

THE NEW EMBASSY COMPOUND PROCESS AND POST'S ROLE

1. Summary

Open communication between post and the Bureau of Overseas Buildings Operations (OBO), the Bureau of Diplomatic Security (DS), and other bureaus and overseas agencies with personnel under Chief of Mission authority is critical to a successful transition to a New Embassy or Consulate Compound (NEC). This cable clarifies the process of how the Department of State (DOS) develops an NEC, from the point at which NEC project priorities are developed, through project planning, design, construction, commissioning, and maintenance after an NEC is occupied. Specifically, the role played by post in the NEC process is highlighted at each stage. For further clarification, posts should contact OBO's Area Management Division (OBO/OM/AM). Although there are many methods available for developing projects, the focus of this cable is on the type of capital construction projects most frequently being performed by OBO: Security Capital projects (those projects identified as having significant security deficiencies) using the Standard Embassy Design (SED) with the design/build method of delivery.

2. Standard Embassy Design

The Standard Embassy Design (SED) is an initiative that standardizes the design of secure, safe, and functional new embassy and consulate compounds. The SED was developed as a tool to enable OBO to plan, contract for, design, and construct new projects more quickly than in the past; to simplify the building process; and to provide economically feasible facilities overseas. The SED NEC typically includes a New Office Building (chancery or consulate); General Services Operations (GSO) office building, warehouse, and non-office support spaces such as shops; Marine Security Guard Quarters (MSGQ), when a detachment is assigned to the post; Utility Building; Compound Access Control facilities; and parking. There may also be an office annex (NOX) if there is a need, for example, when there is a large U.S. Agency for International Development presence. The SED can be expanded or contracted to fit the requirements of each post, and includes a flexible interior allowing for custom fit-out and future space modification.

3. Long-Range Overseas Buildings Plan

Beginning in 2001, the Department produced an annual Long-Range Overseas Buildings Plan (LROBP). The LROBP is a comprehensive six-year plan documenting OBO's program for, first and foremost, the replacement of the least secure embassies and consulates around the world. The LROBP also includes information on OBO's Regular Capital Projects (NECs justified for reasons other than security), Major Rehabilitation Projects, Real Estate Plan, Build to Lease Plan, Compound Security Program, Refurbishment of Representational Residences Program, Post Communications Support Program, Consular Improvements Program, and Fire Protection Program (Installation and Replacement of Fire Alarm Systems). The most recent version, covering the period FY 2004 – FY 2009, was distributed in March 2004. OBO's Project Planning Division (OBO/PD/PPD) is the point of contact for issues associated with the LROBP, the top 80 list, and staffing projections described below.

4. The Top 80 List

Moving a post into the list of the 80 most vulnerable posts is the first step for an NEC project. By law, the department is authorized to spend security capital appropriations only among the top 80 posts. Congress requires an annual report by February first, showing all posts requiring replacement for security reasons. That report, consisting of approximately 150 posts, includes the top 80 posts. These top 80 posts form the universe of posts included in the Security Capital portion of the LROBP.

4.a. Updating the Top 80 List

Each summer, the Bureau of Diplomatic Security (DS) reviews the vulnerability of all chancery and consulate buildings, considering security factors such as perimeter protection, setback, and parking; structural and safety factors such as seismic and façade construction; and the assigned threat levels. The result of the review is a rank ordering of the posts, which is provided to the regional bureaus. The regional bureaus then nominate posts to move into the top 80 list, replacing posts on the list of the top 80 that received funding in the previous year. Posts can make the case to their

regional bureaus as to why they should be moved ahead into the top 80. In the fall, a DS, regional bureau, and OBO team, working with M staff, recommends new posts from those nominated for addition to the top 80 to the Under Secretary for Management. The new list of 80 is sent to the Secretary for approval and, in turn, to the Congress as required by law.

4.b. Prioritizing the Top 80 List

After the new top 80 list has been sent to Congress, each regional bureau then prioritizes its posts within the top 80. Here again, posts may work with their regional bureaus to influence the priorities. OBO and the regional bureaus develop business cases for the new posts, and update the business cases for posts previously included in the LROBP.

