follow-on meeting is scheduled for June.

Joint OBO/DS Security Briefings Continue

In October, OBO and DS conducted six briefing sessions to 11 contractors for the purpose of comprehensively increasing security awareness and knowledge protocols on OBO construction projects.

OBO Presents at Corporate Real Estate Symposium

On October 30, OBO Real Estate personnel made a 45-minute presentation at the CoreNet Global Summit in Atlanta, Georgia titled "Siting New Embassies Worldwide: Strategies for Making Multiple, Simultaneous, International Location Decisions." The presentation was before an audience of nearly 100 corporate real estate executives and service providers. Follow-up discussions addressed numerous questions about OBO's programs and real estate portfolio. CoreNet is the largest international organization of corporate real estate professionals with nearly 7,000 members worldwide.

The Society of American Military Engineers (SAME) Seminar

On November 1, the OBO Director was the luncheon speaker at the fourth Annual Readiness and Homeland Security Seminar sponsored by the Society of American Military Engineers' Northern Virginia Post. The Director gave an overview of OBO programs and emphasized major security features incorporated in New Embassy Compounds that are providing safer living and working conditions for USG staff. Following the address, post's First Vice-President, Regan McDonald, presented the Director with a commemorative world map symbolizing OBO's commitment to worldwide diplomatic security.

Construction Users Roundtable

OBO staff attended the Construction Users Roundtable's 2007 National Conference in Naples, Florida from November 5 to 7. The theme of the conference was "From Collaboration to Transformation: Solutions for Today's Construction Industry." The OBO Director spoke on "Leading Change in Construction: The U.S. State Department Strategy," to an audience of over 500. He also spoke on the management improvements he set in place, the obstacles facing the Bureau, and its success in building over 50 new facilities enabling thousands of diplomatic staff to work and live in safer facilities.

OBO Co-Hosts Workshop on Design-Build Contract Awards

On January 17, OBO and the Bureau of Diplomatic Security jointly conducted a Security Certification and Accreditation Workshop for the pool of contractors who are recipients of FY 2007 design-build contract awards. The purpose of the event was to assist contractors in understanding the details of the security engineering and design of OBO's physical and technical security systems. Approximately 40 contractors participated in the event, which also addressed Congressional certification, accreditation inspections, and the Forced Entry/Ballistic Resistant (FEBR) door and window program.

OBO Represented at American Planning Association

Jay Hicks, OBO Managing Director for Planning and Real Estate, spoke on Thursday, March 27 at the annual meeting of the Virginia chapter of the American Planning Association in Reston. Over 50 planners attended and resumes have been coming in from individuals expressing an interest in working at OBO.

OBO Division Director is keynote speaker at SAME Luncheon

OBO's Design and Engineering Division Director was the keynote speaker at a recent Society of American Military Engineers (SAME) luncheon. The speech focused on current design and construction contract opportunities and the challenges that lay ahead for the Department in providing diplomatic platforms into the future.

INDUSTRY CORNER

OUTREACH

OBO Hosts Sixth Annual Industry Day

On November 8, OBO, in partnership with the American Small Business Coalition, hosted its sixth annual Industry Day with an audience of 200 at the Crystal Gateway Marriott. The Director opened the event with a presentation that examined his approach to leadership, his vision and strategy for transforming OBO, the obstacles faced in the transformation, the leadership challenges currently facing the bureau, and the results that OBO has achieved. Paramount among these results is the completion of over 50 new and safer diplomatic facilities, which has placed thousands of people out of harm's way.

Following the opening session, the Director presided over a roundtable discussion with company presidents and senior executives. OBO senior staff from Project Execution, Planning and Real Estate, and Operations chaired similar roundtables relative to their respective program areas. A small business roundtable was also conducted by staff from the Bureau of Administration's Office of Small and Disadvantaged Business Utilization. At the end of the sessions, a luncheon was provided and gave the attendees additional opportunities for networking among themselves and with Department staff.



Attendees take notes during an OBO roundtable session.



The Office of Small and Disadvantaged Business Utilization (A/SDBU) conducts a session, along with a panel of current OBO small business contractors, regarding OBO and its contracting opportunities.



General Networking.



An attending business representative presents to a Panel of OBO staff during a technology review session.



