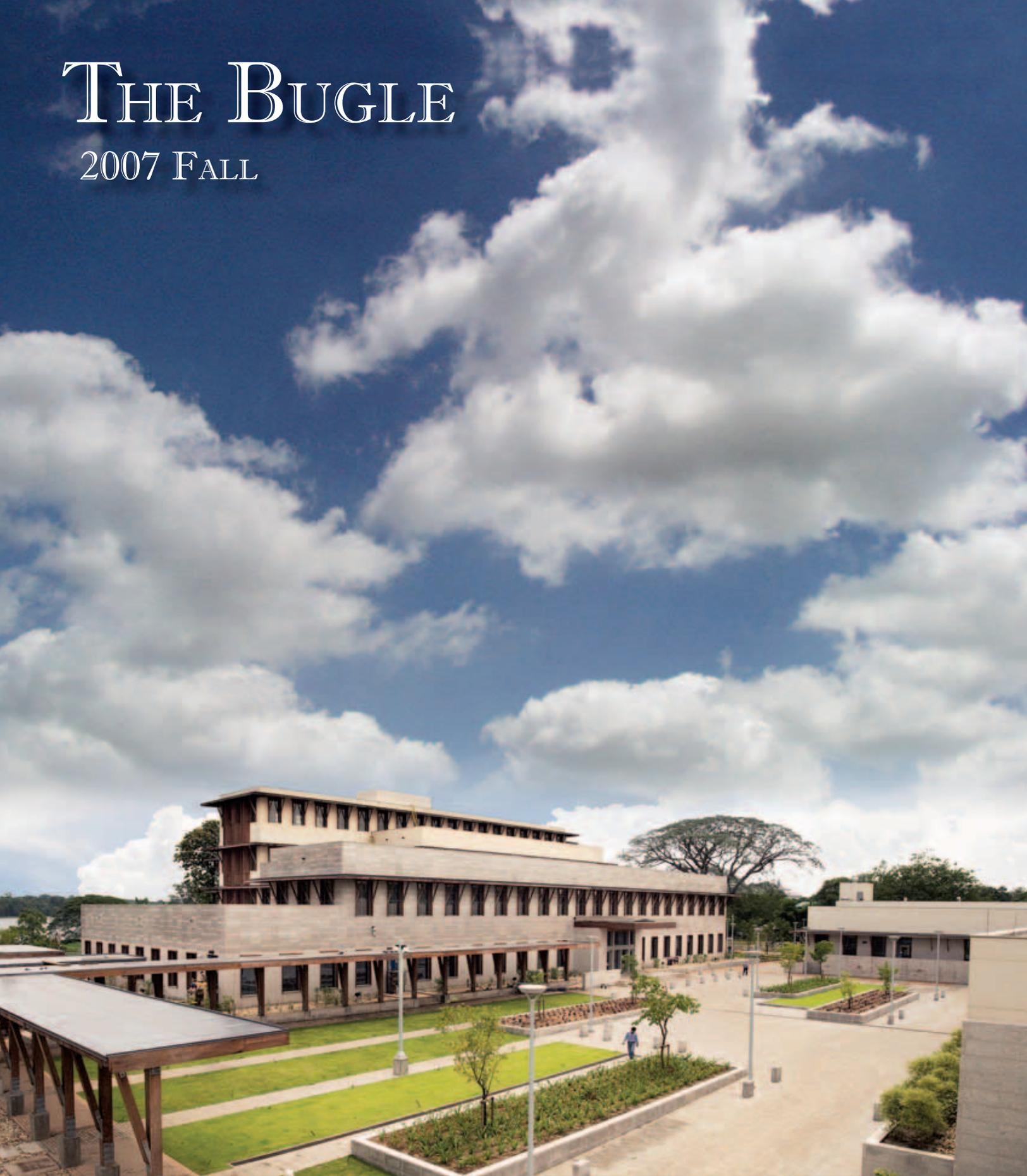


# THE BUGLE

2007 FALL



U.S. DEPARTMENT OF STATE • OVERSEAS BUILDINGS OPERATIONS  
*“Providing Platforms for Diplomacy”*

# DIRECTOR'S CORNER

## Director's Message

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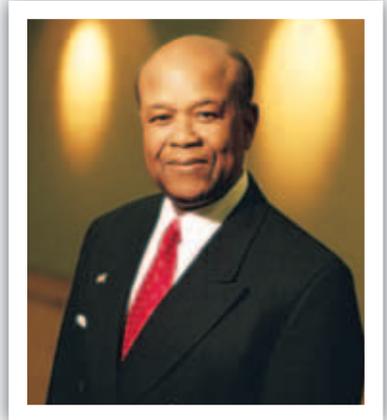
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The completion of Embassy Rangoon in Burma marked an important milestone for OBO as being our 50th completed facility since 2001. Attaining this goal would not have been possible without the dedication and teamwork of the entire OBO family. The process for achieving our goals was established early on, and as this milestone indicates, it is working and working well. It was indeed personally gratifying to me that staff recently took time to celebrate our achievements, for this is a milestone that we can all be proud of achieving. These celebrations are highlighted in the next section, and I invite you to take a few moments to review them. But most importantly, and paramount among our successes in addition to the completion of 50-plus new facilities, is moving nearly 15,000 overseas employees into safe, secure, and functional facilities.



During the fiscal year that just ended, we awarded contracts for 11 new facilities. In this effort we are greatly indebted to our colleagues in A/LM for their diligence and tenacity. We now have some 37 major construction projects under design and construction and slightly over \$4 billion under management. With the ever increasing demands on the Federal budget, our continued success will depend on further refinements in the lean management process. We must continue to minimize waste in our program resources and our work activities. Value must be identified and capitalized upon by recognizing the value stream that will yield the most positive results. Our processes must remain flexible to adapt to changing priorities and outside pressures, while still meeting the goals of the critical mandate that is ours to fulfill. It is a big challenge and one to which I am confident that we will continue to meet.

We look forward to our new Building Management Integrated System's becoming fully operational in fiscal year 2008 and to the usefulness of a careful and thoughtful implementation of the Building Information Modeling technology. Our successes have set the bar high, our continued dedication will ensure that our future goals are met.

Charles E. Williams  
Director/Chief Operating Officer

## *The First Fifty: Reflecting on Accomplishments*

- After the completion of Embassy Rangoon, OBO achieved the truly remarkable milestone of completing **50 new safe, secure facilities** in the record time of six years.
- Developed BMIS that helped the organization look at business processes for improvements and scrub the data to obtain more accurate data.
- Achieved high FISMA (Federal Information Security Management Act) quarterly scores of 97.1 to 98.7 percent up from less than 90 percent over a year ago.
- Issued hundreds of passports, visas and travel documents in support of this effort.
- Secured appropriated budgets for these 50 projects totaling \$2.95 billion.
- Earned “Effective” PART scores on two programs directly tied to these 50 projects.
- These 50 new projects were constructed on 41 sites that total 677 acres. Of the 41 sites, 12 were previously owned sites. Two others were build-to-lease/short-term leased projects. For the remaining projects, OBO has acquired 27 new sites since 1998 totaling 482 acres at a cost of \$120 million.
- OBO was able to dispose of 11 properties valued at \$31 million as a result of building these new 50 projects.
- A representative sampling of 13 projects had 545 original works of art installed from 218 artists. Of these, 75 percent were American artists.
- Total man-hours worked = 106,256,575 (77 accidents)
- Lost time accident rate = 0.14
- Total design reviews = 186
- Total number of contractors = 21 (counting Alutiiq Fluor, Fluor International, and J.A. Jones as three distinct contractors)
- Total concrete placed (cubic meters) = 461,838
- However, the most significant result by far was that these 50 new facilities allowed over 14,000 Department staff to move from harm’s way into secure and functional facilities.

# DIRECTOR'S CORNER

## ***Director Dedicates New Embassy Compound in Lomé***

On April 3, Director Williams joined Ambassador David Dunn and the Togo Foreign Minister, His Eminence Zarifou Ayeva, to officially dedicate the New Embassy Compound (NEC) in Lomé, Togo with a ribbon-cutting ceremony. More than 200 invited guests and embassy employees were in attendance. The success of the Lomé NEC project exemplifies the strong commitment and cooperation among Post, its Project Manager, and OBO's contractor, resulting in the NEC being completed on time and under budget. The NEC boasts a new chancery, Marine Security Guard Quarters, a General Services Office annex, a warehouse, and recreational facilities.



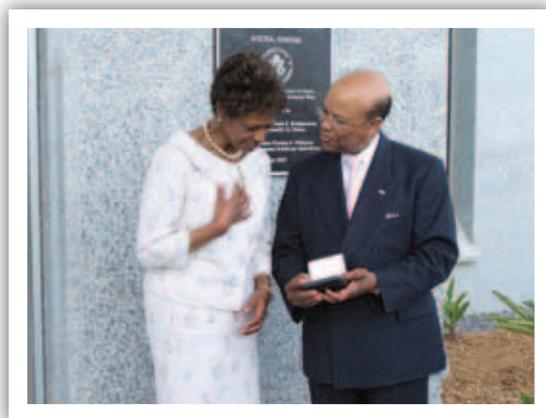
*General Williams addresses the crowd at the Athens Annex dedication*

## ***Director Dedicates Athens New Office Annex***

OBO Director Williams traveled to Athens to conduct the final inspection, and to attend the dedication ceremony for the New Embassy Annex, MSGQ, and other facilities on the expanded existing embassy compound. Senior host country officials attended the ceremony, along with press coverage. While at post, the Director discussed with the Ambassador and senior staff the future space allocation and long-range plans for the old chancery building, handling of Operations & Maintenance for the new facilities, and the development of an energy savings project that would involve host country participation and public-private partnership.

## ***Director Travels to Other European Posts***

While en route to the Athens dedication, Director Williams made stopovers in Frankfurt, Berlin, Munich, and Paris. In Berlin, he inspected construction progress on the New Embassy Compound and met with Ambassador Timken and senior staff at post to clarify the path forward for Congressional approval to retain the Clayallee compound, as well as facilities-related issues at constituent posts for Mission Germany. In Munich, an airport stop allowed the Management Officer and GSO to discuss with the Director the photovoltaic energy savings project recently planned and approved by OBO for implementation at this post. Host country partnership, project coordination, and other facilities oversight issues were also covered. In Paris, the Director met with Ambassador Stapleton and senior post leadership, toured and inspected the recently completed A&B Buildings renovation project while final punch-list items and tenant move-in were under way, and discussed progress on the Talleyrand renovation project.



*General Williams presents Ambassador Pamela Bridgewater with an OBO coin*

## ***Director Dedicates Accra New Embassy Compound and Breaks Ground on Johannesburg New Consulate Compound***

Director Williams performed the final inspection and dedication of the 44th Security Capital construction project completed since 2001: the Accra, Ghana New Embassy Compound. He also performed an in-progress inspection of ongoing construction of the Accra Annex (NOX) project. The NEC ribbon-cutting ceremony had over 150 in attendance, including the Vice President (Acting President) of Ghana and several ministers. Also while in Africa, Director Williams participated in a colorful and well-attended groundbreaking ceremony for the Johannesburg New Consulate Compound (NCC), where host

# DIRECTOR'S CORNER

government officials and media were in attendance, along with consulate staff. Returning to Washington via Frankfurt, the Director received an update briefing from post on the status of Value Added Tax reimbursements from the Government of Germany for USG projects undertaken on behalf of Mission Germany.



*The Beijing New Embassy Compound*

## ***Director Speaks At 2007 Excellence in Government Conference***

On April 5, Director Williams addressed an Excellence in Government Conference focus group on the topic of “Developing High Performance Government Agencies.” The Director explained OBO’s mission and role in remedying construction-related deficiencies found in diplomatic facilities worldwide, and OBO’s ongoing efforts to make such facilities more secure and safe. He emphasized OBO’s results-based organizational focus, and ongoing efforts to maximize innovations and efficiencies.

## ***OBO Briefs House Permanent Select Committee on Intelligence on Beijing NEC***

OBO Director Charles E. Williams briefed the House Permanent Select Committee on Intelligence regarding the status of the construction of the Beijing NEC. DAS Greg Starr of DS, Jim Flynn, Joe Toussaint of OBO/PE, David Shaeffer of OBO/PE/SPCD, and Jonathan Blyth of OBO also attended the briefing. The Committee was represented by Staff Director Michael J. Delaney. The briefing was requested because of the upcoming visit of Chairman Silvestre Reyes and Staff Director Delaney to the NEC site. The briefing highlighted the status of the NEC construction and discussed the challenges of building in China. The briefing touched upon the security aspects OBO and others have implemented during the construction of the project.

## ***OBO Director Speaks at Associated Owners & Developers’ National Conference***

On September 17, Director Williams addressed the 2007 National Conference for Associated Owners & Developers (AOD) held in Washington, D.C. AOD is a construction industry forum for owners, developers, contractors, architects, engineers, lawyers, financiers, project managers, consultants, suppliers, manufacturers, and the like. The Director discussed how OBO has strategically re-invented itself to become a results-based organization and how, in accordance with the President’s Management Agenda, OBO serves as the Single Real Property Manager for USG diplomatic properties overseas.

## ***OBO Director Meets with U.S. Ambassador to the Sudan and Sudanese Minister of Transportation to Negotiate Resolution on Issue of Container Inspection***

On August 31, Director Williams met with the U.S. Ambassador to the Sudan and the Minister of Transportation for the Government of Sudan (GOS) to negotiate a resolution to Sudanese customs’ ongoing insistence to inspect incoming construction containers destined for the New Embassy Compound (NEC) site in Khartoum. Such repeated demands by Sudanese customs have placed all on-site work by OBO’s contractor in jeopardy. The USG sought to reassure the GOS of the Department’s commitment to Africa where, in the last six years alone, 14 new embassies have been built. In the case of Khartoum, the GOS is benefiting with an infusion of \$20 million to the local economy; with as many as 500 Sudanese employed during peak construction; and with skills training. The GOS indicated that support has been problematic due to the USG’s immobilization of the GOS’s international bank accounts which, coupled with internal political factions, have pressured the Minister of Finance to not assist the USG. The Minister of Transportation promised to work with the Minister of Finance to secure a firm path forward for all parties. The GOS expressed its ardent desire for a new embassy in Khartoum; to strengthen ties with the U.S.; to develop greater infrastructure and growth. OBO will continue to monitor the situation and determine if progress has been made in the release of containers and in ending the inspections.

# DIRECTOR'S CORNER

## *Director is Interviewed on Baghdad's New Embassy Compound in Parade Magazine*

On April 22, the nationally-syndicated *Parade Magazine* featured an article on the Baghdad New Embassy Compound (NEC) project. "When we build an embassy," Director Williams was quoted as saying, "we want to be part of the host country's fabric." When completed, the \$592 million Baghdad NEC project will result in a 65-acre compound, which will include six apartment buildings; two office buildings; residences for the Ambassador and Deputy Chief of Mission; recreational facilities; a vehicle-repair center; and a GSO/warehouse.

## *General Williams Receives Individual Champion Award*

On June 14, the Center for Veterans Enterprise of the Department of Veterans Affairs presented an Individual Champion Award to General Williams at its sixth annual Champions of Veterans Enterprise Program. This event recognizes significant contributions by organizations and individuals who are dedicated to expanding business opportunities for veterans and service-connected disabled veterans. General Williams was cited for his support of veterans in business during his tenure at OBO. In 2005, OBO obligated \$48 million to Veteran-Owned Small Businesses and \$54 million in 2006. The award was presented at the Grand Hyatt Washington Hotel.

## *OBO Recognized by Society of American Military Engineers*

At the July 17 meeting of OBO's Industry Advisory Panel, outgoing member Matt Wallace, who represented the Society of American Military Engineers (SAME), presented a crystal award statuette to OBO for its support and dedication as a sustaining member. Director Williams accepted the award for OBO and it is on display in the SA-6 lobby.



*SAME presents General Williams with an award. Presenters are: former Panel Members Mary Anderson and Matthew Wallace, and current Panel Member Regan McDonald*



*Veterans Affairs presents an Individual Champion award to General Williams*

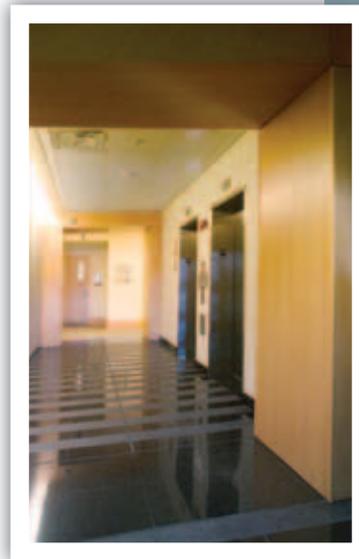
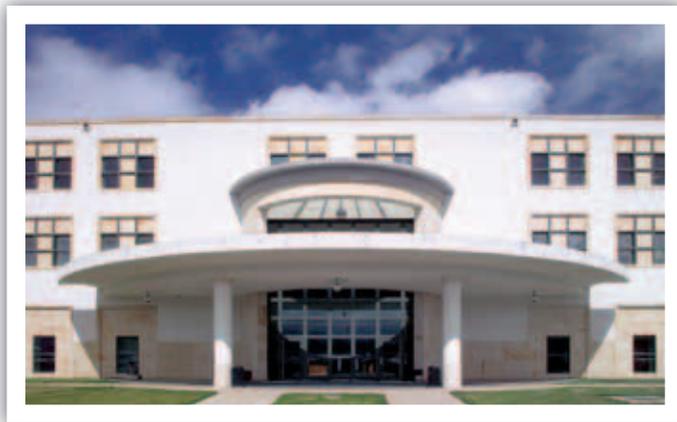
# NEW FACILITIES

## RIBBON CUTTINGS

### *New Office Annex Bogotá, Colombia March 11, 2007*



Colombia shares its borders with Venezuela, Brazil, Ecuador, Peru, and Panama. Located in the Andes Mountains, Bogotá is the capital of, and the largest city in Colombia. Embassy Bogotá's New Office Annex is three floors, providing 5,491 square meters of additional space for embassy personnel. At times, approximately 300 workers were on this project site. The project took 18 months to complete, adding approximately \$11 million dollars to the local economy. The design-build contractor was Contracting, Consulting, Engineering LLC (CCE), and the OBO Project Director was Tuan Hoang. The office annex was dedicated on March 11, 2007 at a ceremony attended by President George W. Bush, First Lady Laura Bush, Secretary Rice, and Ambassador William Wood.