5. Staffing Projections and Approval

For each post in the top 80 list, in December, OBO/PD/PPD requests that posts provide a projection of the NEC staff. The Department of State has issued a “Guide to Developing Staffing Projections for New Embassy and Consulate Construction” for posts and regional bureaus to follow. The guide can be found on the Under Secretary for Management's web page under the “Office of Rightsizing the USG's Overseas Presence.” The guidance requires posts to establish an interagency committee to develop the draft projection. Agencies at post are required to work with their headquarters in making staffing projections. Once completed, post forwards its staffing projection to the regional bureau, where it is vetted with each agency headquarters and, if needed, with other bureaus and offices within the department. After the regional bureau approves the projection, it is forwarded to OBO. OBO will only use staffing information provided by the regional bureau in planning NEC projects.

5.a. Updating the Staffing Projections

Using the same process described in paragraph 5 above, as part of the LROBP updating process, OBO/PD/PPD asks posts annually in December to update

previously provided staffing projections. Updates continue to the budget year, that is, two years prior to the year in which an NEC's design/build contract will be awarded (FY 2008 is the budget year for projects planned for funding in FY 2010). The staffing projections are frozen at this point and are considered final for budget and Capital Security Cost-Sharing Program purposes.

5.b. Using the Staffing Projections

The staffing projections will be used to determine the project scope, i.e., the size and components of an NEC. This is a critical item for posts and the regional bureaus. The staffing projections are the most significant factor in determining the preliminary size of the NEC. OBO prepares its capital budget request based on the preliminary NEC size. Thus, the budget will only accommodate an NEC sized for the staffing projections provided in the budget year. To mitigate the risks associated with potential staffing changes, OBO includes a limited number of growth and temporary duty workstations throughout the NEC. While we appreciate the dilemma that often occurs at post, with staff fluctuations due to a change in mandate or other items beyond post's control, posts must also appreciate that OBO has to establish the budget at a certain point based on the anticipated building population.

6. Back-up Projects

Although a full list of security capital projects to match projected funding is prepared for each fiscal year, it is not uncommon for some of the projects to be delayed. There are a variety of reasons for a project's delay, ranging from problems with property acquisition to the lack of funds or Congressional support. Each year, OBO's Project Evaluation and Analysis Division (OBO/PD/PEA) evaluates the list of out-year projects in the LROBP and selects back-up projects to move forward as needed. The

principal criteria PEA has used to date to identify potential back-up projects is the imminence of the acquisition of the sites and the regional bureau priority rating from paragraph 4.b. Back-up projects are planned in detail so that they are ready for award, sometimes several years ahead of the planned year of design/build award in the LROBP. Current staffing projections will be used to plan the back-up projects. For this reason, it is crucial that all staffing projections provided each year by post be considered final. The processes described in this cable will be adapted as necessary when a project is accelerated to an earlier year.

7. Site Acquisition

OBO's Office of Real Estate and Property Management, Acquisition and Disposals Division (OBO/REPM/AQD) manages the NEC site acquisition process including site search, site evaluation, site selection, negotiations, and due diligence (described in paragraph 7.b below). Throughout this process, post's involvement and assistance is essential to the program's success. Post will likely be involved in areas including the hiring of service providers, due diligence contractors, attorneys/notaries, appraisers, interpreters, translators and so forth, in addition to working with OBO personnel visiting post. Also, post's participation in related meetings, the site evaluation process, and direct dealings with local and national governments will be required. One of post's key roles in the acquisition process is procuring government approvals such as Ministry of Foreign Affairs (MFA) approval of the site purchase and zoning/planning approvals. Often, property rights and related reciprocity issues

require post's close involvement as well. The site acquisition process typically begins two years prior to the fiscal year in which the design/build contract for the NEC will be awarded. If an NEC is scheduled for FY 2010, site selection would normally begin no later than the start of FY 2008. OBO is considering adjusting this process to initiate the site acquisition earlier in order to allow preparation of more accurate cost data associated with development of the selected site, and therefore more accurate budget requests.

7.a. Site Selection

The site acquisition process typically begins with OBO employing an international real estate firm to search the city for sites that meet our criteria and to deliver a detailed report on potential sites, copies of which post also receives. Posts are encouraged to provide any and all site information at its disposal to OBO and the relevant search firm. A site evaluation team from OBO, DS, and members of the security community visits post, and, with a post representative on the team, evaluates available sites and selects the most appropriate site based on established criteria. For site acquisition, the real estate specialist assigned to your project from OBO/REPM/AQD is the point of contact.