INDUSTRY CORNER

INDUSTRY ADVISORY PANEL

Fourth IAP for 2007

On December 13, OBO hosted the fourth 2007 Industry Advisory Panel (IAP) meeting with more than 40 guests and staff attending. Topics of discussion included revisiting previously discussed topics to gather further insight and keep abreast of new developments in indoor air quality management, maintaining a skilled workforce, how value engineering is working for OBO, progress in effectively implementing building information modeling (BIM), and critical issues in project closeout. The Director presented an updated overview of OBO's construction program and provided clarification on several recent issues. He also recognized the contribution of departing IAP member Suman Sorg, who represented the American Institute of Architects. The agenda, presentations, and minutes are posted on OBO's web site, www.state.gov/ofo.

First IAP for 2008

On April 8, OBO hosted the first 2008 Industry Advisory Panel (IAP) meeting in the HST conference room 1107. Over 50 guests and staff attended the meeting. The morning session, which followed some opening remarks by Director Shinnick, consisted of an open forum on ways to increase OBO's contractor base and included a representative from A/LM's contracting division. The afternoon session was devoted to green issues and included: (1) Setting green goals, (2) Specific energy conservation measures to be implemented in new and existing facilities, (3) Web-based tracking and certification tools to document high-performance buildings, and (4) Eco-diplomacy, which was presented by a representative from EUR. Director Shinnick also presented certificates of appreciation to departing Panel members Nancy Goshow, Marvin Oey, Darryl Horne and William Flemming (in absentia). In addition, he welcomed new Panel member Barbara Nadel, who represents the American Institute of Architects. The agenda, presentation, and meeting minutes are posted on OBO's web site www.state.gov/ofo.

Upcoming 2008 IAP Meetings

The remaining 2008 Industry Advisory Panel meetings are scheduled for June 26, September 18, and December 18. Registration is required for all meetings and opens about one month prior to the event date. For more information please visit our web site or email IAPR@state.gov.



IAP group photo April 2008.



Nick Retherford (OBO/PRE) and Tim Farrell (A/LM) participate in the morning contracting session.



The December 2007 Panel Members.

INDUSTRY CORNER

INDUSTRY ADVISORY PANEL

Meet the Panel

April 2008 Members



CLARE ARCHER is a Senior Manager in Gilbane Building Company's Mid-Atlantic Region, based in Laurel, MD and represents the **ASSOCIATED GENERAL CONTRACTORS OF AMERICA (AGC)** on the Panel. After earning a B.S. degree from Indiana University of Pennsylvania in 1990, Ms. Archer went to work for an architecture/engineering/construction management firm in Arlington, VA. She began working with Gilbane Building Company in 1997. As a Senior Manager, Ms. Archer focuses on business and client development for the public sector—local, state and federal agencies. Clare is an active member of AGC's Government Affairs Committee, and is currently the President of AGC of Metropolitan Washington, DC. As a member of the Government Affairs Committee, Clare was a leader on the GSA Construction Manager as Constructor task force, on which she worked closely with GSA representatives to develop a standard template and language for use of this delivery system within GSA. She is also actively involved in the Construction Management Association of America (CMAA) and the District of Columbia Building Industry Association (DCBIA). **IAP TERM: SEPTEMBER 2007 – SEPTEMBER 2008**



WILLIAM FLEMMING is Senior Vice President of Pre-Construction Services at Skanska USA Building Inc., one of three Skanska business units in the U.S., and a leading national and local provider of construction, pre-construction consulting, general contracting and design-build services to a broad range of U.S. industries. As the company's senior pre-construction executive, he leads efforts on projects of all sizes and complexities. Flemming is on the board of directors of the **DESIGN-BUILD INSTITUTE OF AMERICA (DBIA)**, and represents that organization on the Panel. He is also a member of the International Society of Pharmaceutical Engineers (ISPE). He has been a featured speaker at Tradeline Inc., the Society of Marketing Professional Services (SMPS) and ISPE, and is a published author. Mr. Flemming also is a member of the Skanska USA Civil business unit's board of directors. He has an M.B.A. from Golden Gate University, a B.S. in Construction Management and a B.S. in Architectural Engineering Technology from the University of Cincinnati. **IAP TERM: JULY 2007 – JULY 2008**