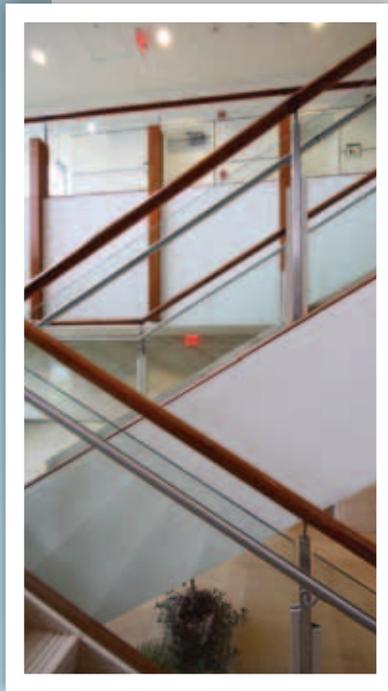
# NEW FACILITIES

## RIBBON CUTTINGS

### *New Embassy Compound Lomé, Togo April 3, 2007*



*Togo is in West Africa bordering Ghana, Benin, and Burkina Faso. Lomé is its capital and main port, acting as its administrative and industrial center. The New Embassy Compound was constructed in the Lomé Deux area, which is home to several other important institutions including the Presidency, the Prime Minister's Office, the Ministry of Defense, and the University of Lomé. This facility is environmentally friendly, using modern energy efficient lighting, motors, and air conditioning. This project added more than \$25 million dollars to the local economy. The design-build contractor was SOM, and the OBO Project Director was Dave Cates. It was officially opened on April 3, 2007 at a ribbon-cutting ceremony attended by OBO Director Charles E. Williams. Foreign Minister Ayeva, and Ambassador David B. Dunn also attended.*



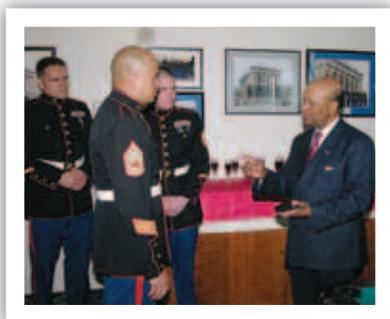
# NEW FACILITIES

## RIBBON CUTTINGS

*New Office Annex  
Athens, Greece  
May 9, 2007*



*A*thens is the largest city and capital of Greece. It is one of the oldest cities in the world with ancient monuments throughout the city, such as the Parthenon, representing its long and rich heritage. Today, Athens is a bustling city with a population of over three million. The Embassy Athens expansion consisted of several new buildings, including an office annex and Marine Security Guard Quarters. Fluor International was the design-build contractor, and the OBO Project Director was Thomas Weber. The facility was officially opened on May 9, 2007 at a ribbon-cutting ceremony attended by OBO Director Charles E. Williams. Other distinguished attendees included Acting Foreign Minister Yiannis Valinakis, Head Priest, Father Thomas Synodinos, and Ambassador Charles P. Ries.



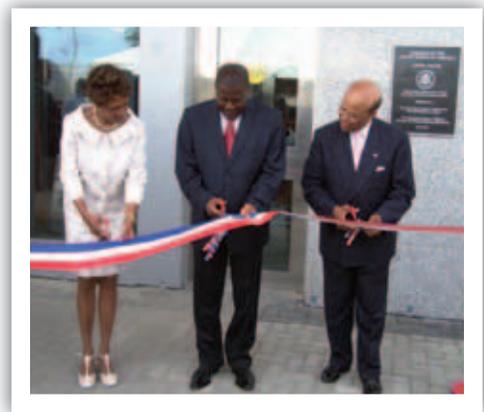
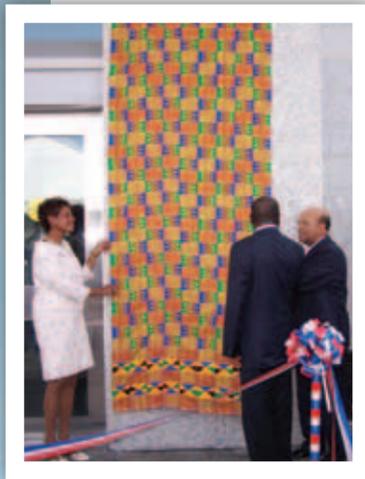
# NEW FACILITIES

## RIBBON CUTTINGS

### *New Embassy Compound Accra, Ghana May 24, 2007*



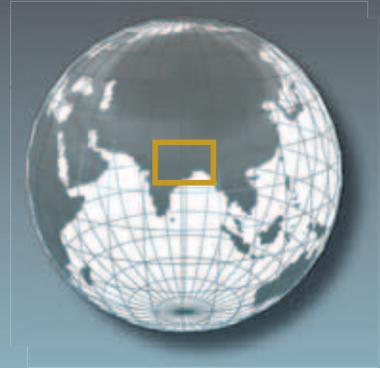
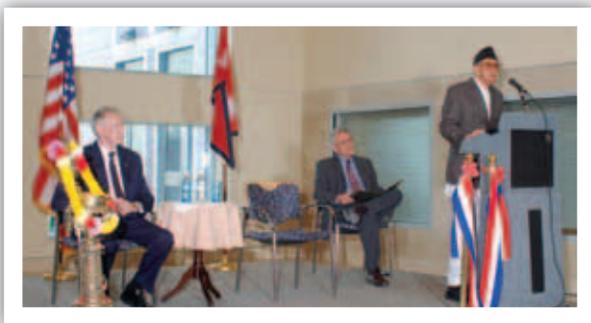
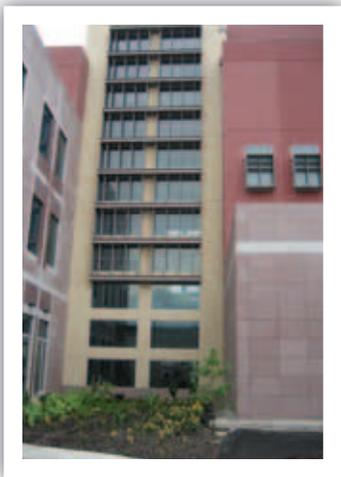
Accra is located on the Gulf of Guinea and is one of the most vibrant cities in Africa. It is the largest city and capital of Ghana, functioning as its administrative and economic center. The new Embassy, along with the soon to be completed USAID annex, will provide 19,000 square meters of space for our American and local employees in Ghana. Dan Hogan was the OBO Project Director, and B.L. Harbert was the design-build contractor for this project, which was completed ahead of schedule. The New Embassy Compound was officially opened on May 24, 2007 at a ribbon-cutting ceremony attended by OBO Director Charles E. Williams. Other distinguished attendees included His Excellency Vice President Mahama and Ambassador Pamela E. Bridgewater.



# NEW FACILITIES

## RIBBON CUTTINGS

### *New Embassy Compound and USAID Annex Kathmandu, Nepal July 11, 2007*



*Kathmandu is the capital of, and the largest city in the Himalayan country of Nepal. Kathmandu is home to the palace, embassies, and government offices. The New Embassy Compound will provide more than 11,000 square meters of space for the American and Nepalese employees. This New Embassy Compound has a beautiful spacious chancery, a utility building with state-of-the-art systems, compound access control facilities, a state-of-the-art perimeter defense system, and Marine Security Guard Quarters. Dennis Franco and Mumtaz Alam were the OBO Project Directors, and the design-build contractor was Caddell. The facilities were officially opened on July 11, 2007 at a ribbon-cutting ceremony attended by senior OBO staff. Ambassador James F. Moriarty and Prime Minister Koirala were also in attendance.*



# NEW FACILITIES

## RIBBON CUTTINGS

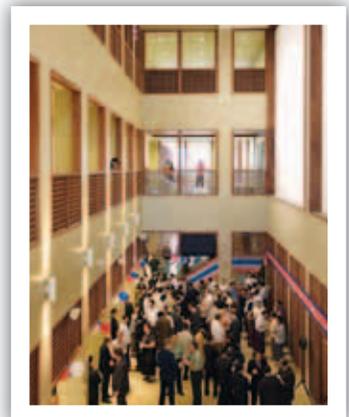
### *New Embassy Compound Rangoon, Burma August 28, 2007*



*Rangoon is the largest city in Burma and is located at the convergence of the Yangon and Bago Rivers. Burma shares its borders with China, Laos, Thailand, Bangladesh, and India. The completion of Embassy Rangoon marks the 50th new embassy facility constructed by OBO since 2001. This marks an important milestone in OBO's mission to provide safe and secure facilities for those overseas. During its construction, over \$11.5 million dollars were added to the local economy. The design-build contractor was B.L. Harbert, and the OBO Project Director was Eric Heinrich. This facility was finished ahead of schedule, and was officially opened on August 28, 2007 at a ribbon-cutting ceremony attended by OBO Director Charles E. Williams, and Chargé D'Affaires Shari Villarosa.*



50 NEW EMBASSY FACILITIES 2001-2007



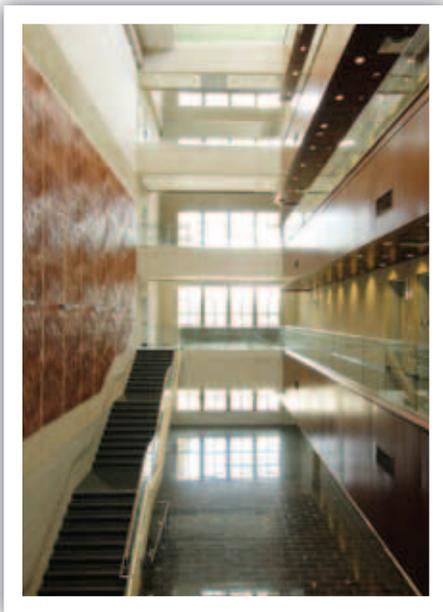
# NEW FACILITIES

## RIBBON CUTTINGS

### *New Embassy Compound Panama City, Panama September 18, 2007*



*Panama City is the capital of Panama, acting as its administrative, political, and cultural center. Panama is a nation that connects North and South America. The New Embassy Compound, incorporates indigenous cultural features and materials into its design. The wood on the exterior canopies, for example, alludes to the wooden porches found on many of Panama City's historic structures. With over \$100 million dollars invested in the new compound, it will provide over 19,000 square meters of space for our employees. The design-build contractor was Caddell and the OBO Project Director was Emile Corneille. It was dedicated on September 18, 2007 at a ribbon-cutting ceremony attended by OBO Director Charles E. Williams, Ambassador William Eaton, and Foreign Minister and First Vice President Samuel Lewis Navarro.*



# NEW FACILITIES

## GROUNDBREAKINGS

### *New Consulate Compound Johannesburg, South Africa May 23, 2007*



*Johannesburg is one of the 40 largest metropolitan areas in the world with a population of approximately eight million. It is a global city and a center for gold and diamond trading. The new Consulate Compound (NCC) will be located in the heart of Sandton and will require over 31,000 cubic meters of concrete. It will be the future home of about 40 U.S. government personnel and 110 local employees. James Lehman is the OBO Project Director and B.L. Harbert is the design-build contractor for this new facility. Ground was officially broken at a ceremony attended by OBO Director Charles E. Williams on May 23, 2007. Executive Councilman Ignatius Jacobs, Ambassador Eric M. Bost, Speaker of the Gauteng Legislature Richard Mdakane, and U.S. Consul General Steven P. Coffman were also in attendance.*



# NEW FACILITIES

## GROUNDBREAKINGS

### *New Embassy Compound Suva, Fiji June 9, 2007*



*S*uva is the main port city and capital of Fiji, and serves as its commercial and political center. It is the largest urban area in the South Pacific outside of Australia and New Zealand. The new U.S. embassy compound will house about 70 U.S. and local employees, providing them with 4,600 square meters of safe, secure, and functional office space. The new Embassy is to be set in a lush garden. The OBO Project Director is Tracy Thomas and the design-build contractor is Telesource International Inc. / Sayed Hamid Behbehani & Sons Co. Joint Venture. Ground was officially broken on June 9, 2007 at a ceremony attended by senior OBO staff. Distinguished attendees included Ambassador Larry M. Dinger, the Chief of the Village of Tamavua, Ratu Kalokalo Loka, and the Mayor of Suva, Ratu Peni Volavola.



# NEW FACILITIES

## GROUNDBREAKINGS



*Surabaya is Indonesia's second largest city, functioning as a commercial and industrial center. Located at the mouth of the Mas River, it is one of the busiest ports in the country. The new consulate is being designed and constructed by contractor Grunley Walsh International, and the OBO Project Director is Chuck Lowther. The new compound will be the future home for about 10 U.S. and 67 local employees of the American Embassy. At times, in excess of 300 workers will be employed at this project site in Citra Raya. Over 15,000 cubic meters of concrete, and 3,500 tons of steel will be used in the construction of this new compound. Ground was officially broken at a ceremony attended by senior OBO staff on August 7, 2007. Ambassador Cameron Hume and Consul General Caryn McClelland were also in attendance.*

### *New Consulate Compound Surabaya, Indonesia August 7, 2007*



# WHAT'S NEW PLANNING & DEVELOPMENT

## *Planning and Development*

### ***OBO Completes Initial Planning Survey for Dubai's New Consulate General Compound***

OBO's Project Evaluation and Analysis Division (PEA) completed an Initial Planning Survey visit to Dubai, United Arab Emirates, as part of its due diligence for the FY 2009 New Consulate General Compound project. During the visit, PEA prepared early site plans and obtained confirmation of tax relief.

### ***Tax Relief Sought for Kyiv New Embassy Compound (NEC) Project***

As part of the Department's Diplomatic Tax Relief Initiative, OBO, the Office of Foreign Mission, and Embassy Kyiv met with the Ukrainian Government to negotiate diplomatic tax relief privileges on the purchase of goods and services associated with the planned construction of the Kyiv New Embassy Compound project. We received verbal assurances from the Ukrainian Government that such relief would be granted, and anticipate written confirmation. The foreign tax expense for this project will be approximately \$23.5 million.

### ***Meeting with Executive Directors of Regional Bureaus on an Update of the New Embassy Compound Program***

On May 18, representatives of OBO's Planning and Development Office, Real Estate Office, and Area Management Division, met with the Executive Directors of the Department's regional bureaus on the status of the Capital Security Construction Program. The discussion focused on the program's transparency and planned construction award date for projects. Additionally, OBO identified projects that may be at risk and discussed back-up projects.

### ***Reducing Cost and Improving Efficiency in New Embassy Compound Construction***

There are almost 200 health units in embassies and consulates worldwide, many of which are scheduled to be replaced by New Embassy Compound (NECs) by 2018. In a continuing effort to reduce the cost of the NEC program, OBO and the Department's Medical Bureau have completed a comprehensive overhaul of the space standards and programming processes used to plan and design health units overseas. Through elimination of unnecessary

space and consolidation of functions, the two partners are improving space efficiency by 23 percent on average and over 50 percent in certain cases, resulting in construction cost savings of approximately \$800,000 a year over the course of the NEC program.

### ***Meeting with Interagency Facility Council on Key OBO Programs and Initiatives***

On May 16, the Interagency Facility Council convened with 51 attendees representing 21 agencies. OBO presented an update on the New Embassy Compound program, Capital Security Cost Sharing, cost containment, requesting changes, and communications with tenant agencies in the NEC planning process. The presentation was well received and is posted on the OBO Intranet Site.

### ***Option Exercised on Santo Domingo's New Embassy Compound Site***

On May 30, after having received Congressional support, Post exercised the option agreement to purchase the 40,000 square meter New Embassy Compound site for Embassy Santo Domingo, Dominican Republic. Settlement was scheduled to take place last September 16. OBO planning calls for construction to begin in FY 2009.

### ***OBO and Regional Executive Directors Meeting***

On June 12, OBO/PD chaired a meeting of representatives from OBO and the regional bureaus to discuss matters of mutual interest. Topics of discussion included the NEC project list and schedules; rightsizing; the status of the leasehold account and changes in the manner in which lease waivers will be determined; rental ceiling policy; maintenance project funding; the President's Management Agenda (PMA) program; and concerns from other agencies regarding desk spaces. A follow-up meeting to discuss outstanding issues has been scheduled.