7.b. Due Diligence and Completion of Site Purchase

OBO/REPM/AQD manages and funds the purchase transaction, including performance of numerous due diligence studies of the site, usually with local engineering and survey firms. Due diligence is the process of determining that the site is technically acceptable for USG use, e.g., understanding permit, title, access, utility, soil, environmental, etc requirements associated with the site. Due diligence also includes determining and, if necessary, obtaining proper zoning for diplomatic use and development rights for the project. Post is an active participant throughout the process. Following satisfaction of all due diligence items and after all stakeholders approve the site (including the MFA) and Congress has provided its support for the project to move forward, OBO completes the site acquisition. Following acquisition, post uses OBO funds to secure and maintain the site as identified in paragraph 7.c. below.

7.c. Site Maintenance and Development Plans

OBO/PD/PEA is responsible for a two-part Site Maintenance and Development Plan (SMDP). At the time of the site selection visit, OBO/PD/PEA prepares the first part of the SMDP. This will address maintenance (items necessary to maintain and secure the site until the construction contractor takes possession of it), utility infrastructure (whether utilities are available or need to be provided at the perimeter of the site), and site mitigation costs (the premium that it will cost to build on the specific site due to unique conditions, e.g., high water table, steep grades, etc.). Post's support will be needed to assist in preparing the first part of the SMDP.

7.d. Approval by Local Authorities

The second part of the SMDP is a set of planning documents identifying the location and features of the NEC. These documents are a product of the Integrated Planning Review described below. OBO/PD/PEA will ask post to assist in presenting these planning documents to the local building and zoning officials.

The purpose of this presentation is to obtain formal preliminary approval of the NEC prior to closing on the site. It is also intended to identify any local requirements that could interfere with the subsequent, orderly execution of the project, and to assure further that the project will meet all zoning and other development requirements, and can be executed as planned.

8. Detailed Project Planning

In order to develop the most accurate budget for the project, detailed project planning starts with the selection of the site or in the year of the budget request, whichever occurs earlier. Several activities are initiated at this time, and the information is then refined throughout project planning. The Planning Manager in OBO's Project Evaluation and Analysis Division (OBO/PD/PEA) has overall responsibility for planning the project.

8.a. Planning Notification Cable

Upon initiation of detailed project planning, the Planning Manager will send a cable to post describing upcoming planning activities and alerting post to the need for local assistance.

8.b. Initial Planning Survey

Typically, after a site is placed under conditional contract and approximately six months prior to the budget submission, the Planning Manager will initiate a three-part Initial Planning Survey (IPS). The intent of the IPS is to collect construction market and related data including information on taxes [Value Added Tax (VAT) and others], zoning, codes, permits, local approvals, etc. OBO will use this data to budget, schedule, and refine the scope of the NEC. Post's support will be solicited to complete parts 1 and 2 of the survey, covering the legal counsel business assessment and local post administrative assessment. OBO will send a team led by the Planning Manager to complete part 3, the architectural and engineering assessment, and will require post's assistance in this effort. Depending on the results of the IPS, OBO may require further assistance from post to follow-up on specific issues. Results of the IPS are critical to ensure that the project is planned sufficiently so that design and construction can begin soon after receiving congressional funding and approval.

8.c. Long Range Facility Plan

During the IPS visit described above, OBO's Project Development Division (OBO/PD/PDD) will initiate a Long Range Facility Plan (LRFP) for the NEC. The LRFP will define how the existing facilities at post, including staff housing, will be affected by the NEC project. It will identify the plan for the existing facilities and will also identify the proposed scope, cost, and schedule for any residual projects resulting from the NEC. An example of residual work would be renovating an existing warehouse that will be retained, but may require modifications to meet new functional requirements or current security standards. OBO will request that post review and approve the LRFP.

8.d. Risk Assessment

Typically after OBO selects a site, but before a conditional contract is placed on that site, OBO/PD/PEA initiates a risk assessment for the site. The risk assessment identifies any unique security requirements that will be required for the NEC.

Depending on the level of detail available in other site documentation, OBO/PD/PEA may request that post provide photographs, land use, zoning, or other background information necessary to supplement the risk assessment request. Results of the risk assessment are incorporated into the project. Any space-related requirements that result from the risk assessment will be incorporated into the Space Requirements Program (SRP) at the “Internal Review SRP,” as described below.