NANCY ABER GOSHOW, AIA, is the founding partner of Goshow Architects, the largest 8(a) WBE full service architectural firm in NYC focusing on sustainable buildings for the public sector. Ms. Goshow holds a Master's Degree from The Pratt Institute and a Bachelor's Degree from Pennsylvania State University. She represents **WOMEN CONSTRUCTION OWNERS & EXECUTIVES (WCOE)** as Northeast regional director. She is a national founding partner of Women Impacting Public Policy and a member of the Women Presidents' Organization. She is a recipient of the "Woman of the Year Award" from the National Association of Women in Construction, and her firm was profiled on PBS's "New American Heroes." Prior to forming Goshow, she worked at Skidmore, Owings & Merrill, and Beyer Blinder Belle. **IAP TERM: JULY 2007 – JULY 2008**



DARRYL K. HORNE is President and CEO of Horne International, Inc., a program engineering and technology firm with a strong focus on securing government facilities at home and abroad from chemical, biological, nuclear, and physical threats. Mr. Horne represents the **NATIONAL DEFENSE INDUSTRIAL ASSOCIATION (NDIA)** on the Panel. As founder of Horne Engineering Services, Inc., he created a company that has produced more than \$200 million in revenue. He is a licensed professional engineer and has more than 20 years of technical and management experience. He was appointed to the Virginia Military Institute's Board of Visitors, serving as a member of the Executive Committee, as Board Vice-President, and as chair of three committees. Mr. Horne is also a Trustee on the Federal City Council. He is the recipient of numerous awards, including an Ernst & Young Entrepreneur of the Year Award, and was a finalist for a National Capital Business Ethics Award. Recently, he was recognized as a Top Entrepreneur by U.S. Black Engineer & Information Technology magazine. **IAP TERM: JULY 2007 – JULY 2008**

INDUSTRY CORNER

INDUSTRY ADVISORY PANEL



GREGORY S. KNOOP, AIA, LEED-AP, has over 17 years of diverse experience and expertise in project planning, design and administration. He is responsible for the firm's efforts in continuing the tradition of expertise in designing for diplomacy. His experience in embassy planning and design has included U.S. Embassy in Ljubljana, Slovenia, and U.S. Embassy NOX compound in Abuja, Nigeria. He was the architect for embassy renovations for Paris, France, Ankara, Turkey, Hermosilla, Mexico, and several projects in South America. Mr. Knoop is a member of **SAVE INTERNATIONAL**, and represents this organization on the panel. He has been involved in many OBO Value Engineering studies, has published articles on value engineering, and was a lecturer at the SAVE International 2007 conference. Mr. Knoop received a Bachelor of Architecture degree with honors from Carnegie Mellon University in 1990. He holds licenses in Maryland, the District of Columbia, Pennsylvania, West Virginia, Virginia, and is NCARB certified. **IAP TERM: SEPTEMBER 2007 – SEPTEMBER 2008**



REGAN P. McDONALD, PE, is a Senior Principal for Corporate Facilities Administration with BAE Systems Information Technology. He is representing the **SOCIETY OF AMERICAN MILITARY ENGINEERS (SAME)** and serves as the Vice President of the Northern Virginia Post of SAME. A career officer in the U.S. Army Corps of Engineers (USACE), Mr. McDonald served in a variety of positions including Deputy Commander of the Detroit District USACE, Assistant Professor of Civil Engineering at West Point, Advisor to the Iraqi Ministry of Water Resources, and Chief of Staff of the National Geospatial-Intelligence Agency's New Campus Program Office (BRAC). He holds a B.S. in Civil & Environmental Engineering from Clarkson University, an M.S. in Civil Engineering from Cornell University, and an M.B.A. from Virginia Tech. **IAP TERM: SEPTEMBER 2007 – SEPTEMBER 2008**



MARVIN OEY, PH.D, PE, is the Director of the Construction Institute (CI) at the **AMERICAN SOCIETY OF CIVIL ENGINEERS (ASCE)**, and represents the organization on the Panel. Prior to this position, Dr. Oey served as an analyst with Independent Project Analysis (IPA) working with some of the largest oil companies, chemical producers, pharmaceutical companies, forest product companies, and consumer products manufacturers in the world to help enhance capital productivity using IPA's project evaluation system and project system benchmarking. Dr. Oey started his career with the Construction Industry Institute (CII) at the University of Texas at Austin where he received his Ph.D. He was involved in quantifying the cost, schedule, and safety benefits of CII best practices. **IAP TERM: JULY 2007 – JULY 2008**