### ***OBO Briefs FBI on New Embassy Compound Planning Process***

OBO's Office of Planning and Development met with the Federal Bureau of Investigations to discuss several topics, including: OBO's Standard Embassy Design; space standards; the Long-Range Overseas Buildings Plan; OBO's partnership with the Office of Rightsizing; Capital Security Construction

# WHAT'S NEW

## PLANNING & DEVELOPMENT

Program; Capital Security Cost Sharing Program; New Embassy Compound planning and budgeting process, including the challenges of executing future NEC projects; ways to contain NEC costs; and the innovative Standard Secure Mini-Compound concept that will meet security standards and post requirements, while constructing at significantly reduced costs for smaller posts.

### ***OBO Completes All PMA Federal Real Property Initiative Deliverables Ahead of Schedule***

OBO has submitted all President's Management Agenda (PMA) Federal Real Property Initiative Q3 2007 deliverables and the "Proud-To-Be-Five Document" tasker to OMB. OBO's submission is a collaborative team effort with the Bureau of Administration and USAID. Additionally, OBO developed and submitted to OMB the final three-year timeline that included specific prioritized milestones to be satisfied as part of this initiative.

### ***OBO Meets with Regional Executive Directors***

On June 21, the Office of Planning and Development and the Office of Operations and Maintenance met with regional bureau executive directors, the Office of the Under Secretary for Management, and the Bureau of Consular Affairs. The purpose of the meeting was for OBO to brief Departmental representatives on the Standard Secure Mini-Compound concept and to discuss the status of FY 2007 New Embassy Compounds.

### ***OBO Participates in General Services Officers Training***

OBO's Director of the Strategic Planning Division participated in FSI's Advanced GSO training. The seminar, entitled "New Embassy Compound Planning and Space Requirements, and Capital Security Cost Sharing" outlined the Long-Range Overseas Buildings Plan; the NEC planning and budgeting process; rightsizing; the Security Capital Construction Program; and the Capital Security Cost-Sharing Program.

### ***OBO Briefs Senate Committee on Appropriations on Clayallee***

OBO joined EUR Deputy Executive Director Kaara N. Ettesvold in a briefing before the Senate Committee on Appropriations regarding the Department's intended use of the Clayallee building in Berlin, Germany. The Committee was represented by

staff members Kate Eltrich and Paul Grove. OBO was represented by Jonathan Blyth, Special Assistant for Legislative Affairs. The Committee requested from EUR additional staffing information, and queried OBO on the estimated amount of time it would take to perform a study on long-term facility needs.

### ***OBO Briefs Homeland Security on Internal Processes Related to Mission Support and Management Support***

OBO briefed the Department of Homeland Security on a number of processes related to both OBO's mission and management support, as follows: Right Sizing, Area Management Inter-agency Liaison, Capital Security Cost Sharing, the Long Range NEC Planning Process, the Space Requirements Program, the Planning Process, and Building for the Future. This was great outreach, and provided OBO with the opportunity to highlight some of its significant accomplishments and to discuss its future goals.

### ***OBO Outreaches with Defense Intelligence Agency on the New Embassy Compound Planning Process***

For a number of years and on an ongoing basis, OBO has been partnering with the Office of Rightsizing the U.S. Government Overseas Presence (M/R) to provide briefings on the New Embassy Compound planning process for Government agencies. On September 5, OBO and M/R provided a briefing to the Defense Intelligence Agency, a component of the Department of Defense. This marks the fifth such briefing conducted (the others included the FBI, USDA, DOC, and DHS) by OBO in CY 2007.

### ***Environmental Design Research Association Welcomes OBO Member***

The Environmental Design Research Association (EDRA) has elected Thierry Rosenheck, an employee of OBO's Planning Office, to its Board. EDRA is a multidisciplinary professional association which promotes research and development in design, programming, and post-occupancy evaluation with an emphasis on user impact. Mr. Rosenheck manages the Post-Occupancy Evaluation Program for OBO, and co-chairs the program's network for EDRA.

# WHAT'S NEW

## REAL ESTATE

### *Real Estate*

#### ***OBO Internet Debuts “Real Estate for Sale Worldwide” and is linked to USG Property Site***

OBO has activated its “Real Estate for Sale World Wide” web page in order to provide the public with an online resource to locate USG property for sale. When an online form is completed, it is automatically emailed to OBO’s Sales and Decommissioning (SDC) Team who relays the inquiry to the international real estate brokerage firm assigned to the sale of that property. This new web page also contains a link to the GovSales.gov web page. A new “International” tab has been added to the GovSales site to seamlessly direct users to OBO’s real estate sales page. OBO’s real estate sales page receives more “hits” than any other OBO site. For example, the initial contact from the buyer of the Department’s former Chancery in Belize City, Belize originated as an inquiry through OBO’s website.

#### ***Maputo Option Exercised to Acquire a New Embassy Compound Site***

At the purchase price of \$4.5 million, OBO’s Real Estate (RE) Office has exercised the option for a 10-acre site for the Maputo, Mozambique New Embassy Compound (NEC). The Maputo NEC project is planned for FY 2010, and is included in the Long-Range Overseas Buildings Plan.

#### ***Budapest’s Permanent Security Zone Preliminarily Approved***

As part of a proposed property exchange with the Government of Hungary (GOH), in which the USG will relinquish its Marine Security Guard Quarters and two additional properties in exchange for two city-owned buildings located beside Embassy Budapest, OBO has obtained preliminary approval from the city for a permanent security zone including CACs, a vehicle setback, and an anti-climb fence around the chancery.

#### ***Hungary Property Exchange***

On September 10, Ambassador Foley signed the real estate exchange agreement between the USG and the Government of Hungary. The agreement will provide the USG with two remodeled office buildings (Szabadsag 10 and 11) located adjacent to the current chancery. The GOH will bear most of the costs associated with this acquisition. In exchange, the USG will

offer to the GOH several other properties, including the historic property currently being utilized as the MSGQ (Tancsics Mihaly U 9). This agreement fulfills a promise made by President Bush to Prime Minister Gyurcsany, on June 22, 2006, that the USG would return this historic site to the Hungarians.

#### ***Real Property Application (RPA) Training in Mexico City***

To reinforce the PMA Federal Real Property Initiative and to further our organizational mission, OBO’s Real Estate Office conducted Real Property Application training for 17 staff members at Embassy Mexico City. RPA serves as the Department’s worldwide real property management system. RPA oversees active properties, retired properties, properties owned by DOS, and properties leased by DOS. The training also addressed the logistics of creating reports, and how to ensure timeliness and accuracy of such reports.

#### ***Agreement Executed for Guayaquil’s New Consulate General Compound***

OBO’s Real Estate Office has executed an agreement in the amount of \$7,985,000 for the purchase of the 10-acre Holcim Cement Company headquarters in Guayaquil, Ecuador which will become the New Consulate General (CG) Compound. Closing and USG possession are scheduled for March 2008. The greatly improved setback and facilities will represent a substantial improvement over our current location in an aging and vulnerable downtown building. OBO’s ability to convert and use the Holcim property, rather than build a new CG, will represent a savings to U.S. taxpayers of more than \$70 million.

#### ***Negotiations Progress for The Hague New Embassy Compound Site***

One of OBO’s International Real Estate Specialists visited The Hague, Netherlands to meet with officials of the city. The purpose of the meeting was to refine an Exchange Agreement concerning the USG acquisition of a New Embassy Compound site and the eventual sale of our current Chancery, and to review title-related matters. The Hague resolved OBO’s concerns with the agreement and agreed to finalize outstanding title issues. OBO expects to execute the new agreement in June, after we have received approval from the City Council. The embassy project is planned for FY 2011, and is included in the Long-Range Overseas Buildings Plan.

# WHAT'S NEW

## REAL ESTATE

### ***New Compound Site in Jeddah, Saudi Arabia, Receives Congressional Approval***

On April 26, Congress approved the Department's acquisition of a 15-acre, \$28 million, New Consulate Compound site for Consulate General Jeddah. Post plans to exercise the option and close on the site on May 5. On May 21, an OBO team will travel to the site with pre-qualified U.S. contractors for a pre-bid conference. The NCC will include a chancery, Marine Security Guard Quarters, 56 apartment units for staff housing, a recreation center, a combined CGR/CMR and warehouse, utility, and support buildings.

### ***Department Purchases Jeddah New Embassy Compound Site***

Subsequent to Congressional support, OBO has exercised its option to purchase the New Embassy Compound site in Jeddah, Saudi Arabia. On May 5, post confirmed transfer of title of the 15-acre Sultan Road property at a cost of \$21.6 million. This acquisition provides the Department with the necessary land to move forward on the construction contract for new facilities planned for FY 2007.

### ***Department Purchases Residences in Sofia***

The Real Estate Office has purchased three single family homes, which were under lease to the USG, in Sofia, Bulgaria. By purchasing these properties, we will generate a lease savings of nearly \$100,000 a year. The estimated return to U.S. taxpayers will be at least 10 percent, since property values in Eastern Europe are climbing steadily.

### ***Decommissioning Completed in Kingston, Jamaica***

On May 15, OBO and Embassy Kingston, Jamaica completed all decommissioning activities in Kingston. Since the move to the New Embassy Compound, post has terminated the lease on three functional properties: the chancery, the consulate office building, and the Marine Security Guard Quarters. The cost for decommissioning these properties was \$121,264.

### ***Sold: Historic London Annex***

On June 5, OBO completed the sale of the excess property at 20 Grosvenor Square, also known as the "Navy Annex," only three

months after the commencement of marketing. An OBO Real Estate Team managed the transaction using the London office of Cushman & Wakefield, one of OBO's global real estate service providers. The carefully-crafted marketing plan resulted in nearly 40 offers in April. After coordinating outstanding details and final negotiations, a London developer has acquired the property for conversion to what will be some of London's most exclusive residences. The sale generated the highest price of any U.S. diplomatic property ever sold overseas and is part of a larger asset management strategy that will result in a new and improved Embassy London.

### ***London Brokers Honored***

Secretary Rice signed Certificates of Appreciation for Cushman & Wakefield's core team in recognition of the exceptional work they did for OBO and the USG in marketing and selling the former Navy annex office building (Number 20 Grosvenor Square) in London. Working closely with OBO's Real Estate Office, this firm generated nearly \$500 million from this historic sale. The certificates were presented by Ambassador Tuttle in the London Embassy.



*Members of Cushman & Wakefield's core team were honored by the Department for their success in selling the London Navy annex*

### ***Sold: Properties Located at Embassies Bamako, Yaounde, and Bogotá***

OBO's Real Estate Office completed the sales of the former chancery and support annex in Bamako, Mali and the former GSO compound in Yaounde, Cameroon. These properties were excess to the needs of the Department due to the construction of New Embassy Compounds in Bamako and Yaounde. The sale of a residence in Bogotá, Colombia was also completed.

# WHAT'S NEW

## REAL ESTATE

### ***Capitol Hill Briefing on Progress of Tripoli's New Embassy Compound Site***

On June 8, OBO's Chief of Staff and the Director for the Real Estate Acquisitions and Disposals Division briefed the House Foreign Affairs Committee majority staff, at their request, on the progress of Tripoli's New Embassy Compound site. Along with NEA/EX and Desk, DS, CA, OFM, and H, OBO briefed Chairman Lantos's staff on New Embassy Compound (NEC) planning and site acquisition activities in Tripoli, as well as attempts to dispose of former properties; security and operational considerations for current locations and future NEC projects; and visa service issues. Congressional staff indicated future travel to Libya was planned by the Committee.

### ***Dakar NEC Site Selection Completed***

On June 5, the Department closed on the New Embassy Compound site in Dakar, Senegal. Post completed the purchase of the 10-acre "Les Almadies" NEC site at a cost of \$15.47 million. The largely undeveloped site is located in the northern part of Dakar near the coast and conveniently by the international airport.

### ***Nouakchott NEC Site Selection Completed***

On June 13, the Department signed a real estate Purchase Option for the New Embassy Compound site in Nouakchott, Mauritania. This purchase consists of an 8.6-acre parcel known as the Ksar Site at a cost of \$4.6 million. Construction is planned during FY 2011.

### ***Wuhan American Presence Post Achieves Key Milestone***

A key milestone toward the opening of the American Presence Post in Wuhan, China has been achieved with OBO authorizing post to execute the lease.

### ***OBO Hosts Advanced Administrative Officers Training***

The Real Property Management Division of OBO's Real Estate Office hosted an Advanced Administrative Officers training course for nine Foreign Service Management Officers, including two Executive Officers from USAID. The class discussed the role of the Single Real Property Manager; OMB's oversight and the

emphasis OMB has placed on real property management; and the importance of managing inventory at the right cost.

### ***OBO Achieves FY 2007 Target of Eight Site Acquisitions***

OBO is proud to announce that, with the help of A/LM and posts, we have achieved our FY 2007 target of acquiring eight sites for New Embassy Compound (NEC) construction. With the execution of a 99-year lease for the 10-acre "La Pechuga" NEC site in Tijuana, OBO has now completed all of its forecasted acquisitions for the fiscal year, as follows: Addis Ababa, Antananarivo, Jeddah, Ouagadougou, Riga, Sarajevo, and Valletta.

### ***OBO's Staff Housing Acquisition Program***

With the help of A/LM and post, we have acquired eight apartment units in Manila, bringing the total number of apartments purchased as part of the Staff Housing Acquisition Program to 13. Post estimates that the annual rent savings on the 13 units will be \$450,000. This reflects an annual return to American taxpayers of more than 10 percent. According to post, prices for identical apartments in the same complex have increased by nearly 30 percent since OBO negotiated these contracts last year.

### ***Completion of FY 2006 Canberra Staff Housing Purchases***

OBO's Real Estate Division closed on two townhomes in Canberra, Australia. This completes the FY 2006 purchasing target to acquire eight new staff housing properties at post. Due to rapidly rising rents, OBO is pursuing at least 12 more housing purchases at post during this FY 2007 but, because of the pace of construction, OBO does not expect to close until early CY 2008.

### ***USG Transfers Basra Palace Compound to the Government of Iraq***

In a ceremony held on September 5, the USG officially transferred the Basra Palace Complex to the Government of Iraq (GOI). The Department, under authority provided in 2004 by the Coalition Provisional Authority, had been occupying a portion of the palace compound for diplomatic purposes. In July 2007, the Department vacated the property. In August, Embassy Baghdad requested assistance from OBO to ensure that the changeover would be carried out in accordance with U.S. and

# WHAT'S NEW

## PROJECT EXECUTION

Iraqi law and Department regulations. With the assistance of L/BA and L/DL, OBO's Real Estate Office worked with the Embassy to successfully and smoothly execute the transfer. The return was documented through an exchange of letters between the GOI on one side and the USG, the British government, and the Multi-National Forces–Iraq, on the other side, acting jointly.

### *Post Goes to Settlement on Monrovia's New Embassy Compound Site*

On September 25, the USG closed on a 100-year leasehold interest for the New Embassy Compound site in Monrovia, Liberia. The one-time lease cost of \$2,430,091 was a price negotiated below the appraised market value. The embassy confirmed execution of the long-term lease with the University of Liberia as Lessor for the 17.82-acre Graystone site adjacent to the current Chancery Compound in Mamba Point. The USG has leased the Graystone compound since 1984 and the site currently houses seven residences.

## *Project Execution*

### *Physical Security Upgrades*

**San Jose:** The San Jose physical security upgrade has been completed. The project included a perimeter fence upgrade, new fuel port, new vehicular compound access control, new parking lot cover, new mezzanine in the chancery lobby, upgraded generator louvers and doors, upgraded exterior lighting, and a new fire escape door in the chancery.

**Hermosillo:** On April 13, the Hermosillo, Mexico perimeter security upgrade project achieved substantial completion. The project included the retrofit of an existing guard booth into a new Visa pass-back building; the construction of new Compound Access Controls (CACs) and sallyport, including a new consular CAC; reconfiguration of the consular area, including a new consular queuing area with canopy and a consular interview area with 14 additional teller windows. Anti-climb fences were added on all sides of the compound

**New Delhi:** On April 23, the New Delhi, India Compound Security Upgrade Project was completed. This project included the construction of a safe area addition of several FE/BR doors; hardening of several areas; and the installation of updated/new technical security equipment.

**Hanoi:** On April 27, the Hanoi, Vietnam, Compound Security Upgrade Project was completed. This was a design/build project to construct a safe area in the chancery, and replace four FE/BR doors and windows at both the Chancery and Rose Garden compounds and included new technical security systems.

**Ho Chi Minh City:** On May 2, the Compound Security Upgrade Project in Ho Chi Minh City, Vietnam was completed. This was a design/build project to construct a safe area and other security upgrades in the Support Building and the Chancery.

**Rio de Janeiro:** OBO is working with the Bureau of Diplomatic Security to explore the feasibility of providing non-traditional ballistic protection. This is in response to the threat of stray bullets from increasing criminal gunfire around the Consulate General Rio de Janeiro, Brazil General Office Building.

**Lagos:** Completed May 21, this project in an existing safe area inside the Consulate Office Building upgraded the emergency power supply to include forced-entry/ballistic resistant (FE/BR) protection in compliance with current Diplomatic Security standards. The project also included the hardening of the loading dock area, and the installation of new FE/BR doors and related technical security systems to control these doors.

**Cotonou:** Completed May 25, this project replaced one FE/BR door to controlled access space, and created a safe area inside the embassy. A new protected generator room and new generator were also added to provide emergency power to the safe area and other critical Post facilities.