8.e. Space Standards

In 2003, OBO developed new space standards, applied uniformly to all NECs, resulting in a more uniform space utilization for the buildings’ interiors from post to post, as well as significant cost savings and improved efficiency. The new standards are reflected in the Requirements Integration Package for Building Interiors, which posts can view at http://obo.state.gov/resources_more.htm The new standards make extensive use of open workstations and sharing of conference rooms, kitchenettes, copy rooms, and other support spaces.

8.f. Space Requirements Program

The Space Requirements Program (SRP), developed in OBO/PD/PDD, identifies the detailed information necessary to define the NEC. This includes, but is not limited to, defining the number of buildings for each NEC, the size of each building, which spaces are located in the controlled access area, and which spaces are closed rooms vs. open work areas. The SRP is developed in several phases as described below.

8.f.1. Initial and Budget SRPs

Early in the budget year, OBO/PD/PDD prepares the Initial SRP using the regional bureau’s approved staffing from the previous year. The Initial SRP will be reviewed with posts in the budget year during the IPS site visit to determine where adjustments for post-specific requirements are necessary. This is also when OBO and post will determine which recreational facilities post prefers to include in the NEC and that can be provided within the \$750,000 budget allowance for recreational facilities. OBO/PD/PDD will review post’s staffing, and offer recommendations to post for preparing the final staffing information described above in paragraph 5.a. The Initial SRP will be revised to reflect the regional bureau’s final staffing submittal and specific issues identified during the site visit, and will be reissued as the Budget SRP. The Budget SRP is one of the tools OBO uses to develop the NEC budget.

8.f.2. Developing the SRP

OBO uses the Budget SRP as the basis for a series of interim SRPs. In developing the SRP, OBO contacts non-DOS agency headquarters to determine post-specific technical requirements. Then, approximately one year ahead of the year in which the contract will be awarded, OBO/PD/PDD

initiates a comprehensive internal and external review process for the SRPs. The reviews will include the regional bureau, OBO, DS and occupying non-DOS agencies. It is important to note that the SRP reviews will not allow revisions to the staffing projections already approved by the regional bureau. The regional bureau is responsible for coordinating their review with post prior to submitting their comments and concurrence to OBO.

8.f.3. Finalizing the SRP

Following the Integrated Planning Review (IPR), described below, OBO/PD/PDD will update the SRP to reflect the results of the IPR and the subsequent approval of the project by local authorities (paragraph 7.d). This update will be reissued as the Planning SRP, which will be used as the basis for the final planning activities. During completion of the planning process, as the final scope/budget reconciliation is made, the Planning SRP will be adjusted as needed and reissued as the Final SRP. The Final SRP will be included in the Project Analysis Package, described below, and is the record SRP for the start of project execution.

8.g Budget Activities

The budget activities for an NEC start when a post is placed in the top 80 list, and do not end until the post has adjusted its budgets to address the requirements of the new facilities.

8.g.1 Preliminary Costs

OBO/PD/PPD uses the staffing information described in paragraph 5 to determine the number and sizes of buildings to be included in the NEC. This is combined with other data such as the SED planning documents and parametric cost models to develop a preliminary cost for the NEC. This cost is published in the LROBP, and is used as the basis for the preliminary budget. This cost is updated each year as part of the LROBP updating process. However, once a project has been included in the Congressional Budget Request, the project cost is frozen.

8.g.2 The NEC Budget

As identified in paragraph 5.a, the final budget development year for an NEC is two years prior to the year in which an NEC's design/build contract is planned for award. During the budget development year, OBO/PD/PEA evaluates the detailed information developed at this point for the NEC. This typically will include the IPS, the Budget SRP, and SMDP Part 1. This information is provided to OBO's Cost Management Branch (OBO/PD/PEA/CMB), where it is consolidated with the SED planning documents and OBO's standard design criteria to develop a detailed budget for the NEC. This budget is submitted to OMB and the Congress, along with a rightsizing analysis prepared by the regional bureaus that is required by Congress to accompany each NEC funding request.

8.g.3 ICASS Changes

The NEC will undoubtedly bring changes in how the post will operate. For example, there will be state of the art mechanical and electrical systems whose maintenance will require a different mix of locally employed staff technicians. Such changes likely will be reflected in different ICASS charges. Working with the ICASS Council, all agencies at post (including State), should submit budget estimates of ICASS cost changes to their parent agencies two years before the planned NEC occupancy.