BARBARA A. NADEL, FAIA, is Principal of Barbara Nadel Architect (BNA), specializing in justice, health, and institutional facilities, and represents the **AMERICAN INSTITUTE OF ARCHITECTS (AIA)**. Since founding BNA in 1992, she has provided security reviews, programming, master planning, design, value engineering, and expert witness services to U.S. and international clients. Ms. Nadel is Editor-In-Chief of Building Security: Handbook for Architectural Planning and Design, for which she received AIA's Institute Honors for Collaborative Achievement and the Milka Bliznakov Prize Commendation. She has served as both AIA's National Vice President and New York Regional Director. Ms. Nadel is Editor-In-Chief of Soloso™ and was 2002 Chair of the Academy on Architecture for Justice. She has received various honors, including the AIA's New York State President's Award and Del Gaudio Award. Her work as a journalist has appeared in over 100 magazines, web sites, and books. She received B.Arch. and BFA degrees from the Rhode Island School of Design and a B.A. in Pre-Architecture from State University of New York at Binghamton. **IAP TERM: APRIL 2008 – APRIL 2009**



JOHN O. WOODS, JR., PE, is Principal and co-founder of Woods•Peacock Engineering Consultants, a SDVOB. Prior to Woods•Peacock, he spent 29 years with FDE Consulting Engineers, 24 as co-owner. In his 37-year structural engineering career he has designed, or been responsible for the design of more than 500 significant structures, and has consulted on thousands more worldwide. Since 1983, he has visited more than 40 countries consulting on buildings for the U.S. Department of State. On the Panel, he represents the **AMERICAN COUNCIL OF ENGINEERING COMPANIES (ACEC)**. Mr. Woods has served as president of ACEC/Metropolitan Washington, and on numerous committees and task forces of ACEC and the Coalition of American Structural Engineers. He is also a large complex case panel member of the American Arbitration Association, and was appointed to the U.S. Access Board in 2005. He has served on the Viet Nam Veterans Memorial Fund since the initial design competition. He received a B.S.C.E. from The Citadel, and a M.S. from Duke University. **IAP TERM: SEPTEMBER 2007 – SEPTEMBER 2008**

SPECIAL PROJECTS

China Program Annual Offsite

OBO's Special Projects Division (OBO/PE/SPCD) held their seventh annual Offsite at the Warrenton Training Center on October 11-12, 2007. The Offsite included a number of technical topics and discussions to include a status update on the construction execution and site operations of the Beijing NEC project, security overviews related to technical, physical, procedural/industrial and transit/logistics, telecommunications, accreditation, commissioning of the NEC, demobilization, maintenance program, post move-in, and decommissioning of the existing post facilities.

A status of the progress on the Guangzhou NCC project was also presented, which included topics related to overall execution, security overview, contracting, design, and future construction and staff mobilization. In addition, a status of the initial planning for the Beijing Annex/Reconfiguration and the Shanghai NCC projects was presented.

Guests in attendance included the OBO Director, DS Deputy Assistant Secretary (A/S) Pat Donovan, IRM D/CIO Charlie Wisecarver, and CSE Director Jim Flynn. Also in attendance were the Admin Officers from Beijing, Guangzhou, Shanghai and OBO's Project Director from Beijing.

Under Secretary Kennedy Briefed on China OBO Projects

On February 7 representatives from OBO, M/PRI, CA, DS, RM, and EAP briefed Under Secretary Kennedy on changed requirements for OBO projects in Beijing, Guangzhou and Shanghai. Addressing questions raised by U/S Kennedy, CA confirmed that the growth reported to M/PRI included projections on the visa applicant data through 2016.

OBO Conducts Guangzhou Site Visit and Outreach

During the week of February 25-29, representatives of OBO, the Bureaus of Diplomatic Security and Consular Affairs, and American contractors traveled to Guangzhou, China. The team held a pre-bid conference, site visit, and port survey with three American companies interested in bidding on the Guangzhou New Consulate Compound (NCC) Controlled Access Area construction project. The team briefed the Consul General and Post Management on the status of the NCC project, the updated China 2016 program, and reviewed the proposed NCC 2016 design solution with all Consulate sections. The team also met

with the Foreign Affairs Office and local planning officials to advance the NCC permit process. The OBO/post-led team took the contractors to the Port of Chi Wan in Shenzhen, where they met representatives of the U.S. flag carrier American President Lines, who provided a briefing of their services and a tour of the port.