**Peshawar:** Completed May 29, this project replaced 11 FE/BR doors, two teller windows, and three guard booth glazing panels. New louvers were also installed in the Emergency Generator Building adjacent to the Chancery.

**Dublin:** On May 31, OBO completed the Dublin Compound Security Upgrade project. This project consisted of relocating several FE/BR doors, renovating/enlarging the teller booths in the consular affairs section and waiting area, and constructing a Safe Area. The project also required installing new technical security and CCTV systems.

**Jakarta:** On May 31, OBO completed the Compound Security Upgrade project in Jakarta (Indonesia). This project consisted of installing new technical security systems controls in the Safe Area, installing a new vault door to the PCC, and replacing 30 damaged or worn FE/BR doors and windows at multiple facilities on the compound.

**Recife:** The consular upgrade in Recife, Brazil was completed.

# WHAT'S NEW

## PROJECT EXECUTION

**Casablanca, Valletta:** Physical security upgrade projects were started in Casablanca, Morocco and Valletta, Malta.

**Cotonou:** On June 18, the construction security project to upgrade the Chancery safe area at Embassy Cotonou, Benin, was completed.

**Rabat:** On June 18, the Perimeter Security Upgrade for the perimeter wall and three new compound access control facilities was completed.

**Rabat, Nassau, San Salvador:** The physical security upgrade projects of schools under the Soft-Targets Program were completed in the following locations: Rabat, Morocco; Nassau, the Bahamas; and San Salvador, El Salvador.

**Shanghai:** The physical security upgrade project in Shanghai, China, was completed.

**Vienna:** The Vienna, Austria, physical security upgrade project has achieved substantial completion.

**Berlin, Bratislava, Prague:** OBO has funded Soft-Target security upgrades for schools in Berlin, Germany; Bratislava, Slovak Republic; and Prague; Czech Republic.

**Algiers, Buenos Aires, Cairo, Frankfurt, Mbabane, Munich, Nassau:** OBO is funding physical security upgrades in Algiers, Buenos Aires, Cairo, Frankfurt, Mbabane, Munich, and Nassau.

**Muscat, Nassau:** OBO is funding Soft-Target physical security upgrades for schools in Muscat and Nassau, and for a community complex in Frankfurt.

**Abidjan, Banjul, Buenos Aires, Canberra, Dublin, Jerusalem, Lisbon, London:** OBO is funding physical security upgrade projects in Abidjan, Banjul, Buenos Aires, Canberra, Dublin, Jerusalem, Lisbon and London.

**Bucharest, São Paulo:** OBO is funding Soft-Targets Program security upgrade projects in schools in Bucharest and São Paulo.

**Barcelona:** OBO has completed the Barcelona security upgrade project.

**Peshawar, Oslo, Valletta, Kabul, Zagreb:** Post has completed physical security upgrade projects in Peshawar, Oslo, Valletta, Kabul, and Zagreb.

**Ankara, Karachi, Maputo, Rangoon:** Post has completed physical security upgrade projects in Ankara, Karachi (perimeter check points), Maputo, and Rangoon (at CMR and DCMR).

**Buenos Aires, Karachi:** OBO is funding physical security upgrade projects in Buenos Aires and Karachi (vehicle barrier).

**Beirut, Guatemala, Kingston:** OBO is funding Soft-Targets Program security upgrade projects in schools in Beirut, Guatemala, and Kingston.

**Barcelona:** OBO has completed the physical security upgrade project in Barcelona, Spain.

**Helsinki, Finland, Zagreb:** OBO is funding physical security upgrade projects in Helsinki, Finland and Zagreb, Croatia.

**Jerusalem, Lagos, Tegucigalpa, Vienna:** OBO is funding projects in schools in Jerusalem; Lagos, Nigeria; Tegucigalpa, Honduras; and Vienna, Austria.

**Canberra:** A post-managed project was completed in Canberra.

**Accra, Bujumbura, Cape Town, Durban, Gaborone, Karachi, Madrid, Matamoros, Mexico City, Mbabane, Minsk:** OBO has funded projects in Accra, Ghana; Bujumbura, Burundi; Cape Town and Durban, South Africa; Gaborone, Botswana; Karachi, Pakistan; Madrid, Spain; Matamoros and Mexico City, Mexico; Mbabane, Swaziland; and Minsk, Belarus.

**Frankfurt:** OBO has funded a project in a school in Frankfurt.

**Asunción, Bujumbura, Cairo, Chisinau, Geneva, Johannesburg, Pretoria, São Paulo:** OBO has funded projects in Asunción, Paraguay; Bujumbura, Burundi; Cairo, Egypt; Chisinau, Moldova; Geneva, Switzerland; Johannesburg and Pretoria, South Africa; and São Paulo, Brazil.

**Nairobi, Rome, San José:** OBO has funded projects in schools in Nairobi, Kenya; Rome, Italy; San José, Costa Rica.

**Pretoria:** A post-managed physical security upgrade project was completed in Pretoria, South Africa.

**Bratislava, Bujumbura, Hermosillo, Karachi, Vilnius:** OBO is funding projects in Bratislava, Slovak Republic; Bujumbura, Burundi; Hermosillo, Mexico; Karachi, Pakistan; and Vilnius, Lithuania.

**Tbilisi:** OBO is funding a physical security grant for a school in Tbilisi, Georgia.

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### ***Consular Improvement Project Completed in San Jose, Costa Rica***

The opening of the reconfigured and more efficient Embassy Consular Section has resulted in a significant improvement in services to American and Costa Rican citizens. With a 30 percent increase in interview windows and more efficient layout, the waiting time for an interview has been reduced from 90 to 18 days.

### ***Montevideo's Completed Construction Project***

OBO completed its Embassy Montevideo, Uruguay project to build a reinforced concrete wall along the north side and the front side of the building to replace an anti-climb fence. The construction lasted for six months and was overseen by the Post Facilities Manager.

### ***New Chief of Mission Residence in Caracas***

Ambassador Brownfield moved into the new Chief of Mission Residence (CMR), also known as La Tudelena, at Embassy Caracas, Venezuela. OBO provided furnishings from the former CMR, as well as new furnishings in coordination with the General Services Officer. OBO's Real Estate Office is overseeing the sale of the former CMR.

### ***Kigali New Embassy Compound is "Topped Out"***

On April 4, OBO "topped out" the \$81 million USD Kigali New Embassy Compound project. The NEC project includes a New Office Building, a General Services Office Annex, a Marine Security Guard Quarters, a warehouse, utility buildings, and Compound Access Controls.

### ***Alexandria and Cairo Groundbreakings***

On June 9, post celebrated the groundbreakings for the Alexandria and Cairo physical security upgrade projects.

### ***Phnom Penh***

At Embassy Phnom Penh, Cambodia, the addition to the Chief of Mission Residence project was completed. The flood mitigation project at the New Embassy Compound was also completed, in time for the arrival of the rainy season.

### ***Managua, Nicaragua***

The New Embassy Compound in Managua, Nicaragua has achieved substantial completion.



*Nicaragua, Managua NEC*

### ***OBO Passes the 50 Mark***

The New Embassy Compound in Algiers achieved substantial completion. To date, the Department has completed 51 NECs and, after move-in, will have relocated approximately 16,000 USG employees to more secure and safer work environments.

### ***Consular Renovations in Mexico City and Monterrey***

OBO allotted \$1.1 million to add eight consular windows and re-locate two existing windows in the non-immigrant visa (NIV) section at Embassy Mexico City, Mexico. OBO further allotted \$1.3 million to add 16 consular windows in the NIV section at Consulate General Monterrey, Mexico. The projects will enable Embassy Mexico City and Consulate General Monterrey to respond to an anticipated surge in demand for renewal of border-crossing documents.

### ***Design and Engineering Seminars***

#### **Underground Storm Water Detention Seminar.**

OBO's Design and Engineering Division hosted a Design and Engineering Continuing Education (DECE) seminar on Underground Storm Water Detention for Storm Water Management. There were 35 attendees. The purpose of the seminar was to demonstrate the opportunity in maximizing land

# WHAT'S NEW

## PROJECT EXECUTION

use for New Embassy Compound site development through the use of underground detention systems in lieu of detention ponds. In addition, the seminar discussed the sustainable benefits of an underground storm water system. Topics of discussion included the manufacturing of storm water detention chambers, chamber accessories, design flexibility, ease of installation, storm water control, and cost-effective measures for implementation. The DECE seminars are for professional development and certification requirements.

**Modular Green Roofing System Training.** OBO presented a seminar on “Modular Green Roofing System,” which introduced a patented roofing system pre-planted and ready for installation on-site. This “GreenGrid” technology is a high-performance, environmental-friendly roof system that provides several unique functions that reduce costs and provide opportunities for easy changes and maintenance after installation.

**Architectural Acoustics Training.** As part of its ongoing training for certification and accreditation purposes, OBO also presented a seminar on “Architectural Acoustics,” which discussed factors impacting architectural design, such as noise level predictions, acoustical privacy rating methods, reverberation time calculations, and the role of noise masking systems. This seminar offered practical design and construction advice, and focused on problem areas such as HVAC systems, plumbing noise, door details, and window glazing.

**Cool Roofing as a Part of High Performance Building Design.** As part of its ongoing effort to improve sustainable design and life cycle costs, OBO hosted a seminar on Cool Thermoplastic Roofing Systems for Sustainable Buildings to highlight developments in reflective roofing and environmental impact. Emphasis was on thermoplastic roofing as a component of sustainable high performance buildings, criteria for selecting a roofing system for high performance buildings, and how “cool” roofing could facilitate “green” certification.

### ***OBO's Remedial Plan After Kinshasa Attack***

In a late March outbreak of hostilities in Kinshasa, Zaire, the Joint Administration Office's Compound Access Control building was hit with AK-47 gunfire. The Forced-Entry/Ballistic-Resistant (FE/BR) windows performed as designed, and no rounds penetrated the guard booth. Some non-FE/BR windows and doors were damaged, however, and OBO's Security Management Division (SM) and Post have identified those products needing replacement. SM worked with Post to fund purchases and develop installation plans.

### ***OBO Awards Four Performance-Based Contracts at Substantial Cost Savings***

OBO executed four competitive contracts for provision and installation of technical security equipment. The new awards resulted in substantial savings to the Department. This new contract mechanism is a shift from the previous Time and Material contract to a performance-based contract. The savings, together with the simplicity and clarity of the new contracts, were achieved due to OBO's “New ways to think, New ways to build” management initiative. The overall success is the result of OBO's strategic management oversight, continuous reviews, and the A/LM contracting officer's diligence and dedication.

### ***Associated General Contractor Meeting***

OBO and the Bureau of Diplomatic Security (DS) met with a representative from the Associated General Contractors (AGC) of America to discuss modern-day challenges faced by security officials and contractors. The AGC inquired about any security-related issues that arise when contracts are awarded to foreign contractors. DS provided reassurance that measures had been put into place to address such concerns. OBO reinforced its commitment to ongoing, multi-party dialogue, including discussion required to finalize revisions being made to the Request for Proposal.

### ***Soft-Target Team Briefs Senior Department of Education Officials***

Members of the Department's Soft-Target Team (Bureau of Diplomatic Security, Bureau of Administration, and OBO) briefed senior Department of Education officials on the management and execution of our Soft-Target Initiative for overseas schools. The officials, who learned of our initiative through the Federally-funded Homeland Security Institute, were interested in gathering ideas that might help them execute a similar initiative for schools in the United States. The senior Education official present was the Assistant Deputy Secretary for Safe and Drug-Free Schools. The briefing was successful, and we identified many areas of common interest and opportunities for future exchanges and cooperation.

### ***Associated General Contractors Meeting***

The Managing Director and Deputy Managing Director for the Office of Project Execution represented OBO on the Federal Owners Advisory Council at the Associated General Contractors

# WHAT'S NEW

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2007 Federal Contractors' Conference. Topics discussed at this roundtable of Federal agencies and AGC members included budgeting, the use of the Construction Management at Risk (CMR) approach, small business accounting, Building Information Modeling (BIM), privatization programs, and best practices. AGC also addressed legislation being considered by Congress that may impact industry. The excellent information exchange confirmed that OBO remains on the cutting edge in areas such as the implementation of BIM. And, in the area of CMR, OBO reaffirmed its commitment to both firm fixed-price contracting and fair allocation of risks.



*Embassy Sofia received LEED certification from the USGBC*

### ***OBO Briefs House Committee on Oversight and Government Reform on “Green” Embassies***

A representative of OBO's Project Execution Office, Design Engineering Branch, briefed the House Committee on Oversight and Government Reform regarding OBO's cutting-edge “Green” Embassy Initiatives Program. The Committee was represented by staff members Andrew Su and Gilad Wikenfeld. The briefing highlighted OBO's recent historic LEEDS certification for Embassy Sofia, Bulgaria. It also addressed the requirements for such environmental-friendly certification for the Standard Embassy Design (SED) concept. In closing, OBO discussed other possible “green” initiatives for future New Embassy Compound projects.

### ***OBO and DS Brief Construction Contractors***

On September 6, OBO partnered with the Bureau of Diplomatic Security (DS) to provide a briefing on security requirements and

related issues to staff of two contractors working on the Skopje, Macedonia, New Embassy Compound project. The briefing constituted the kick-off for a series of outreach meetings planned for the remainder of this calendar year. Presentations are scheduled for two more contractors this week. This outreach program is a joint, large-scale effort by OBO and DS to increase contractor awareness and knowledge of good security practices, especially in regard to sensitive and classified information.

### ***OBO Hosts a Seminar on Saelzer Security Systems***

On September 11, OBO hosted a seminar on Saelzer Security Systems, addressing security systems used by OBO in the past and providing a glimpse of new products and tests. There were 64 people in attendance. Topics discussed included windows and facades; doors and gates; guard houses; barriers and bollards. Periodically, OBO sponsors such training for continuing education or other certification purposes.

### ***OBO Participates in Interagency Sustainable Working Group on “Green” Buildings***

Recently, an OBO representative participated in the Interagency Sustainable Working Group spearheaded by GSA. Twenty other agencies were represented. Topics of discussion included an update on OMB requirements related to the energy and environmental scorecards. Two presentations on “green” building rating systems were given – the first by the U.S. Green Building Council on Leadership in Energy and Environmental Design, and the second by the Green Building Initiative on Green Globes.

### ***OBO Outreaches on Energy and Sustainability Accomplishments***

Increasingly, OBO has been reaching out to other agencies to share OBO's accomplishments in the areas of energy and sustainability. On August 30, OBO presented its most recent “green” developments to the CIA, after which OBO was asked to give the presentation to 25 senior officers and directors from various Intelligence Community (IC) agencies. OBO will make these presentations in October, including one at the IC's annual facility conference.

# WHAT'S NEW

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### ***OBO Continues Hill Briefings on “Green” Accomplishments***

On September 18, OBO met with staffers of the House Committee on Oversight and Reform to share OBO's accomplishments in the area of energy and sustainability, and to discuss the proposed Carbon Neutral Government Act of 2007. Additionally, OBO addressed questions relating to challenges in achieving more sustainable design. Specifically, OBO noted that the separation of cost funds and operations and maintenance funds, provides the greatest challenge.

### ***Department Progresses on Khartoum New Embassy Compound Site***

On May 14, the remaining construction containers held by Sudanese Customs arrived at the New Embassy Compound project site in Khartoum, Sudan. This milestone successfully concludes tremendous efforts by OBO, post, and others within the Department, since October of 2006, to gain the release of 48 containers filled with diplomatic materials and equipment destined for the NEC project.

### ***Khartoum's NEC Encounters Renewed Impasse by Sudanese Customs***

The Khartoum New Embassy Compound project is again being delayed due to the Government of Sudan (GOS) and its new requirements for processing containers through customs, and for obtaining building permits and visas for personnel. As a result of the most recent GOS demand, the NEC project has been adversely impacted, causing a delay in transporting containers. OBO Khartoum received notice from the contractor of expenses that continue to accrue due to the delay. OBO headquarters, OBO Khartoum, the Chargé, and the contractor are negotiating with the Sudanese Ministry of Foreign Affairs in an attempt to break through this impasse to complete the project. A Sudanese delegation was scheduled to visit Washington during the last week of August to seek appointments with senior Department officials, including the OBO Director.

### ***OBO's Lessons Learned Program Recognized Among Top Tier***

An employee of OBO's Design and Engineering Division (DE), of the Office of Project Execution, was selected by the Construction Industry Institute (CII) to brief on DE's Lessons Learned Program at the CII annual meeting. The selection was

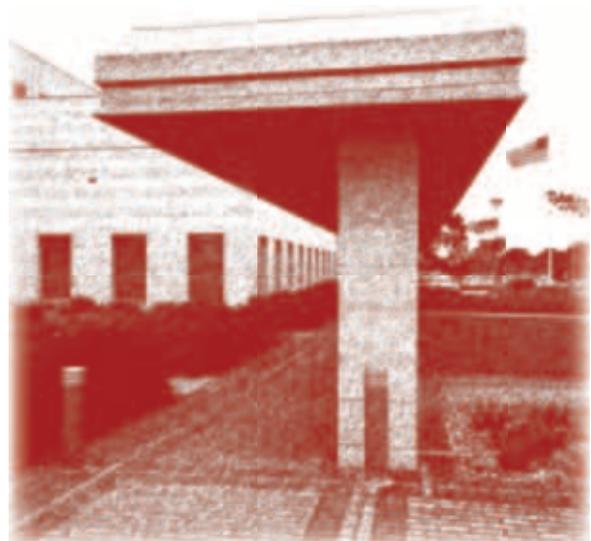
based on the results of surveys completed by more than 70 owner and contractor organizations during a two-year study of “Lessons Learned”-type programs. OBO was recognized as having one of the top tier programs.