Such items are usually related to building operating expenses and maintenance staff, and will affect ICASS generally as increases. The Project Analysis Package, described in paragraph 9 below, will include an estimate of the projected operating and maintenance costs for the NEC.

8.h. Integrated Planning Review

After a conditional contract has been executed on the selected site, the Planning Manager will host an Integrated Planning Review (IPR). Post, the regional bureau, OBO's NEC planning team, DS, and other members of the security community will be invited to participate in the IPR; OBO/PD/PEA will fund one person from post to participate. During the IPR, the team will use information gathered during the site acquisition, together with the IPS and the IPR SRP, to develop a Site Utilization Diagram (SUD), Blocking and Stacking Diagrams, building Functional Relationship Diagrams, and preliminary presentation drawings for the second part of the SMDP, described previously. These documents will be used to determine the final size and projected cost of the NEC, and will be the reference points for the start of the detailed design. This effort should result in a design that meets all requirements and satisfies all parties.

8.i Collocation

Public Law 106-113 requires the Department to collocate all U.S. Government personnel at the post (except those under the command of an area military commander) on the NEC site. As described in paragraph 5.b, the staffing projections approved by the regional bureaus in the budget year, reflected in the Budget SRP, are used to determine the NEC size. The staffing projections must reflect post, regional bureau, and other agency consensus regarding collocation, and OBO will ask that the regional bureaus affirm these collocation assumptions in the final staffing projection approval. In addition, the Planning Manager will request that post, by cable, identify all staff, if any, from each agency asserting that they are excused from the requirement to move onto the compound or who have requested or intend to request a collocation waiver. This information will be used by OBO to advise agency headquarters of the necessity for collocation waivers and to assist Diplomatic Security in ensuring compliance with **Public Law 106-113**. For NECs, collocation waivers must be requested by the head of each agency requiring the waiver and have the concurrence of the Chief of Mission and Regional Security Officer at post. Only the Secretary of State is authorized to waive the collocation requirement, based on his or her determination that security considerations permit and that it is in the national

interest of the United States. If the collocation waivers are not granted, and the budget for the project has already been submitted to Congress, OBO will accommodate within the NEC as well as possible those elements that had originally requested to be off-site, with no adjustment in the project budget.

9. Approval of the Project Analysis Package

The Planning Manager uses the information gathered during the detailed project planning to create a Project Analysis Package (PAP). The PAP documents the agreed upon scope, schedule, and budget for the project; documents decisions made during the planning process; provides the basis for the project's execution; and includes information needed to develop the Request for Proposal (RFP) for the design/build contract. The Planning Manager will ask post to review and approve the PAP.

10. Contract Preparation and Bid Phase

OBO's Design and Engineering Division (OBO/PE/DE) has the lead in the development of the RFP package, which initiates the project execution process. OBO/PE/DE has the responsibility for coordination across technical disciplines within OBO to ensure that the RFP package represents the project scope, schedule, and budget developed in collaboration with post, DS, other agencies, and other stakeholders, as represented in the PAP. The RFP package contains all the pertinent site, building, design, and technical criteria necessary to design and construct the new facilities. Design Managers in OBO/PE/DE lead the RFP initiative. During the bid phase, prequalified contractors will visit post for a pre-bid conference. This conference is intended to provide an opportunity for the contractors to become familiar with the site, host country issues, local materials, utilities, construction capabilities, etc. OBO will need post to assist in preparing for and executing this visit.

11. Project Execution

As described previously, OBO typically uses the design/build delivery method for NECs. This process enables construction to commence at the earliest possible time. Once the design/build contract has been awarded, a Project Executive (PE) in OBO's Construction and Commissioning Division (OBO/PE/CC) is assigned as the Contracting Officer's Representative (COR) and becomes responsible for the execution of the contract and the primary point of contact for all matters related to the project. The scope, schedule, and budget were established during the project planning, and with a signed contract in place, only adjustments within those parameters can be made to the project during its design and construction. This procedure is outlined in **6 FAM 792.2**, "Controlling Change in the Design and Construction of Diplomatic Facilities."