Briefing Congress on China OBO Projects

OBO worked with the Bureau of East Asian and Pacific Affairs, the Bureau of Consular Affairs, and the Office of Management Policy, Rightsizing, and Innovation to prepare a briefing to the Office of Management and Budget and the Congress on the anticipated growth of posts in China and its effect on rightsizing. Given the growth pattern of other agencies and sections in China, the Department now recommends using the projected 2016 staffing numbers when planning for facilities in China. This in turn has had an effect on the size and costs of the compounds being designed and planned. On February 25, representatives from OBO, the Office of Management Policy, Rightsizing, and Innovation, and the Bureaus of Consular Affairs and East Asian and Pacific Affairs briefed staff of the House Appropriations Committee on updated facility requirements for NEC projects in Beijing, Guangzhou, and Shanghai. On May 12, the team briefed the Senate.

Service Level Agreement signed between DOS and DOD

On March 28, representatives from OBO and DOD signed an addendum to the original Service Level Agreement (SLA) that was developed and signed earlier in January 2005. The original SLA was to expire December 31, 2008; however, based on the additional work associated with new China projects, the SLA was extended until December 31, 2012. This agreement will enable logistic and transit operations to continue between our departments to enhance the overall execution of the China program.

Beijing NEC Tenants Meeting

On March 27, OBO held its eighth meeting with the agencies moving into the new embassy in Beijing to keep them abreast of developments and to focus on the move in September 2008. This meeting of 24 different USG agencies and eight Department Bureaus has taken place on a semi-annual basis since April 2003. The Management Counselor, the Move Coordinator and the Project Director at post attended all sessions.

SPECIAL PROJECTS

The ribbon-cutting ceremony for the new Beijing Embassy will take place on August 8 and will be led by President Bush. Upon conclusion of the Olympics and Special Olympics, post can begin preparation for the move.

Beijing New Embassy Compound Annex

One of the challenges of planning, or “right sizing,” seven or eight years before a new embassy is built is that much can happen in the intervening years that impacts sizing and design decisions. This is especially true if the country is undergoing dynamic change. To say that China has undergone such change in the past eight to ten years is an understatement. *Newsweek* noted in a January 7, 2008 article (citing former Treasury Secretary Lawrence Summers) that “In two decades, China has experienced the same degree of industrialization, urbanization, and social transformation as Europe did in two centuries. The scale and pace of growth in China has been staggering, utterly unprecedented in history...and it has produced equally staggering change.” China has one-sixth of the world’s population; three decades of eight percent annual per capita income growth; and the second largest number of internet users. Its economy is the second largest in the world, after the United States, and it is the world’s largest holder of foreign reserves.

China has obviously become a dominant player in the international trade arena and is a valued trading partner of the United States. Moreover, China is of importance to the United States as an erstwhile ally in the fight against terrorism. However, it is also a country whose industrial and military espionage efforts directed against the United States are frequently featured in the written and electronic media.

The purpose of “right sizing” is to arrive at a workspace and staffing model that meets the operational needs of a diplomatic mission for a specified period of time into the future, usually five to ten years. Congress requires this “scrubbing” of size and content to ensure that the Department builds just what is needed for the near term and no more.

Because of China’s increased global importance, the size analysis and the decisions made in the 1990s are, of course, no longer valid today. Expanded diplomatic interests and other agency considerations have exceeded the New Embassy Compound’s (NEC) capacity. As an example, since 2004, 13 new agency elements from within the Departments of Homeland Security, Health and Human Services, Energy, Justice, Treasury, and the Agency for International Development have added, or plan to add, offices in China. This growth is in response to new challenges such as counterterrorism and border security (DHS),

emerging health threats such as avian influenza (CDC, OCHA, USAID), import safety (FDA), and intellectual property crime (USPTO).

We are now planning for a 6,518 square meter annex building on the NEC in Beijing, as well as some additional modifications to the consular operations building, which will be adjacent to the annex.