### ***OBO Awards Government Purchased Equipment Contracts***

In support of its FY 2007 Capital Construction Program, OBO worked with A/LM to award 10 contracts for Government Purchased Equipment (GPE), including Forced Entry/Ballistic Resistant doors and windows. The total award amount was \$17,846,834 for products on 10 New Embassy Compound sites. Notably, the GPE was awarded prior to the award of the FY 2007 program construction contracts in order to maximize advantage of FY 2006 product prices. Annually, the GPE products are purchased under renewable Indefinite Deliver/ Indefinite Quantity contracts. OBO's early purchase of the GPE resulted in a cost avoidance of \$535,405, which can now be applied to actual construction projects.

### ***New Air-Cooled Chiller Technology Installed***

Post completed the installation of one of the Department's first air-cooled chiller systems at Embassy Kabul, Afghanistan. Previously, the majority of posts had utilized water-cooled chillers. Today, in striving for economies of scale in maintenance and service, the Department is turning to innovative ways to provide air conditioning to its worldwide facilities. Embassy Kabul is one of the first to receive an air-cooled chiller.



# WHAT'S NEW

## OPERATIONS & MAINTENANCE

### *Operations and Maintenance*

#### ***OBO Hosts Safe Driver Instructor Courses for AF and NEA Participants***

To improve the safety of motor vehicle operations at Posts, OBO's Safety, Health, and Environmental Management Division (SHEM) hosted Safe Driver Instructor courses in Rabat, Morocco and Lomé, Togo. OBO's Chief Operating Officer visited the Lomé course to emphasize the importance of the training for the AF region – the region that has been most prone to motor vehicle mishaps. Ten motor pool supervisors from NEA and AF were trained in advanced driver safety methodology consisting of intense behind-the-wheel instruction by an international professional driver training company. Supervisors were certified and, in turn, authorized to train drivers at their Posts. The aim of the course is to increase situational awareness, to modify behavior, and to reduce the frequency and severity of motor vehicle mishaps.

#### ***OBO Conducts Safety, Health, and Environmental Training Courses***

OBO's SHEM conducted three separate training courses in Cairo for AF, EUR, and NEA attendees. The purpose of the training was to enable personnel to implement more effective safety, health, and environmental programs at posts, which would reduce related risks to employees, family members, and visitors. The Post Occupational Safety and Health Officer (POSHO) Seminar was conducted for 18 USG personnel. A POSHO Assistant Seminar was conducted for 18 Foreign Service National employees who support POSHO in implementing safety and health programs. An Integrated Pest Management course was conducted for nine personnel on safe and effective means for controlling common pests, thus reducing the need for posts to apply toxic pesticides.

#### ***OBO Participates in Foreign Service National Housing Workshop***

OBO's Safety, Health, and Environmental Management Division participated in the Foreign Service National (FSN) Housing Workshop on May 23, for 16 FSNs whose responsibilities include evaluating housing, coordinating make-readies, and maintaining residences. The course addressed the safety, health, and environmental requirements for selection of residential property and how to use the Residential Checklist Builder as a tool to assist during inspection.

#### ***Post Occupational Safety and Health Officer Training***

SHEM presented a five-day Post Occupational Safety and Health Officer (POSHO) Assistant Seminar in Istanbul, Turkey. Sixteen Foreign Service Nationals from EUR and NEA posts participated. The seminar taught practical, hands-on skills required for SHEM oversight, including assessments, recordkeeping, and training.

#### ***OBO Hosts a Post Occupational Safety and Health Officer Seminar***

From May 23 through 25, OBO's Safety, Health, and Environmental Management Division hosted an abridged POSHO Seminar for new Facility Managers and General Services Officers. The seminar provided the opportunity for interacting with SHEM staff and program managers; hands-on training with monitoring devices; practical options to strengthen post safety and health programs; and the basics of administrative requirements, such as mishap reporting.

#### ***Safety and Health Training for Diplomatic Courier Operations***

SHEM participated 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 hearing protection, proper material handling and storage, safe lifting techniques, personal protective equipment, and motor vehicle operations and tarmac safety. Risk assessments made by SHEM during visits to diplomatic courier operations in Bangkok, Dakar, Frankfurt, and Manama were used in developing training materials.

#### ***OBO Provides Safety, Health, and Environmental Training***

From June 11 through 15, OBO's SHEM presented a five-day Post Occupational Safety and Health Officer (POSHO) Assistant Seminar in Warsaw, Poland. In attendance were 15 Foreign Service Nationals from EUR and NEA posts. The seminar provided practical knowledge and skills in conducting support functions associated with post programs. This effort commenced a year ago and, already, there are more than 100 trained and experienced POSHO Assistants. This cadre of trained personnel adds value to posts by providing continuity through FSO/

# WHAT'S NEW

## OPERATIONS & MAINTENANCE

POSHO transitions; conducting ongoing safety training to staff and family members; performing assessments of workplaces and residences; and mitigating safety and health risks. This training is part of an overall Departmental initiative to enable local nationals to assume more responsibility for day-to-day safety and health requirements.

### ***OBO Participates in General Services Officers Training***

On June 22, SHEM also 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 has been consistently rated by students as one of the top presentations in the GSO Operations Module.

### ***EAP Safe Driving Instructor Course***

SHEM also hosted a safe driving instructor course in Beijing. Motor pool supervisors from the Embassy and from four China 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 Hosts Post Occupational Safety and Health Officer Seminar***

OBO's Safety, Health, and Environmental Management Division hosted a three-day abridged Post Occupational Safety and Health Officer seminar for new Facility Managers (FMs) which provided the opportunity for interacting with SHEM staff and program managers; hands-on training with air monitoring devices; practical ways to strengthen post safety and health programs; and a review of requirements, such as mishap reporting. This is an ongoing effort by OBO to train new FMs prior to their departure for post.

### ***OBO Hosts EAP Safe Driving Instructor Course***

SHEM hosted a safe driving instructor course in Kuala Lumpur, Malaysia. Motor pool supervisors from the six Embassies and Consulates in EAP were trained in advanced driver safety methods, including behind-the-wheel instruction, situational awareness, and attentiveness to changing road dynamics. The newly-certified trainers will train other official vehicle drivers at their respective posts. The goal is to modify behavior, and reduce the frequency and severity of mishap accidents. This leveraged approach is part of SHEM's overall strategy to improve the safety of motor vehicle operations at posts. To date, 144 motor pool supervisors have become certified instructors and, in turn, have trained approximately 2,700 official vehicle drivers worldwide.

### ***SHEM Module in FSN Housing Workshop***

On August 14, SHEM participated in a Foreign Service National Housing Workshop for FSNs whose responsibilities include evaluating housing, coordinating make-readies, or maintaining residences. This venue provided an excellent opportunity to stress that safer housing starts with its selection and the importance of working with the Post Occupational Safety and Health Officer. The session increased participants' knowledge of the safety, health, and environmental requirements for selection of residential property and how to use the Residential Checklist Builder as a tool to assist them during inspections. Workshop members asked engaging questions about safety and health program requirements and provided important feedback regarding the visibility of safety, health, and environmental programs at post.

### ***OBO Provides Training for Diplomatic Courier Orientation***

OBO's Safety, Health, and Environmental Management Division presented relevant information on occupational safety and health issues during the Diplomatic Courier Orientation class. 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 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.

# WHAT'S NEW

## OPERATIONS & MAINTENANCE

### *OBO Trains Private Sector Seminar Enrollees*

On September 21, SHEM provided training to participants enrolled in the Private Sector Security Overseas Seminar at the Foreign Service Institute Transition Center. Participants included 44 representatives from Fortune 500-type companies and academia. SHEM shared information on State's mishap experience and outlined the major causes of residential and motor vehicle mishaps. Topics also included critical prevention methods; awareness materials; swimming pool barriers; safe pesticide control methods; and carbon monoxide alarms. An adapted copy of the Department's Residential Checklist was presented as a tool to use for evaluating overseas housing.

### *Completion of a New Roof for the Chief of Mission Residence in Port-au-Prince, Haiti*

The Port-au-Prince Chief of Mission roof has been replaced. Work was completed on March 4, 2007. The expected life of the new clay tile roof system is 50 years with proper maintenance.

### *Studies Completed for Embassies Djibouti, Kigali, and Windhoek*

New Embassy Compound (NEC) Maintenance Staffing Studies were completed for Embassies Djibouti, Djibouti and Kigali, Rwanda. These studies assist in planning for efficient facility operations and maintenance. OBO's Facilities Management Division has also completed a Facility Evaluation and Assistance Program report on Embassy Windhoek, Namibia. The report serves as a guiding document for post facility management in practices and procedures to enhance property asset management.

### *OBO's Facilities Management Division Significant Achievements*

For April 2007, OBO's Office of Operations and Maintenance, Facilities Management Division (OM/FAC), Program Support Branch, reports the following significant accomplishments:

- **Installation Projects.** Shenyang Controlled Access Area's Heating, Ventilation, and Air Conditioning (HVAC); Bratislava renovations; Bucharest electrical; Tallinn core electrical; Zagreb Post Communications Center's electrical; Manila switchgear preventative maintenance; Dhaka generator installation; Manila and Seoul asbestos abatements; Bangkok chancery roof replacement; and Maseru FE/BR roof hatch installation.

- **Facility Site Assessments.** Singapore and Bangkok renovations; Tallinn plumbing; Ashgabat generator and automatic voltage regulator (AVR); Banjul generator and lightning protection; Athens Uninterruptible Power Supply; Doha AVR; Dakar lightning protection; Energy Saving Performance Contracts projects for Phnom Penh and Bangkok (new residential building); Port of Spain chancery roof installation; and roof evaluations for Abuja, Frankfurt, Baku, Cairo, Alexandria (façade and roof), Pretoria, and Lagos.
- **Contract Awards.** N'djamena electrical improvements project; Port of Spain chancery roof replacement; La Paz chancery roof repairs; Amman chancery and annex roof repairs; residential roof replacements for Antananarivo, Abidjan, and Ouagadougou.
- Windhoek generator and switchgear; and Georgetown generator, switchgear, and automatic transfer switch replacement; Rabat HVAC; Malabo AVR and electrical surveys; San Jose underground storage tank replacement; asbestos inspections for nine posts, including Vienna; and multiple new U.S. cleared roof Indefinite Delivery Indefinite Quantity installation contracts.
- **Technical Assistance and Training.** Generator requirements issues in Lilongwe, Tripoli, and Ankara; awards for commissioned Athens New Office Annex (NOX) and Bogotá NOX; chlorofluorocarbon training in Port Moresby and Jakarta; asbestos re-certification training for EAP; and commissioned Athens NOX, and Bogotá NOX; and Bamako NEC elevators.

### *OBO Executes International Maintenance Assistance Program Contract*

OBO entered into an International Maintenance Assistance Program (IMAP) contract for maintenance services with Choctaw Archiving Enterprises. This contract is an Indefinite Delivery Indefinite Quantity, performance-based contract for technical services. It will provide Department facilities worldwide with preventive maintenance, infrared thermography/life safety inspections, elevator safety inspections, condition monitoring, generator maintenance/repair, and emergency repairs. It will also enable OBO to provide focused maintainability services for Post Communication Centers with Top Secret-cleared U.S. technicians. OBO is expecting to save \$11.4 million over a five year period of IMAP operations, as a result of its methodical leaning of the contracted maintenance processes and procedures which will be completed without any service degradation.

# WHAT'S NEW

## OPERATIONS & MAINTENANCE

### ***EPA Asbestos Inspector Certification Training***

On April 23 through 27, OBO's HAZMAT /Environmental Services Program conducted the EPA Asbestos Inspector Certification Training, as part of OBO's ongoing efforts to train Facility Managers and Post Maintenance Supervisors on how to prevent accidental asbestos exposures to employees and workers. This training is in conjunction with the worldwide property surveys effort to produce Asbestos Management Plans for each Post, as mandated by Executive Order 12196 and OBO Policy FAC 01. The individuals being certified are involved with Post renovations and Operations and Maintenance repairs, where asbestos materials may be impacted. The training is to ensure that these subject matter experts can identify asbestos materials or materials that may be suspect and require testing.

### ***Jakarta, Indonesia's Chief of Mission Residence (CMR) Asbestos Removal***

OM/FAC's HAZMAT Program completed the removal of approximately 3,283 square feet of asbestos containing cement board panels from the second floor ceiling at the CMR. After the successful removal of asbestos containing materials, a new ceiling was installed.

### ***Vienna, Austria's U.S. Mission to the Organization for Security and Cooperation in Europe (USOSCE) Mission Chancery***

OM/FAC's HAZMAT Program completed the removal of approximately 1,000 square feet of asbestos containing mag block insulation and removed debris from the USOSCE Mission Chancery building.

### ***Colombo, Sri Lanka's CMR Roof Replacement***

OM/FAC's Roof Management Program completed the replacement of the CMR roof. The project consisted of removal of asbestos ceilings and roof on the main part of the house, and installation of a new structure and tile roof. The total cost of the project including design, construction, and inspection was \$551,000.

### ***Lisbon, Portugal's Chancery Roof Replacement***

OM/FAC's Roof Management Program completed the replacement of the flat roofs on the Chancery. The work

consisted of removing the Ethylene Propylene Diene Monomer membrane and replacing it with two-ply modified bitumen. Total cost of the project including survey, design, pre-bid, construction, and inspection was \$515,000.

### ***San Jose, Costa Rica's Chancery Roof Repair***

OM/FAC's Roof Management Program completed a five-day repair project that consisted of repairing leaks by replacing the neoprene flashing on the hot rubberized asphalt roof. Total cost of the project was \$33,000.

### ***Wastewater Treatment Systems Training***

OBO hosted a seminar on Wastewater Treatment Systems, addressing small conventional systems and out-of-basin Membrane Bio-Reactor systems. There were 62 people in attendance. The seminar also discussed issues surrounding the production of reliable quality drinking water, how to achieve quality water on a regular basis with minimal operator attention, and how to produce quality water from wastewater once the correct equipment and monitoring devices are installed.

### ***State-of-the-Art Fire Alarm Detection System for Damascus, Syria***

OBO's Fire Protection Division installed a state-of-the-art fire alarm detection system in the Damascus chancery. The work was accomplished in-house by its Fire Protection Systems and Engineering Branch. Previously, the Post's only fire alarm was in the communications center. This alarm was upgraded and connected to the new system.

### ***State-of-the-Art Fire Alarm Detection System for Muscat Chancery***

OBO's Fire Protection Division installed a state-of-the-art fire alarm detection system in the Muscat, Oman chancery. This system replaced the original, which was installed in 1989 during the Inman era construction of the 100,000 square foot building. The project was completed on time and within budget.

# WHAT'S NEW

## OPERATIONS & MAINTENANCE

### ***Completion of Consular Renovation at Embassy Tirana***

OBO has achieved substantial completion of the Tirana, Albania consular renovation project.

### ***OBO Employee Elected as Secretary to National Fire Protection Association***

Recently, at the World Fire and Safety Congress held in Boston, the Chief of OBO's Fire Protection Systems Branch was elected Secretary to the National Fire Protection Association's (NFPA) Electrical Section. NFPA is an international fire and building code developer and a leader in industry. In the year 2011, this position will automatically become the Chair of the Electrical Section.

### ***OBO Provides Funds and Personnel In Response to Muscat Flood***

In response to the June 7 Cyclone Gonu in Muscat, Oman, and the damage to post, OBO's Emergency Action Committee has provided maintenance and repair funds for storm damage. The committee will also provide an interim Facility Manager (FM) to accommodate the previously planned departure of the current FM, thereby ensuring there is no gap in services. OBO stands by to further assist.

### ***OBO Construction Withstands Structural Damage from Earthquake***

Following the August 15 earthquake in central Peru, Embassy Lima's facility manager observed cracks in the chancery foundation. To determine whether there was any structural damage, OBO authorized a structural engineer and a seismic consultant to travel to the site to inspect the chancery and other Embassy buildings. The OBO team inspected the chancery and 20 additional office and residential properties. The cracks in the chancery constituted mere cosmetic damage to the façade of the building. The results showed that there was no structural damage to any of the buildings.

### ***OBO Hosts Conference on State-of-the-Art Maintenance Developments***

On May 31, the Office of Operations & Maintenance hosted a conference at no cost for industry in an ongoing effort by OBO

to (1) improve upon existing metrics to facilitate more effective prioritization and allocation of resources; (2) increase accountability; and (3) to develop more compelling budget justifications. In attendance were 19 representatives from 11 private firms and 18 key O&M staff. Some of the consulting companies gave presentations and/or distributed papers. O&M representatives explained OBO's focus, plans, policies, procedures, and practices. The discussion centered on competitive maintenance metrics and practices used by private sector firms. The enthusiastic response to the conference from the consulting community reinforced a clear understanding of OBO's unique function and requirements and how their products can fit within OBO's scheme. O&M plans to meet with several attendees separately, and will analyze whether some approaches can be implemented internally.