11.a. Design

Within 30 days of contract award, OBO coordinates a site adaptation meeting at the contractor's office where the contractor and key design representatives meet with key OBO design staff to discuss the contractor's proposed design. This meeting is led by the COR and the Design Manager (OBO/PE/DE/DMB). The purpose of this meeting is to ensure that the contractor's major assumptions are in compliance with the design intent and contract requirements. Design/build projects undergo an

Integrated Design Review (IDR) at the design development (35%) and construction document (90%) phases. The design development phase includes a formal presentation at OBO for the OBO and Value Engineering teams, post, and tenant agencies. The PE will notify post of the schedule for the presentation; OBO/PE will invite and fund one person from post to participate in the 35% IDR. All parties that have concerns or issues with the design will work through the Contracting Officer or COR, since these individuals will be knowledgeable about the contractual requirements.

11.b. Interior Requirements Confirmation

Following the 35% IDR, the Interior Designer from OBO's Office Facilities Branch (OBO/PE/IF/OFB) will visit post to present the NEC building plans showing staff assignments for post planning purposes. Post suggestions for changes to the free-standing equipment and furnishings at this time will only be considered if there is no impact to the building structure, systems, or capacities. The Interior Designer will discuss (1) the placement and responsibilities for the post-furnished equipment and bi/multi-lingual signage requirements and (2) the selections for an artwork program incorporating local artists and artisans. The Interior Designer will also survey post to identify existing furnishings and equipment to be used in the NEC. Following this survey, OBO/PE/IF/OFB will finalize the furniture and equipment plans and artwork program and procure and ship the furniture and artwork to the general contractor's central receiving point; the general contractor is responsible for delivery to and installation at the site. OBO/PE/IF/OFB will forward the plans to OBO/PE/CC's Project Director and post for use in identifying move requirements and responsibilities for existing furniture and equipment.

11.c. Construction

OBO/PE/CC assigns a full-time on-site Project Director (PD), engineers, support staff, and a Site Security Manager for the NEC, reference **6 FAM 792.4**, "Onsite Supervision." The Office of the Procurement Executive (A/OPE) designates the PD as COR for the design/build contract and sends both a hard copy warrant and cable to post explaining the PD's contract authority. With the assignment of the PD, the PE becomes the alternate COR. The PD assumes the responsibility for enforcing the terms and conditions of the contract and is the only authority, outside the Contracting Officer, who can order changes to the terms and conditions of the contract. The PD is accountable to OBO for all aspects of the project (technical, security, contractual, administrative, etc.) and will keep post apprised of the progress of work and coordinate commissioning activities and the turnover of the facility to post.

All communications related to the project between the post and OBO need to be directed to, or coordinated with, the PD. At post, the PD is typically a member of the country team and keeps each agency and embassy section informed of the status of the project and issues related to their offices. The Chief of Mission designates a point of contact within post to work with the PD, usually the Deputy Chief of Mission (DCM) or senior management officer. The PD keeps the point of contact informed of all aspects of the project.

11.d. PD Mobilization and Coordination with Post

The PD will mobilize at post prior to construction. However, the arrival date at post is dependent upon the contractor's schedule, since execution of the work is the contractor's contractual obligation. Before award of the design/build contract, OBO/PE/CC will notify post via cable that OBO intends to assign a PD and request concurrence with the assignment of the PD and support staff. The cable will also identify any assistance with issues such as visas and housing that the PD will need to open the OBO office.

Once on site, the PD will coordinate issues such as customs, building permits, and VAT procedures for construction materials with the appropriate offices. In addition to normal ICASS charges associated with the PD and staff, salary and other support costs are funded by OBO/PE/CC. Support costs also include travel, housing, allowances, salaries, vehicles, and technical consultant costs. OBO will participate in ICASS at post and is treated as a separate agency, in accordance with 6 FAH-5. The PD will negotiate an ICASS agreement for required embassy support services upon arrival at post and will be designated as OBO's voting member on the ICASS Council. In addition to the OBO PD and U.S. support staff, cleared American guards (CAGs) and Construction Surveillance Technicians (CSTs), who are employees of a contractor hired by OBO, will be mobilized in conjunction with the construction work. The CAGs, CSTs, and most of the professional staff of the construction contractor are American citizens; however, they will be fully supported by their respective companies and should not require assistance or support from the post.