The NEC, as originally envisioned, will be formally opened in August of this year. The NEC annex, currently in the design stage, is tentatively scheduled for completion in the Spring of 2012, and will be sized to accommodate 90 American employees and 144 locally employed staff (LES), plus another 84 desks will be added to other site buildings. It will permit the following additional agencies to be housed on the NEC:

- Customs and Border Protection (CBP)
- Department of Energy National Nuclear Security Administration (NNSA)
- Food and Drug Administration (FDA)
- National Science Foundation (NSF)
- Overseas Prosecutorial Development Training & Assistance (OPDAT)
- Patent and Trade Office (USPTO)
- U.S. Agency for International Development (USAID)
- U.S. Coast Guard (USCG)

As part of the annex project, there will be some reconfiguration of the consular building (reconfiguration scheduled for completion in October 2008) and relocation of site utilities.

This addition will provide the needed space to accommodate all programmed members of the diplomatic mission, as well as representation by additional agencies with need for an in-country presence to meet American economic, health, agriculture, energy, and domestic-security programs and agendas.



A model of the Beijing New Embassy Compound Annex

PRESS COVERAGE

USInfo features Art in Embassies

In November 2007, the Department of State's USInfo featured an article regarding ART's collaboration with the Smithsonian Institution's National Museum of the American Indian (NMAI). The NMAI donated original works by five Native American artists that will be displayed at overseas missions. The article highlights ART's successful program and focuses on the five Native American artists, their perspectives, and their works.

Embassy Berlin Scheduled to Open on Independence Day

In January 2008, the AP, *Earth Times*, and Reuters reported on the scheduled two-day opening celebration for the new embassy in Berlin, Germany, on July 4, 2008. The articles mentioned the significance of its location, as it sits on the same site as the pre-World War II mission, on the Pariser Platz. Among other highlights were the art installations of a 40-foot-tall steel sculpture by Ellsworth Kelly, and an American eagle made by Germany's famous Meissen porcelain manufacturer. In April, the press reported that President Bush will attend the festivities to open the new embassy.

OBO Industry Day 2007 in State Magazine

An article regarding OBO's sixth annual Industry Day event was included in the February 2008 edition of *State Magazine*. The article mentions the coordination with the American Small Business Coalition and the various activities of the day including the general session, senior management roundtables, and a small and disadvantaged business roundtable.

Coverage of Embassy Kigali Dedication

The New Embassy Compound in Kigali, Rwanda, was dedicated on Tuesday February 19, 2008. Distinguished attendees included President Bush, Secretary Rice, and Rwandan President Paul Kagame. The press coverage was picked up by the AP and White House News, and from there it was disseminated throughout many globally distributed news sources including the *Wall Street Journal*, *L.A. Times*, *The Arizona Republic*, and *Herald Tribune*.



President Bush shakes hands with Rwandan President Paul Kagame at the Kigali NEC dedication ceremony.

Embassy Baghdad Receives its Certificate of Occupancy

In April, the AP published several articles announcing that Embassy Baghdad received its certificate of occupancy, indicating that the 27 new, heavily fortified facilities are ready for post move-in. The certificate signifies that substantial completion of construction has been attained, and that the buildings and communications systems have been successfully tested. This new, 104-acre site will replace the current embassy quarters in a Saddam Hussein-era palace.

FedTimes Reflection, Change at OBO

In April, the *Federal Times* featured OBO and its program, drawing on discussions from the April 8, 2008 Industry Advisory Panel (IAP) meeting. Noting that OBO is currently one-third of the way through its effort to replace 160 U.S. embassies with safer, more secure facilities, the article focuses on OBO's reflection over the past few years, and its plans for moving forward. It mentions recent organizational changes and initiatives aimed at improving the program and increasing the number of contractors bidding on construction projects. Some topics mentioned include: extending the completion date for projects from 24 months to 28 months; spreading out requests for proposals throughout the year; and building facilities with simpler, less technical internal systems so that they are easier to operate and maintain.

EMPLOYEE CORNER

David E. Foy Memorial Award for Excellence in Facilities Management

At the OBO Awards Ceremony on October 16, OBO presented the 2007 David E. Foy Memorial Award for Excellence in Facilities Management to Kenneth Schroeder from U.S. Embassy Cairo. Mr. Schroeder received the award for his outstanding accomplishments and performance in implementing and sustaining an effective facilities management program.