### ***Capital Security Cost Sharing Guidance Memorandum Signed by the U/S***

Under Secretary Fore signed the updated FY 2007 Capital Security Cost Sharing (CSCS) Guidance Memorandum. The Memorandum was distributed to all agency representatives, and has been posted on both the Intranet sites for the Department and OBO. This Guidance Memorandum serves as the guiding document for the CSCS Program.

### ***OBO Attends the Regional Information Resource Management Conference***

OBO's Division Director for Area Management made a presentation at the Regional Information Resource Management Conference in Garmisch-Partenkirchen, Germany. The presentation focused on OBO's mission, programs, and support services to IRM staff at posts.



# WHAT'S NEW

## OPERATIONS & MAINTENANCE

### *Art in Embassies*

#### *Art in Embassies Highlighted by British Ambassador in International Web-Chat*

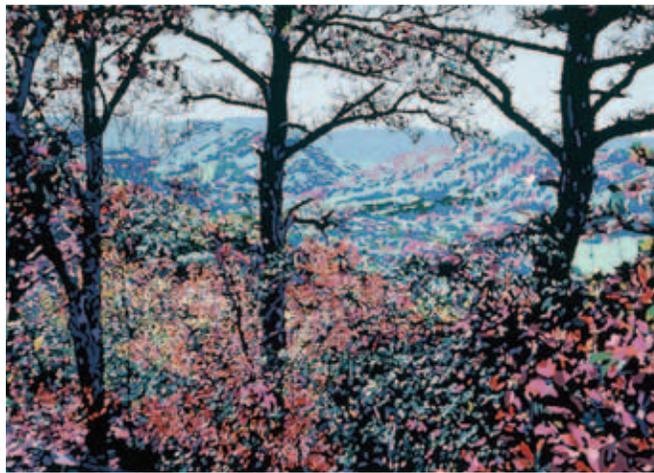
The Art in Embassies program was discussed on a U.S. Information (USINFO) web-chat by Robert Tuttle, U.S. Ambassador to the Court of St. James, and Mrs. Maria Tuttle. The USINFO web-chat highlighted American art, and was organized by the Department's Bureau of International Information Programs. The web-chat also featured inquiries from British citizens, a U.S. artist living in Serbia, and a university student in Egypt.

#### *Art in Embassies Unveils Exhibit in Panama City*

In honor of the grand opening of the Shenandoah Valley art exhibit at the Chief of Mission Residence in Panama City, Panama, Ambassador Eaton hosted four Art in Embassies artists who traveled from Virginia. The exhibit featured landscape paintings, portraits, quilts, and photographs of the region, its traditions, and its people. The artists conducted workshops at the Fine Arts School in Colon, and presented lectures at the Ganexa Art School in Panama City. Ambassador William Eaton, a Shenandoah Valley native, hosted a reception attended by local artists, dignitaries, business, and political leaders.



Panama City: *Bright Colors, Odd Shapes*, a quilt by Suzanne Just, courtesy of the artist, Mount Jackson, Virginia, undated



Panama City: *Autumn Over Warm Springs*, a silkscreen by Frederick Nichols, courtesy of the artist, Barboursville, Virginia, 1994

#### *Art Exhibit at Ambassador's Residence in Ouagadougou*

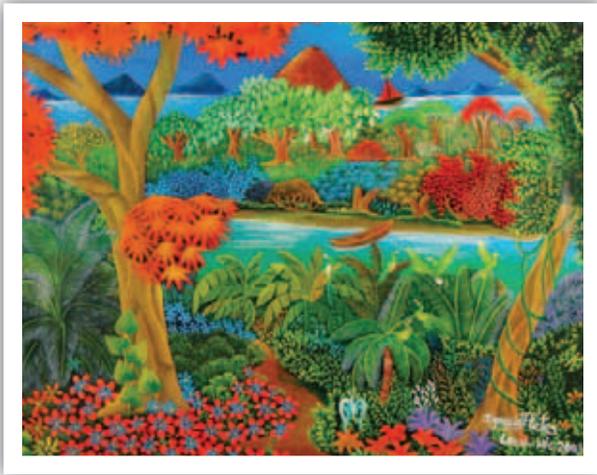
Ambassador Jeanine Jackson presided over the opening ceremony of OBO's Art in Embassies exhibition at her residence in Ouagadougou, Burkina Faso. The exhibition included paintings, bronze works, and photographs from the Ambassador's home state of Wyoming and neighboring Montana. The artwork highlighted the Native American populations in these two states, along with the resident cowboys and ranchers.



Mr. Mark Jackson and Ambassador Jeanine Jackson

# WHAT'S NEW

## OPERATIONS & MAINTENANCE



Managua: *Rio Escondido*, acrylic on canvas by Ignacio Fletes Cruz, courtesy of the artist, Nicaragua, Managua, 2005

### ***Permanent Art Collections to Debut in Managua and Panama***

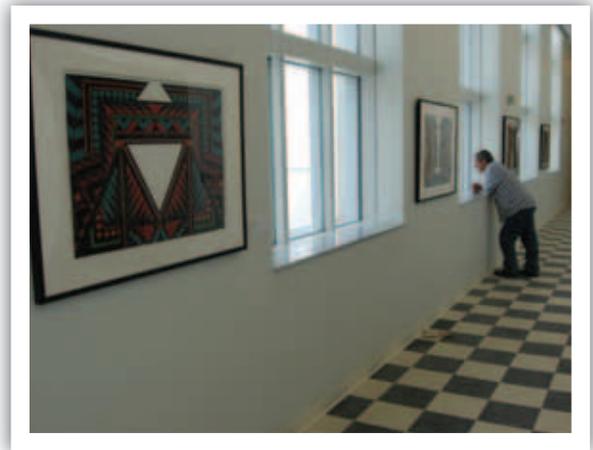
OBO's Art in Embassies curators are in the process of installing the permanent art collections for the New Embassy Compound sites in Managua and Panama. The Managua collection consists of 13 artists, and the Panama collection consists of 20 artists.



Athens: *Untitled (for Jo Harvey Allen)*, neon and acrylic on canvas by Stephen Antonakos, 1985

### ***Art in Embassies Debuts its Athens Collection***

The Curator from the New Embassy Compound (NEC) division of OBO's Art in Embassies Program recently created and installed the permanent art collection at the new Annex in Athens. This collection focuses on contemporary artists from the United States and Greece, Greek-American heritage, and Greek heritage and includes photographs, paintings, installations, works on paper, neon, mixed media, and drawings. One of the collection's highlights is a work on paper by William Baziotis (1912-1963), a prominent Abstract Expressionist painter born in Pennsylvania to Greek immigrants.



*Athens installation*

### ***Public-Private Partnership Between OBO's Art in Embassies and Embassy Seoul***

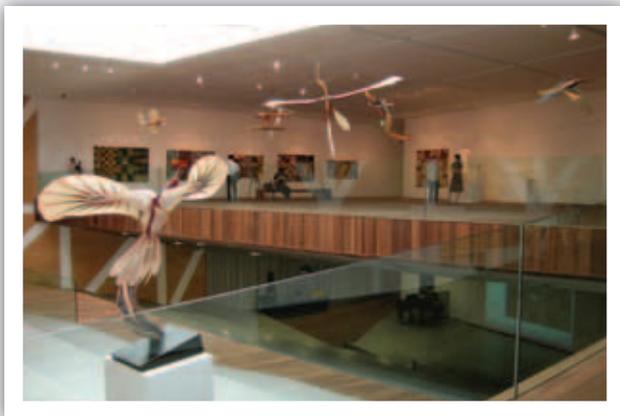
Fostering a unique public-private partnership, OBO's Art in Embassies Program joined Embassy Seoul, the American Chamber of Commerce of Korea, United Airlines, and Boeing Korea to sponsor *Flights of Fantasy*, an exhibition of four American craft artists at Seoul National University Museum of Art. Participants attended a week-long series of outreach programs in Seoul and Daegu with Korean artists, students, opinion leaders, journalists, and members of the public. Korean media covered the event. United Airlines underwrote the transportation for three American artists and their works of art, and is currently featuring the activity in its July issue of *Hemispheres Magazine*.

# WHAT'S NEW

## OPERATIONS & MAINTENANCE



Artists in Seoul: Brad Story, Lisa Vershbow, Judy James, Michael James



Seoul: Flights of Fantasy installation

### ***OBO Sends Artwork to Embassy Baghdad***

OBO's Art in Embassies Program is supplying a total of 16 paintings by American artists to the soon-to-be opened New Embassy Compound (NEC) in Baghdad, Iraq, for permanent display in the Ambassador's residence, the DCM's residence, and the NEC.

### ***Art in Embassies Achieves All-Time Publication Record***

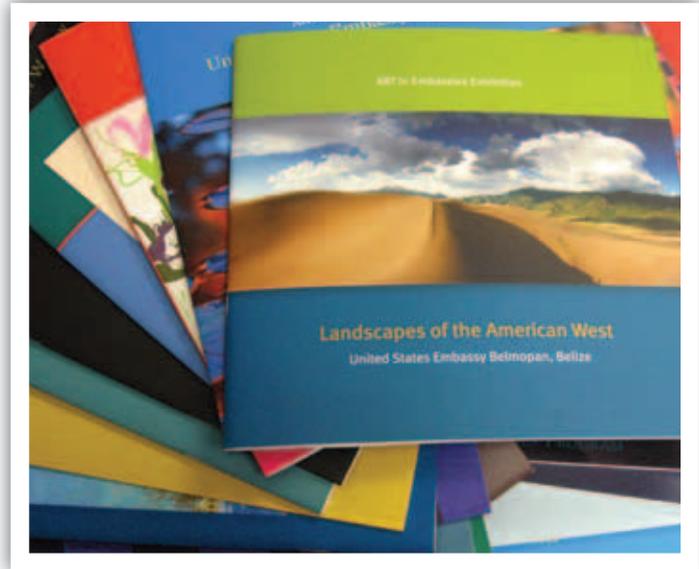
OBO's Art in Embassies has achieved its all-time publication record with more publications this fiscal year than in any other fiscal year. Since inception and to date, ART has published 49 catalogues and, for the month of July, six catalogues have been received by posts.

### ***OBO Awards Fine Art Insurance Contract for Art in Embassies***

The insurance contract for ART has been awarded to Chase, Clarke, Stewart & Fontana for the third consecutive year. The total value of coverage for the new policy is \$100 million. The renewal includes four posts that exceed the \$5 million per location limit: Paris, France; London, England; Bern, Switzerland; and USUN NYC. The total cost to OBO for the new contract is \$65,000, an ongoing reduction in cost.

### ***Department's Artwork Outreaches in Inspiring, Unexpected Way***

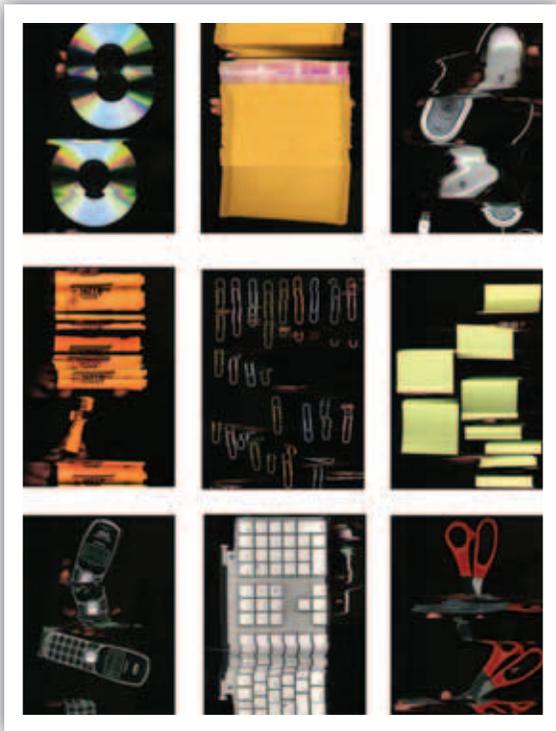
Inspired by artist Lynn Kirby's work in OBO's American Artists Abroad Program in Chisinau, Moldova, in June 2007, a friend of Art in Embassies recently purchased a large box of school and art supplies to be shipped to post for distribution to children at a local orphanage. While in Chisinau, Ms. Kirby had worked on an art project with Moldovan orphans, scanning digital images of their personal possessions (sometimes a child would only have a toothbrush) for public display. The children were enthralled with the project, and will have ample use for the supplies from this generous donor.



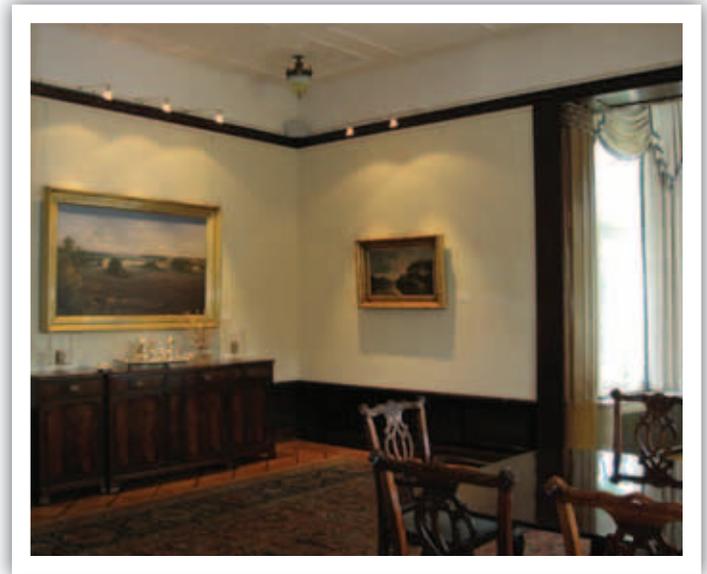
ART publications hit an all-time record

# WHAT'S NEW

## OPERATIONS & MAINTENANCE



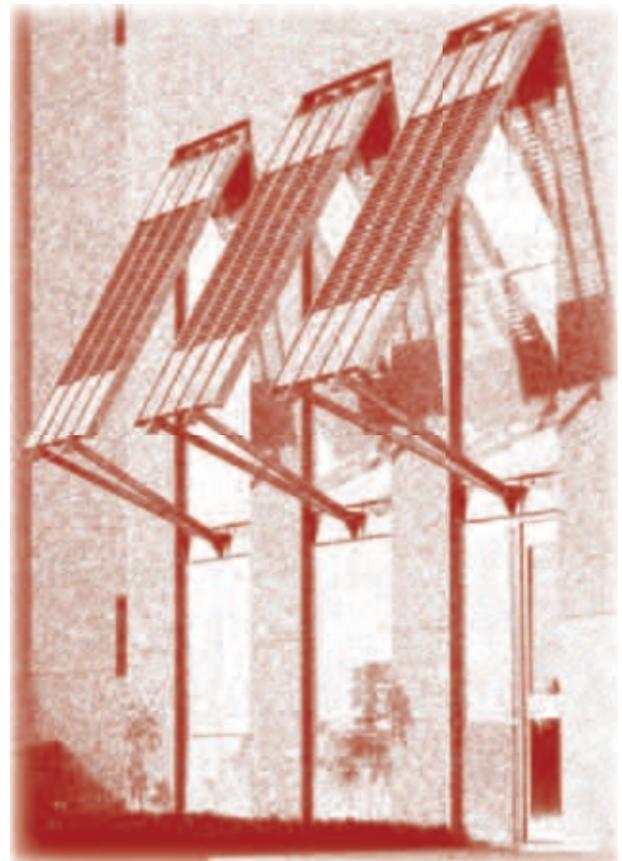
*Desk, digital scans by Lynn Kirby, courtesy of the artist, San Francisco, California*



*Oslo CMR installation*

### ***OBO Facilities Manager's Cost-Savings and Creative Solution to an Art Dilemma***

The Senior Curator from OBO's Art in Embassies recently visited the Oslo, Norway, Chief of Mission Residence (CMR) where he observed firsthand the cost savings and creative solution to an art dilemma taken by the Facilities Manager (FM) and his staff. They sought to preserve the CMR's original walls consisting of a stretched canvas material that is painted with many coats of plaster-type paint. The heavy paintings, hung with nails and screws, were destroying the walls. The FM and his staff decided to install museum-quality picture hanging hardware. Also, they observed that the wear-and-tear of the lighting system was causing it to become brittle. They replaced the deteriorating system with more solid wiring insulation. The new hanging and lighting systems were both purchased with OBO 7901 funds. The hanging and lighting are located in the CMR's representational rooms. Not only do these improvements preserve the CMR walls from damage, but they also ensure easier and quicker future installations. The overall appearance is professional, clean, and elegant, and greatly enhances the presentation of the art.



# WHAT'S NEW

## INTERNAL SUPPORT OFFICES

### *Management Support Division*

#### ***Carlson Wagonlit Travel Provides Introduction to Online Self-Booking***

On April 23, OBO invited Carlson Wagonlit representatives to demonstrate at a senior staff meeting the functions and capabilities of its online self-booking tool for domestic and international travel. Employees would save on cost by using this online approach rather than the services of a travel agent via telephone.

#### ***“Go Bags” Issued for Emergency Preparedness***

OBO's Security Office distributed “Go Bags” to OBO's Mission Critical Team and the Bureau Emergency Action Team (Primary and Alternates), as part of the Bureau's emergency preparedness program. The “Go Bags” are issued for the storage of clothing, medicine, documents, money, and other essential items necessary during an emergency deployment.