11.e. Planning for Maintenance

The PD will coordinate with the post maintenance staff to ensure construction contractor-provided training on new equipment is made available to post maintenance personnel. This training is part of the design/build contract requirements and is typically led by a representative from the manufacturer or a certified technician. It is very important that maintenance staff attend this training, which is usually conducted as part of the commissioning and start-up of the equipment. Spare parts and tools recommended by the equipment manufacturer for use during the initial maintenance period are provided to post. At or near the completion of the project, the PD will turn over to post these spare parts, as well as equipment maintenance manuals and project as-built drawings.

Similarly, the contractor also creates a maintenance plan, referred to as a computerized Maintenance Management System (CMMS), which will become the basis for the preventive maintenance program managed by the Facility Manager (FM).

11.f. Commissioning and Training

Getting the new facility ready for use requires numerous USG teams to install, test, and commission systems in the building. Most of these teams arrive as the project is being completed and the PD will coordinate their efforts at post. The PE coordinates with these teams' headquarters offices to ensure that they arrive on schedule.

Planning for this phase of the project will start many months prior to project completion. It is critical that post start to plan its transition early so that post personnel can take advantage of the training provided by the contractor and the teams that will be finalizing preparations in the new facility. Once post has moved into the new facility, the OBO office will close and the PD and staff will be reassigned.

11.g. Accreditation

Public Law 100-204, as amended, requires that the Secretary of State, after consultation with the Director of Central Intelligence, certify to Congress that appropriate and adequate steps have been taken to ensure the security of the NEC. Accreditation is the process by which DS verifies that the NEC meets all appropriate security criteria. An accreditation team led by DS' Certification and Transit Security branch (DS/C/PSP/PSD/CAT) will perform a minimum of three accreditation inspections throughout the NEC construction, culminating in the final accreditation of the NEC. DS may request post's support during the accreditation inspections by supplementing the team with additional Security Engineering Officer staff, support from the local Engineering Services Office/Center, and access to post's computer systems. The final accreditation is required before post can move into the NEC.

12. Decommissioning

OBO's Real Property Management Division (OBO/REPM/RPM) manages the decommissioning process, which starts approximately one year prior to the NEC occupancy and extends until the vacated property is sold or returned to its owner and all USG obligations for it have ended. OBO/REPM/RPM initiates decommissioning by sending post a cable outlining the process. Post must confirm which properties are to become excess and work with OBO in closing out leases to be terminated or other disposal issues. The next several months are spent evaluating the real estate market, determining property interests, assessing costs for securing and maintaining the property, identifying needed repairs, obtaining appraisals, identifying equipment to be disposed of, and preparing the property for sale or transfer. After post moves into the NEC, OBO takes on the responsibility for funding guard and utility costs, as well as building operating expenses at the old facilities until the decommissioning process is complete. These activities involve careful coordination between OBO, DS, and post. **Public Law 69-186**, as amended, mandates that proceeds from the sale of existing furniture, furnishings, and equipment be transferred to OBO. OBO uses these monies for the on-going procurement of furniture for the capital construction program. Proceeds from the sale of real property (real estate) are returned to OBO as well.

13. Facility Manager

If a Facility Manager (FM) is not already assigned to post, OBO will provide a new FM for each NEC. If newly assigned, the FM will arrive on site six months prior to substantial completion of the NEC in order to gain familiarity with the building's designed systems. During this period, the FM will work with the contractor on FSN staffing requirements.

The FM is on the post management staff, and is responsible for all facility maintenance related matters, including expenditures related to 7901 (M&R), 7902 (Special M&R), and 7666 (FM Post Expenditures) budgets.

14. Moving to the NEC

Probably no other activity affects post more than the actual move to the NEC. The impact to post may be seen as much as two years prior to the actual moving date, when some posts have initiated long-term planning for the move.

14.a. Preparing for the Move

OBO establishes the date for the move, based on when the NEC will be complete. Post is responsible for planning and actually accomplishing the move. After the furniture installation is complete, but prior to post moving, OBO's Interior Designer will brief post's General Services and FM staff in the operation and maintenance of furniture and artwork, and oversee training on the operation of NEC workstations and systems furniture. OBO/PE/IF/OFB will provide the General Services office with project record books that inventory the furniture and artwork included in the NEC to assist post with inventory reporting and future planning. It should be noted that OBO project costs do not include costs for moving. These costs are funded by the regional bureau and the agencies.