The prestigious award, named in honor of the late David E. Foy, whose life was tragically ended by a car bomb in Karachi, Pakistan in 2006, recognizes superior professional performance and outstanding leadership in the challenging field of facilities management. Mr. Schroeder was given \$5,000 cash and a crystal trophy accompanied by a certificate of achievement.

OBO Staff Performance Awards

Following the October 2007 awards ceremony, OBO presented a total of 311 performance awards to its employees in recognition of recent individual and collective contributions to OBO's many successes. OBO senior staff took the opportunity to emphasize the importance of recognizing outstanding efforts in sustaining high performance.



Deputy Secretary Negroponte visits with the Special Projects Division

Deputy Secretary Negroponte Visits OBO

In October, Deputy Secretary of State John Negroponte visited OBO. He began his visit by meeting with and addressing OBO Senior Management. He then continued onto a meeting with the Special Projects Division, followed by a presentation from OBO's Design and Engineering Branch. A large crowd gathered in the SA-6 lobby to hear Deputy Secretary Negroponte's address.

Following his remarks, the OBO Director presented the Deputy Secretary with a certificate of appreciation for his support of the OBO program.

OBO Director Participates in Senior Executive Threshold Seminar (SETS)

On October 29, the OBO Director was a featured speaker at the SETS leadership training program for newly promoted Senior Foreign Service and Senior Executive Service employees, held at the National Foreign Affairs Training Center. The theme of the Director's presentation was "Leading Organizations through Change and Transition." He spoke about leadership, the vision and strategy for transforming OBO, the obstacles faced in the transformation, the leadership challenges currently facing the bureau, and the results that OBO has achieved. Following his presentation, the Director responded to questions asked by several of the 22 course participants.

OBO Hosts Annual Health Fair

On November 6, OBO hosted its first annual Health Fair. Eight health carrier representatives attended to promote their respective plans: Aetna, American Foreign Service Protection Association, Blue Cross Blue Shield, Government Employees Hospital Association, Kaiser Permanente, Mail Handlers, United Concordia, and Vision Service Plan.

New Civil Service Performance Management System

On January 31, 2008 OBO/HR and HR/CSP held a training session on the newly implemented Civil Service Performance Management System. The training was held onsite, which was well received by OBO managers and employees. During this session components of the new Performance Management System were presented.

OBO Represented at HR/CSD Performance Measures Meeting

On March 27, OBO performance measures personnel participated in an informative briefing in HR/CSD. The briefing focused on how to develop personal performance measures through critical examination, and alignment of the Department's and Bureau's strategic goals to employees' critical performance elements under the new performance rating system.