#### ***OBO Emergency Preparedness Program Certifies 17 New Employees in AED and CPR Skills***

OBO's Management Support Division conducted an Automated External Defibrillator (AED) and Cardiopulmonary Resuscitation (CPR) certification training class for OBO employees, as part of the OBO Emergency Preparedness Program. Seventeen individuals were trained and certified during this session. OBO now has 44 certified employees.

#### ***OBO Security Officials Recognized for Outstanding Achievement***

Three Security Management Division officials received certificates of appreciation from the Director of the Communications Security Activity (CSA) for support on multiple CSA projects overseas.

#### ***OBO's Partnership for “Green Facilities”***

OBO has instituted a partnership with Facility Management Services, Real Property Management, and General Services Administration to promote OBO's model for “Green Facilities” among the Department of State's domestic leased facilities. The

purpose of the alliance is to capitalize on OBO's overseas experience and accomplishments in designing and constructing environmentally friendly facilities and to implement cost-saving energy practices; green products purchases; and recycling. This initiative is in direct accordance with the Presidential Executive Order 13423 to strengthen Federal Environmental, Energy, and Transportation Management. Proposed initiatives will be carefully reviewed to ensure Department cost savings and for compliance with “green” guidelines covered in lease agreements. Accomplishments from the initiative will serve as a model for advancing similar environmental-based initiatives throughout the entire Department.

#### ***OBO Provides Emergency Action Training***

The Office of Emergency Management in concert with Management Support Division, Security Branch spearheaded an Emergency Preparedness Tabletop Exercise to address steps to take in the event of an emergency. The Tabletop Exercise focused on office and residential emergency preparedness.

### *Information Management*

#### ***Diplomatic Security's Information Security Assurance Briefing***

The Bureau of Diplomatic Security (DS) conducted an information security assurance briefing for approximately 40 senior staff members at OBO. DS applauded OBO for being particularly committed to addressing information security issues. According to DS, 85–90 percent of Department security-related incidents originate internally, reinforcing the need for supervisors to ensure that their employees understand and follow appropriate security measures. DS distributed information pertaining to these rules and other guidelines that enhance the protection of the Department's information technology infrastructure.

#### ***OBO Transfers Computers and Other Information Technology Equipment to Local Schools***

In an ongoing effort to engage in public outreach and community service, since November of 2006, OBO has transferred \$265,585 in computers, printers, and other associated information technology equipment to local schools. This effort is made possible through the Computers for

# WHAT'S NEW

## INTERNAL SUPPORT OFFICES

Learning Program coordinated by the Department of Agriculture and implemented in accordance with Executive Order 12999.

### ***COOP Exercise***

The security component of OBO's Information Management (IM) Office has been developing and refining OBO's Continuity of Operations (COOP) plan for the past few years and has now, for the first time, tested the plan. The exercise involved OBO's Network Operations Management and Applications Support Management teams exchanging roles and testing the effectiveness of the protocols. Following evaluation, the COOP exercise was successful.

## ***Resource Management***

### ***OBO Meets with the Bureau of Administration's Office of Acquisitions on the Department's New Integrated Financial and Procurement System***

With the Department's conversion to a new integrated financial and procurement system, OBO's Financial Management Division met with the Bureau of Administration's Logistics Management's Office of Acquisitions (A/LM/AQM) to discuss and resolve a wide range of operational issues impacting both offices. The meeting was the first of what is contemplated to be a regular, ongoing exchange and dialogue between OBO and A/LM/AQM to execute the Department's overseas construction program and move USG personnel into more secure, safe, and functional facilities.

### ***Accountability/ Financial Management: PMA Federal Real Property – Reporting of Surplus and Excess Assets***

The Federal and District of Columbia Government Real Property Act of 2006 (Public Law 109-396) Section 408 requires that OMB submit to Congress a real property focused report addressing both surplus and excess assets as well as data sharing among agencies on surplus and excess assets. OBO has submitted to OMB the list of excess and surplus inventory as well as identification of assets currently available for sale. As a result of the June 18, 2007 OMB press conference on the report, we have been asked to provide photographs of the London Navy Annex, the Caracas Chief of Mission Residence, and the Ottawa Deputy Chief of Mission Residence. OBO remains committed to

accountability and discipline in managing the Department's overseas assets.

### ***OBO Submits Strategic Planning Deliverables Early***

With the submission of the performance indicators for the FY 2009 Congressional Budget Justification (CBJ), four of the five segments in this year's strategic planning cycle are complete and have been handed off to RM/SPP. The deliverables included (1) the FY 2009 Bureau Strategic Plan (BSP); (2) the spring update to OMB's Program Assessment Rating Tool (PART) of the Capital Security Construction Program and the Compound Security Upgrade Program; (3) the Senior Reviews; and (4) the new performance-related portion of the CBJ. The BSP was submitted on time; the PART was submitted one day early; and the new online component of the CBJ was submitted 12 business days early (an OBO record). The budget portion of the CBJ will be submitted by the August 22 due date. OBO's early submissions were especially notable given that both OMB and RM/SPP had revised significant portions of the BSP and the CBJ to include performance-budget integration and online components.



# INDUSTRY CORNER

## OUTREACH

### *OBO Partners with ASBC for Industry Outreach*

In convening its annual Industry Day and activities, OBO's External Affairs Office has consistently sought to minimize or eliminate cost to the USG. To this end, OBO will be hosting this year's event with the assistance of a private organization, The American Small Business Coalition (ASBC), whose mission is to provide ongoing federal sector education and advisory support to businesses. This partnership will decrease the financial burden on OBO. It will also provide no-cost/no-obligation support for vendor outreach and facilitate market research assistance.

### *OBO Launches 2007 Industry Outreach Events*

On April 10, the American Small Business Coalition served as the backdrop for Director Williams and his management team as they rolled-out this year's industry outreach events. More than 85 industry members and the media received an overview of the program and a detailed breakdown of business opportunities available with OBO. This event constituted the first in a series, and provided a glimpse of the robust program planned by OBO, and the Bureau of Administration's Office of Logistics Management and Office of Small and Disadvantaged Business Utilization. For the kick-off, 35-40 percent of companies in attendance were first-time participants. The next event is scheduled for June 5 at the Marriott at Metro Center in Washington, D.C.

### *Second Annual Government-Industry Open House*

On June 5, OBO and the American Small Business Coalition (ASBC) hosted OBO's second annual Government-Industry Open House at the Marriott Metro Center Hotel. The primary purpose of this event was to provide small business that have yet to conduct business with OBO an opportunity to network and discuss possible business innovations with the Department. Director Williams opened the event with an overview of the organization. The general session was followed by a two-hour matchmaking session that allowed industry attendees to participate in scheduled 10-minute information exchanges with OBO program officials. One room was devoted to an Innovative Product Review panel, while conveniently the ASBC coordinated a series of 10-minute presentations from companies that have developed new technologies or solutions relevant to OBO. There were also roundtable discussions with representatives of the Department's Small and Disadvantaged Business Utilization program and contracting officials. At the conclusion of the event, all guests participated in a general networking session.

## *Upcoming OBO Events*

### *OBO's Industry Day November 5, 2007*

The event will be held at the Crystal City Gateway Marriott and will be hosted by the American Small Business Coalition. This year's Industry Day will include a series of executive roundtables featuring General Williams and the Managing Directors, as well as other networking opportunities. For more information, please visit the ASBC's web site at [www.theasbc.org](http://www.theasbc.org).

### *Fourth Annual Industry Advisory Panel Meeting (IAP) December 13, 2007*

The meeting will be held **at HST from 9:30 a.m. to 3:30 p.m. on December 13, 2007**. The majority of the meeting is devoted to an exchange of ideas between the Department's Bureau of Overseas Buildings Operations' senior management and the panel members, on design, operations and building maintenance. Registration is required and opens about one month prior to the event date. For more information and registration, please email [iapr@state.gov](mailto:iapr@state.gov).

### *2008 Industry Advisory Panel Meetings (Dates to be Announced)*

Four meetings of the Industry Advisory Panel will be scheduled for 2008. These meetings will be held at HST from 9:30 a.m. to 3:30 p.m. The dates and room numbers will be announced in the near future. The Industry Advisory Panel meetings are devoted to an exchange of ideas between the Department's Bureau of Overseas Buildings Operations' senior management and the panel members, on design, operations and building maintenance. Registration is required and opens about one month prior to the event date. For more information and registration, please email [iapr@state.gov](mailto:iapr@state.gov).



*For more information on the ASBC and 2007 OBO industry outreach events, please visit [www.theasbc.org](http://www.theasbc.org).*

# INDUSTRY CORNER

## OUTREACH

### *Industry Kick-Off Meeting*



# INDUSTRY CORNER OUTREACH

## Second Annual Government–Industry Open House

*General Session*



*Innovative Product Review Panel*

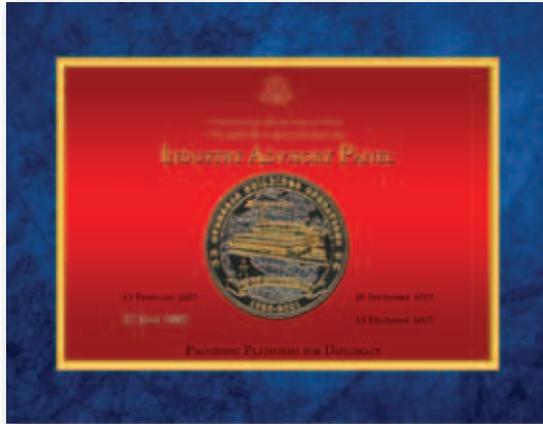


*Matchmaking and Small Group Discussions*



# INDUSTRY CORNER

## INDUSTRY ADVISORY PANEL



*General Williams presents a certificate to departing Panel Member Matthew Wallace*

### *OBO Hosts Second Quarterly Industry Advisory Panel (IAP) for 2007*

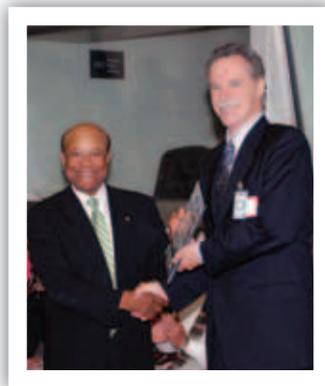
On July 17, OBO hosted the second 2007 Industry Advisory Panel (IAP) meeting with more than 50 guests and staff attending. Topics of discussion included commissioning new facilities, best practices for design/construction businesses, and cost estimation with firm-fixed price contracts. Director Charles E. Williams presented an overview of OBO's new construction program. He also presented certificates of appreciation to departing Panel members John Pawulak, Edward Denton, Matthew Wallace, and John Barotti (in absentia); and welcomed new members Darryl Horne, Nancy Goshow, Marvin Oey, and William Flemming.



*IAP Family Photo July 2007*



*General Williams presents a certificate to departing Panel Member John Pawulak*



*General Williams presents a certificate to departing Panel Member Edward Denton*



*July audience*

# INDUSTRY CORNER

## INDUSTRY ADVISORY PANEL



*The Panel in action*

### *OBO Hosts Third Quarterly Industry Advisory Panel (IAP) for 2007*

On September 20, OBO hosted the third 2007 Industry Advisory Panel (IAP) meeting with more than 50 guests and staff attending. Topics of discussion included new developments in HVAC systems, sustainable and environmental designs, real estate, and value engineering. Director Williams presented an overview of OBO's new construction program and provided clarification on several recent issues. He also welcomed four new IAP members—Clare Archer, Regan McDonald, Greg Knoop, and John Woods. The next meeting is scheduled for December 13.



*September audience*



*General Williams addressed the Panel*



*IAP Family Photo September 2007*

# INDUSTRY CORNER

## INDUSTRY ADVISORY PANEL

### Meet the Panel

#### September 2007 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, 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. Flemming is also a member of the Skanska USA Civil business unit's board of directors. He has an MBA from Golden Gate University, a B.S. degree in Construction Management and a B.S. degree 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. Ms. Goshow received 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



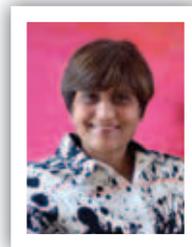
**GREGORY S. KNOOP, AIA, LEED-AP**, has over 17 years of diverse experience and expertise in project planning, design and administration. He is responsible for the firm's efforts in continuing the tradition of expertise in designing for diplomacy. His experience in embassy planning and design has included 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**



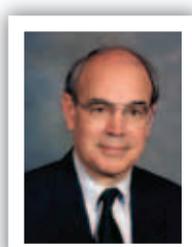
**REGAN P. McDONALD, PE**, is a Senior Principal for Corporate Facilities Administration with BAE Systems Information Technology. He is representing the **SOCIETY OF AMERICAN MILITARY ENGINEERS (SAME)** and serves as the Vice President of the Northern Virginia Post of SAME. A career officer in the U.S. Army Corps of Engineers (USACE), Regan 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. degree in Civil & Environmental Engineering from Clarkson University, an M.S. degree in Civil Engineering from Cornell University, and an MBA 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**



**SUMAN SORG, FAIA**, currently serves as Principal of Sorg and Associates, and represents the **AMERICAN INSTITUTE OF ARCHITECTS (AIA)**. After serving a term in the Peace Corps, in W. Africa, Ms. Sorg went on to pursue a graduate degree in Historic Preservation from Cornell University. She started Sorg and Associates, P.C. in 1986, which has grown exponentially over the last 20 years to become one of the top architectural firms in Washington, D.C. and one of the largest woman-owned firms on the East Coast. **IAP TERM: FEBRUARY 2007 – FEBRUARY 2008**



**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)**. 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 Vietnam Veterans Memorial Fund since the initial design competition. He received a B.S.C.E. degree from The Citadel, and an M.S. degree from Duke University. **IAP TERM: SEPTEMBER 2007 – SEPTEMBER 2008**

# SPECIAL PROJECTS

## *Beijing New Embassy Compound “Topped Out”*

On April 11, OBO “topped out” the \$434 million Beijing New Embassy Compound (NEC) project. Ambassador Randt congratulated OBO and its contractors for this historic achievement, emphasizing the diplomatic significance of standing up Embassy Beijing. The Beijing NEC project includes a Chancery, an unclassified office building, a Marine Security Guard Residence, a parking and maintenance facility, a consular services building, and several smaller support facilities.

## *Special Projects Coordination Division’s Continuing Operations of Network Information System*

On August 24, the Department’s Chief Information Officer authorized the continued operation of the Network Information System for OBO’s Special Projects Coordination Division (SPCD). The authorization provided that SPCD will remain fully functional at the Secret level for a period of up to 36 months, and was pursuant to inspection and development of an extensive Accreditation Report. To receive the Authorization to Operate, SPCD successfully proved that it is in compliance with Department and Federal Information Security regulations.

## *Congressional Delegations to Beijing’s New Embassy Compound Site*

On August 26, Congressmen Rick Larsen and Mark Kirk, and their staffs, visited the Beijing, China, New Embassy Compound (NEC) site and were provided a comprehensive briefing and tour of the facilities by the Project Director. On August 31, Congressman Silvestre Reyes, Chairman of the House Permanent Subcommittee on Intelligence, visited the Beijing NEC site. He was accompanied by a CODEL team that included U.S. Representatives Rodney Frelinghuysen, Dutch Ruppersberger, Heather Wilson, and their staffs. They, too, were provided a comprehensive briefing and tour by the Project Director.

## *Interagency Site Visit to Beijing New Embassy Compound*

On September 12 through 14, an interagency visit was conducted to the Beijing New Embassy Compound project site. Representatives from five IC agencies participated in the site visit. Other participants included (1) the Drug Enforcement Agency; (2) the Center for Security Evaluation; (3) the Diplomatic Telecommunication Services Program Office (DTS-PO); (4) OBO;

and (5) the installation contractor. The representatives had the opportunity to examine office spaces, utility interfaces, telephone/telecommunication networks and cabling, and to discuss the project development with site personnel. In particular, the tenants were able to meet with DTS-PO and discuss communications requirements and coordinate the future interfaces for operations. The tenants were also able to meet with the installation contractor on issues related to office space. Overall, the tenants expressed deep appreciation for this special opportunity to review their office areas and to coordinate their operations.

## *SPCD ClassNet*

In the Spring 2007 edition of the *Bugle*, OBO/PE/SPCD (Special Projects Coordination Division) described work on the Beijing New Embassy Compound (NEC) and the Guangzhou New Consulate Compound. In this edition we will take a look “under the hood” at one aspect of SPCD operations, specifically SPCD’s ClassNet communications system and its enormous value to the project. A compressed project schedule led to the requirement for quicker turnarounds from the A&E and a need for a more expeditious means to communicate securely with the A&E, the GC, several prime sub-contractors and the project office at site. From this need came the idea for this one-of-a-kind (for OBO) closed-net communications system. Utilizing the Department’s corporate classified network was not feasible for security and operational reasons.