14.b. Helpful Resources

Many posts that have already accomplished a move have established helpful sources to guide posts in establishing a moving plan. Embassy Singapore prepared "Tips to a Smoother Move," available from a listserv group accessed at <http://lmlist.state.gov/archives/nec.html>. Embassy Tunis has a "NOB Move" section on their website at http://10.192.10/nob_move/main/main.htm. In March 2004, the Bureau of Administration's Center for Administrative Innovation (A/CAI) hosted a NEC Roundtable in Milan to "discuss lessons learned and ideas on how to better coordinate OBO and post efforts from the design to the "moving in" phase of NEC projects. A summary of the discussions can be found in 04 Milan 152, dated 3/12/04. It is also available on their website, <http://irmcstbcntsq.irm.state.gov/acai>. Interested posts can e-mail A/CAI for a CD of the presentations, as well as for a copy of NEC Planner software that is currently being beta tested.

15. Post Maintenance and Changes Following the Move

Post and OBO alike share a mutual interest in maintaining the new facilities so that they remain secure, safe, and functional. Post is responsible for protecting the warranties of building systems and specialties, maintaining the interior finishes, and ensuring the continuation of code compliance. **6 FAM 763.6**, "Changes to Capital Construction Projects," prohibits improvements or alterations to any capital construction project, including the initial furniture, furnishings, appliances, and equipment, for at least two years after completion. Post must consult with and obtain OBO's approval prior to implementing any change in the usage or configuration of the buildings, prior to awarding any contracts or using post resources to implement a change.

15.a. Updating the Archives

OBO will provide post's FM with drawings of the completed NEC. OBO's Engineering Support Branch (OBO/PE/DE/ESB) maintains post as-built facility drawings as archives in both electronic and hardcopy. Post should endeavor to update this OBO archive whenever major changes to the facility occur. As-built electronic or hardcopy drawings should be provided to OBO at the completion of all post managed 7902 work, or when post makes: **1)** modifications to spaces, **2)** additions or deletions of doors and windows, **3)** modifications to electrical, plumbing or mechanical systems, or **4)** modification to site design including addition of temporary or permanent structures or paving. Post should maintain either hard-copy red-lined drawings or electronic CADD drawings documenting changes.

15.b. OBO Archives Available to Post

OBO's archive of as-built design documentation is available to post, and CADD files or hardcopy can be requested through OBO/PE/DE/ESB. This technical data can assist post design efforts, and facilitate local architects and designers in future repairs to or alterations of facilities.

16. Post-Occupancy Evaluation (POE)

Approximately 12 to 18 months after post occupies a new facility, OBO/PD/PPD visits selected posts with a small team of OBO and DS professionals to evaluate the completed facility. The contract documents, including the scope of work, are used as benchmarks for evaluating the functionality of the project. The purpose of the POE is to determine the positive lessons that should be repeated in future NEC projects, as well as the negative lessons that should be avoided.

17. Points of Contact

OBO will assign a full team to each NEC, consisting of the offices described above, as well as others who have a less direct role. Posts are urged to contact their Area Management Officer in OBO/OM/AM if they need additional information. OBO directors for the divisions discussed above are summarized below.

OBO/PD/PPD – A. Ramsay Stallman, acting

Long-Range Overseas Buildings Plan, Top 80 List, Staffing Projections, and Post Occupancy Evaluation

OBO/REPM/AQD – J. Keith Wilkie

Site Acquisition

OBO/PD/PEA – John Tato, II

Detailed Project Planning, Selection of Back-up Projects, Approval by Local Authorities, Site Maintenance and Development Plan, Initial Planning Survey, Agency Requirements, Preliminary Layout and Site Utilization Diagram,
Risk Assessment, Collocation, Project Analysis Package

OBO/PD/PDD – David P. Barr

Space Requirements Program, Long Range Facility Plan

OBO/PE/DE – William G. Miner

Request for Proposals, Design Management

OBO/PE/CC – William J. Prior

Contract Management, Construction, Commissioning, Accreditation

OBO/PE/IF/OFB – Mary M. Matzen

Interior Design

OBO/OM/FAC – Arthur G. Frymyer

Facility Manager

OBO/PM/AM – Elizabeth U. Sines

Area Management Director