EMPLOYEE CORNER

HAIL & FAREWELL

<i>New Hires</i>			<i>Departures</i>		
<i>Name</i>	<i>Office</i>	<i>EOD</i>	<i>Name</i>	<i>Office</i>	<i>Date</i>
Portia McNeil	OBO/MSD	10/01/07	Curtis Oden	OBO/IPCO	10/27/07
William Hedges	OBO/OPS/FAC	10/15/07	Charles Hurley	OBO/PE/DE	10/27/07
Gerald Fill	OBO/RM/P	10/15/07	Angela Sharpe	OBO/OPS/AM	10/31/07
Steward Smith	OBO/IM	10/29/07	Alexandra Stables	OBO/OPS/AM	11/02/07
Jason Adams	OBO/PE/SM	10/29/07	Donna Phillips	OBO/RM/FM	11/03/07
Stephen Loftus	OBO/OPS/FIR	10/29/07	Soleh Lee	OBO/PE/CC	11/10/07
Douglas Hemphill	OBO/PRE	10/29/07	Eugene Tumblyn	OBO/MSD	11/10/07
Malinda Pugh	OBO/PRE/AQD	11/13/07	Jermaine Rogers	OBO/IM	11/16/07
Donna Phillips	OBO/PE/SM	11/13/07	Richard Heffern	OBO/AM/WHA	11/30/07
Anthony Sangley	OBO/IM	11/13/07	Alan Evers	OBO/PE/CC	11/30/07
Elizabeth Lauster	OBO/PRE/RPM	11/13/07	Natasha Robinson	OBO/PE/SM	12/07/07
Joseph Cafferata	OBO/PE/DE	11/13/07	Maisie Meade	OBO/OPS/AM	12/08/07
Kimberly LaJeunesse	OBO/OPS/AM	11/26/07	Erin Crudden	OBO/PRE/PEA	12/08/07
Carlos Edwards	OBO/OPS/FAC	11/26/07	Clifford Mecklenburg	OBO/RM/FM	12/08/07
Richard Plunkard	OBO/PE/SM	12/10/07	Peter Zebriskie	OBO/REPM	12/23/07
Minh Le	OBO/PE/DE	12/10/07	Willie Drummond	OBO/OPS/FIR	12/31/07
Tammra Gill	OBO/PE/SPCD	12/10/07	Charles Williams	OBO	12/31/07
Tahir Rizvi	OBO/PE/CC	12/10/07	William Downer	OBO/PRE/REP	12/31/07
Julian Brown	OBO/OPS/FAC	12/10/07	Shen-Yi Hu	OBO/PE/DE	01/03/08
Tonya Hyder	OBO/HR	12/26/07	Ben Sims	OBO/PE/DE	01/03/08
Thomas Swepson	OBO/PE/SPCD	12/26/07	Jo Anne Debusk	OBO/PE/DE	01/04/08
William Downer	OBO/PRE/RPM	01/07/08	Alia Platz	OBO/IM	01/14/08
James Rowland	OBO/PE/DE	01/07/08	Song Keller	OBO/IM	01/18/08
Robert Jeter	OBO/PE/DE	01/07/08	Susan Glasner	OBO/PE/CC	01/18/08
Geneva Davis	OBO/HR	01/07/08	Anthony Sangley	OBO/IM	01/18/08
Rafel Discipulo	OBO/PE/DE	01/22/08	John Lydic	OBO/PE/DE	01/19/08
Uriah Cooper	OBO/MSD/SY	02/04/08	Ruben Alcantara	OBO/OPS/AM	01/20/08
Medgar Rose	OBO/OPS/FIR	02/04/08	Robert Baggan	OBO/IROR	01/30/08
Patricia Freeman	OBO/RM/FM	02/19/08	Hillary Zahm	OBO/PRE/PEA	02/02/08
Yolanda Lucas	OBO/HR	02/19/08	Demetria Gibson	OBO/OPS/SHEM	02/03/08
Brian Bates	OBO/PE/CC	02/19/08	Lizette Chacon	OBO/HR	02/09/08
Stephen Kruchko	OBO/FO	03/03/08	Tamia Allen	OBO/PE/SM	02/15/08
John Holland	OBO/PE/SM	03/03/08	Stephanie Robinson	OBO/PRE/PEA	02/16/08
Rhonda Thompson	OBO/PE/SPCD	03/17/08	Linda Dunyan	OBO/PE/DE	02/16/08
Amanda Fraizer	OBO/PE/DE	03/17/08	Connie Graham	OBO/OPS/AM	02/16/08
Douglass Noubissi	OBO/PE/CC	03/17/08	Adelet Kegley	OBO/EA	02/29/08
Olena Shockley	OBO/PE/CC	03/31/08	Arlette Nowakowski	OBO/RM/FM	02/29/08
Angela Mason	OBO/HR	03/31/08	James Schofield	OBO/IPCO	03/01/08
David Dunham	OBO/OPS/FIR	03/31/08	Donna Phillips	OBO/PE/SM	03/01/08
Cynthia Keim	OBO/RM/FM	03/31/08	Robert Smith	OBO/IM	03/07/08
Jennifer Refvik	OBO/PE/DE	04/14/08	Robert Woods	OBO/PRE/EV	03/07/08
Jose Cao-Garcia	OBO/RM/FM	04/28/08	John Fenner	OBO/OPS	03/15/08
Angela Sharpe	OBO/OPS/AM	04/28/08	Coston Burnes	OBO/MSD/SY	03/29/08
Stephen Terada	OBO/PRE/RPM	04/28/08	Malinda Pugh	OBO/PRE/AQD	03/29/08
Kyra Koh	OBO/PE/DE	04/28/08	Zerrin Langer	OBO/IROR	04/05/08
Shawnee Wright	OBO/RM/P	04/28/08	Steven Shaffer	OBO/FO	04/26/08
			Alan Trogdon	OBO/PE/SM	04/30/08
			Michael Locksley	OBO/OPS/FIR	04/30/08





Embassy Managua, Nicaragua



Embassy Panama City, Panama



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Bureau of Overseas Buildings Operations
Washington, DC 20520
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