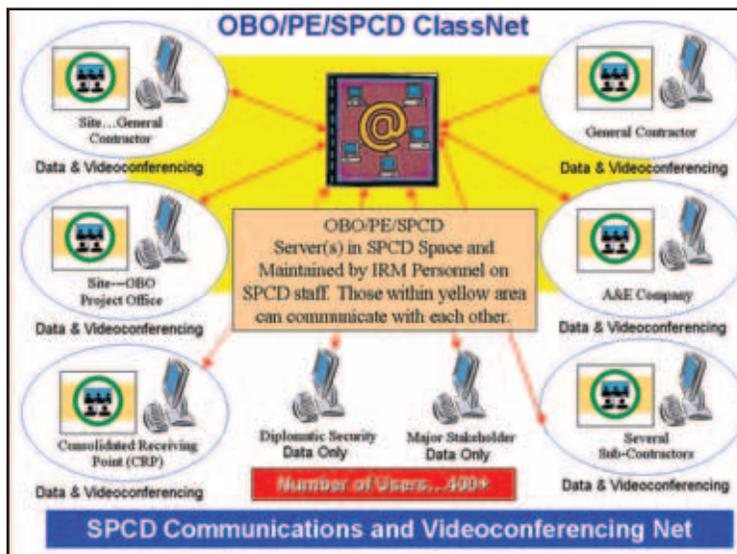
The early rounds of design reviews were conducted in the “traditional” way. That is, the drawings were printed on weekends at a vendor with proper clearances, under the watchful eye of an SPCD staff member. The material was then packaged and transported to the A&E and GC by means of professional and non-professional couriers. Revisions, etc., were returned in the same way. Meetings and conferences were held frequently... which occasioned much travel to the West Coast and Southwest by SPCD staff. Written correspondence was sent by established methods (i.e., registered mail, diplomatic pouch, and the Embassy’s secure communications system.) While use of the Embassy’s communications system worked in the early stages of the project when the project office was located in Embassy space, once work began at the site it became a cumbersome process to take the traffic-choked drive to the Embassy several times a day just to read and send out messages. The entire process in Washington and Beijing was inefficient in time and cost, neither of which SPCD could afford to squander.

SPCD turned to the IRM Bureau’s Office of the CIO and formed a partnership whereby a closed-net classified communications

# SPECIAL PROJECTS

system was established, with the system servers located in OBO/PE/SPCD-controlled space and with IRM staff seconded to SPCD for tours of duty in SPCD. The SPCD ClassNet is a self-contained operation that links all essential players in the Beijing NEC project (and in the upcoming Guangzhou NCC project). IRM became a critical factor and full partner in the planning, execution, and support of SPCD's communications program. The Deputy CIO's personal involvement in this critical mission has had an extremely positive influence on this success story. SPCD/IRM staff have taken care to model this closed network on the Department's ClassNet. While operational requirements have differed somewhat, the technical blueprint undoubtedly played a big part in the successful certification and authorization (C&A) of the SPCD net.

This graphic depicts the government and industry entities tied into the SPCD ClassNet. Not only did the Net permit immediate exchange of sensitive written correspondence, but drawings were transferred electronically, which were then printed by the receiving party. Additionally, collaborative videoconferencing (CVC) was added to permit frequent conferences with the GC, the A&E firm, and the site project office. The benefits of these communications tools to project scheduling cannot be overstated, not to mention the substantial savings in travel time and funds.



A closed network lends itself to producing modifications and corrections to the database drawings from various sites on the SPCD network. It also provides others an opportunity to contribute to the coordination of the project's wire management infrastructure providing services for telephone, information systems and other state-of-the-art services related to the business

strategy of the East Asia and Pacific Region and the entire Embassy Beijing foreign affairs community.

The system used by SPCD is fast, secure, reliable, multimedia, and employs the flexible use of commercial off-the-shelf (COTS) equipment with the ability to integrate multiple users/ stakeholders into the dialogue process. It enables the exchange of information in many different formats; permits one-on-one or multiparty teleconferencing; and provides high quality products. And ... it is easy to operate and a good investment.

Let us hasten to add that establishing the SPCD ClassNet was no easy task. There were innumerable procedural and technical hurdles that had to be negotiated. For example, the following actions were taken at each location serviced by the SPCD ClassNet:

- Conducted an on-site inspection for the dedicated project space
- Conducted an on-site inspection by an IT survey team
- Deployed a planning and development site engineering plan
- Coordinated in establishing either domestic or overseas connectivity
- Prepared documentation to fund the circuits
- Funded and purchased all required equipment associated with the SPCD network
- Received the equipment and the necessary bill of material
- Configured each system, loaded appropriate software, burn-in, and tested all hardware and software
- Packed and shipped all material for each site serviced by the network
- Installed and tested all systems, cabling and cryptographic equipment as well as the collaborative videoconferencing system (CVC)
- Provided training on all computers, database operations, CVC equipment, and the remaining on-line systems and components

Finally in 2004, the SPCD ClassNet underwent the exhaustive examination required for net certification and authorization (C&A). It recently underwent its second examination for re-certification and re-authorization, which was granted by the Department's CIO in late July 2007. The SPCD ClassNet is authorized through the end of August 2010. The journey has been arduous, but it has been well worth the effort.

# PRESS COVERAGE

## ***Engineering News Record Features Panama New Embassy Compound***

On May 2, Engineering News Record's web site featured an article on the Panama New Embassy Compound (NEC), which opened in September. The Panama NEC is one of the largest construction projects in Panama City, and one of the largest facilities constructed under the Standard Embassy Design. It will permit collocation of diplomatic facilities on one 10-acre site and will replace the current embassy built in 1941. The limited space on the site required embassy and consular services to be relocated to offices across the city.

## ***Sofia's NEC Featured in July 2007 Environmental Design & Construction Magazine***

July's *Environmental Design & Construction* magazine featured an article on the LEED certification awarded to the New Embassy Compound in Sofia, Bulgaria. The article addressed (1) the advances in water treatment and concurrent energy savings; (2) tree conservation and open-space preservation; (3) air filtration systems; (4) the building's capabilities as an educational tool; and (5) the integration of high-performance features into all phases of OBO's project development activities.

## ***OBO Construction Program Featured in Federal Times***

The *Federal Times* featured an article on OBO's plans to open 16 New Embassy Compounds in FY 2007. The article concludes with points on construction of the largest overseas compound built to date in Baghdad (which would count as the 17th NEC), which is on schedule to be completed soon.

## ***OBO Division Director Authors a Safety Article in State Magazine***

The Director of OBO's Safety, Health, and Environmental Management Division bylined an article on seat belt safety entitled "Buckle Up" in the September issue of *State Magazine*. The article highlights statistics published by the National Highway Traffic Safety Administration, as well as mishap reports documented throughout the world at various posts. The article calls to attention two recent and critical incidents that occurred close to home: (1) The first incident involved the well-publicized severe injuries that New Jersey Governor Jon Corzine suffered in a high-speed crash on the Garden State Parkway when he failed

to wear a seat belt. His injuries included a broken leg, broken collarbone, and 11 broken ribs. The Governor was in a trauma center in New Jersey for 18 days. (2) The second incident involved one of the Department's own, Under Secretary for Political Affairs, Nicholas Burns. While on official travel in Israel, Under Secretary Burns sustained bruised and broken ribs after the vehicle he was a passenger in struck a guardrail in heavy rain, spun around and across the highway, and collided with a concrete barrier. The Under Secretary believes that he survived because he was belted. Wearing a seat belt could mean the difference between life and death. Secretary Rice is shown buckled up for this informative article.

## ***MagLev Chillers featured in State Magazine***

OBO's installation of MagLev chillers in Embassy Tokyo was featured in *State Magazine*. On Earth Day 2007, the U.S. Embassy in Tokyo became the showcase of a new energy technology when the world's first large-tonnage, air-cooled, magnetic-levitation-bearing (MagLev) chiller was installed. The MagLev chiller's nearly friction-free compressor is expected to reduce the energy required to cool the embassy by up to 30 percent and thereby reduce the embassy's carbon dioxide output by more than 100 metric tons annually. Project Manager Antonio Rivera expects the \$2.8 million project to pay for itself in less than 10 years. "We see this as the bellwether project in the State Department's ambitious, worldwide effort to reduce embassy electrical energy consumption especially in air-conditioning systems," said General Williams. "Japan's progressive energy and technology policies were central to selection of the U.S. Embassy in Tokyo for this important U.S. energy technology demonstration project."



*Teamwork between the Tokyo Facilities Maintenance Unit, manufacturer Multistack LLC and installer Cosmopolitan Corp. got the chiller operational by Earth Day 2007*

# 2007 INITIATIVES

## *The OBO NEC Acquisition Process (14 Steps)*

- 1) *Site Selection*
- 2) *Site Purchase*
- 3) *Project Planning and Development*
- 4) *Acquisition of the Design/Build Team*
- 5) *Certification Process*
- 6) *On-Site Project Supervision Team*
- 7) *Notice to Proceed to Design/Build Team*
- 8) *Construction Substantial Completion*
- 9) *Accreditation Process*
- 10) *Issuance of Certificate of Occupancy*
- 11) *Formal Turn Over (Project Director & Facility Manager)*
- 12) *Post Move In*
- 13) *Punch List and Warranty Management*
- 14) *Contractor's Final Release*

# 2007 INITIATIVES

## *Lessons Learned/Innovation Task Force*

### *Team Members*

Jonathan Blyth • Will Colston • Jason Dallara • Paula Harrison • Vicki Hartung-Nix • Song Keller • Robert Kopchak • Alex Kurien • David Langfitt • Sheelena Nti • John Smithson • David Spinale • Andrea Walk • Nancy Wilkie

### *Mission Statement*

1. Develop a process to gather inputs from within OBO and among customers, and put new ideas into effect
2. Evaluate ideas, identify the best, and drive positive changes
3. Think about what a High-Performing Organization should measure as a true gauge of productivity/output
4. Recommend and secure Director approval to implement management strategies for:
  - Core values and practices
  - Competitive/Comparative Advantages in Production
  - Leadership tools and strategic direction
  - Sustaining high performance levels
5. Institutionalizing new best practices into OBO's fabric

### *Accomplishments in FY 2007*

As reported in the April 2007 edition of the *Bugle*, the Innovations Task Force started in early FY 2007 with ambitious objectives, as reflected in the Mission Statement. Members of the task worked with staff throughout OBO to collect, evaluate, and implement innovative proposals. Several of the task force's accomplishments are listed below:

1. Created a management "Preamble," a signature document describing the mission for all OBO activities, and posted this document to the OBO web site
2. Completed and distributed ALDAC 180808/9, "NEC Process and Post's Role," which is a "handbook" of sorts for posts, agencies, and all DOS bureaus/offices involved in NEC planning
3. Completed evaluation of and recommendations for OBO's Travel Voucher Process, by which MSD has committed to an audit function
4. Established requirement for pre-bid site visits to inform RFPs
5. Coordinated CC Project Director and OM facility Manager conference

### *Focus in FY 2008*

In FY 2008, Director selected several new task force members to replace those that rotated to overseas assignments. This new group has diverse professional credentials from various sections of the organization. The task force will kick off FY 2008 by attending an offsite session at the Foreign Service Institute in October. The group will use this forum to refine existing processes, brainstorm new ideas, and develop efficient methods of implementation. The Director's challenge to the task force is its starting point, "Be creative. Draw out lessons. Introduce better ways of doing business."

Please advance your actionable recommendations to [OBO-TaskForce@state.gov](mailto:OBO-TaskForce@state.gov) by completing the Lesson Learned/Innovative Idea Submittal Template, available at [H:\\\_OBO Shared\INNOVATIONTASKFORCE](H:\_OBO Shared\INNOVATIONTASKFORCE).

# 2007 INITIATIVES

## *OBO Preamble*

### *Overview*

Welcome to the Bureau of Overseas Buildings Operations (OBO), where management and organizational excellence are paramount and results are the ultimate measure of success. OBO directs the overseas buildings program for the U.S. Department of State and the U.S. Government (USG) personnel serving abroad under the authority of the chiefs of mission. With the input and support of Congress, agencies, and other Department bureaus, OBO sets worldwide priorities for the design, construction, acquisition, maintenance, use, and sale of overseas real property and the use of sales proceeds. OBO is committed to providing safe, secure, and functional work environments for personnel at diplomatic and consular posts throughout the world. Furthermore, OBO **requires** and will **enforce** fair and humane treatment of all construction workers (foreign and domestic) on OBO's job sites. As you know, this is a critical core value of how we do business in OBO.

This preamble is provided to introduce OBO's business philosophy and practices and to serve as a ready reference for the fundamental business philosophies that guide all OBO activities. Succinctly said, OBO's core values are: Discipline, Accountability, Results, Transparency, and Credibility. These items are central to what OBO does on a daily basis.

### *Background*

Since 2001, when OBO was elevated to Bureau status in the Department of State and General Charles E. Williams was appointed Director/COO, OBO has strategically reinvented itself to become a results-based organization, focused on its ongoing responsibilities as a good steward of the taxpayer dollars. This operational revolution, in response to the 1998 bombings of the U.S. Embassies in Dar es Salaam and Nairobi, and reinforced by the terrorism of 9/11/2001, generated a need for a fundamentally new OBO structure and philosophy. And as changing world events dictated new diplomatic responses, the condition of our overseas infrastructure could not be ignored. Many of our embassies and consulates need replacement or rehabilitation because they do not meet current safety and security standards, are overcrowded, or are antiquated.

Today, OBO administers an annual operating budget of \$1.9 billion with responsibility for the management of thousands of properties in 193 countries around the world. In accordance with the President's Management Agenda, OBO's Director is the Single Real Property Manager for USG diplomatic properties overseas, and as such OBO has the responsibility to:

- Address critical infrastructure needs of the 372 embassies, consulates, and other locations that house and employ USG personnel and their families from 28 USG agencies.
- Plan, design, operate, and maintain all USG diplomatic facilities.
- Oversee 17,700 properties, 46.6 million square meters.
- Manage a real property portfolio with an estimated value of \$14 billion.
- Oversee \$4.1 billion of capital construction, compared to \$0.7 billion in 2001.

### *Guiding Principles and Business Initiatives*

Operating as a results-based organization requires full accountability and top-level performance from all program participants, whether an employee or a contractor. The driving force behind the implementation of these management reforms is a critical set of best practices, including:

- *The Long Range Overseas Buildings Plan (LROBP)*. This annual publication spans a six-year planning cycle that prioritizes and summarizes overseas facilities projects.
- *Standard Embassy Design (SED)*. While meeting site and post-specific requirements, standardized designs simplify the building process, shorten the project durations, and provide more economical solutions.
- *Design/Build Project Delivery*. This delivery method reduces project duration by combining design and construction into a single contract award, and allows contractors to begin construction before the building design is complete.

# 2007 INITIATIVES

- *Capital Security Cost-Sharing (CSCS) Program.* All agencies with overseas personnel contribute funds on a per capita basis for their positions at all diplomatic and consular posts to sustain construction of 150 New Embassy and Consulate Compounds over 14 years (FY 2005 - 2018).
- *Program Performance Reviews.* Senior management conducts monthly project performance reviews to resolve issues that affect project schedules and costs.
- *Industry Advisory Panel.* Quarterly meetings with industry experts advise OBO on the construction industry and best practices.
- *The Williams 20.* Director Williams established a set of operating principles, entitled “New Ways to Think – New Ways to Build,” that bring clarity to risk allocation and new direction to the project planning and execution process from inception to completion. The bottom line is that these principles establish a level playing field for everyone where responsibility is clearly and concisely communicated.
- *Industry Days.* Hundreds of contractors and vendors attend annual presentations and information sessions regarding business opportunities with OBO.
- *Lean Management.* For 2007 and beyond, OBO is advancing new management goals and performance objectives that eliminate waste, duplication, and activities that fail to add value to the process stream.

## Results

Using these best practices, OBO operates as an innovative, high performing organization which leverages the best that industry has to offer. OBO’s mandate from Congress to move USG personnel out of harm’s way as quickly as possible is where the rubber hits the road and OBO’s results are the most tangible. Since 2000, OBO has moved nearly 15,000 USG personnel into a total of 53 completed New Embassy Compounds (NECs) and Annexes. At the present rate of construction, that number will grow by over 3,000 every year. The Government Accountability Office reported that, “Despite the increased size and complexity of the modern facilities it constructs, State has significantly reduced the time it takes to complete construction of NECs over past programs. State has reduced the average project cycle time by approximately 2 years and 9 months, compared with embassies built during the 1980s and early 1990s.” These efforts have further been recognized through numerous industry awards and also by the Office of Management and Budget’s Program Assessment Rating Tool (PART), when three of OBO’s largest programs (Capital Security Construction Program, Regular/Asset Management Construction Program, Worldwide Compound Security Program) were recognized as “Effective,” the highest possible rating and one that only a very small percentage of USG programs receive.

## Conclusion

Finally, none of these results would have been possible without each and every person associated with the program, in both the Government and the private sector, pulling in the same direction and driving tirelessly for results. This fundamental business philosophy defines each and every relationship and establishes a clear understanding of the meaningful mission that the Bureau is executing.

- Attachments:**
1. The Williams 20: New Ways to Think – New Ways to Build
  2. OBO’s Management Information Forum Summary: Risk Allocation

# 2007 INITIATIVES

## *The Williams 20:*

### *New Ways to Think – New Ways to Build Program for 2006 and Beyond*

1. MOVE to a true risk allocation process that is fair, clear and acceptable to all parties.
2. AVOID adding a non-traditional scope of work to the general contractors/Design-Build team.
3. ALLOW specialty contractors to perform highly sensitive and special work (separate contract).
4. REPRESENT to the Design-Build team that all “Rights of Passage” issues have been handled to the extent that they will not impact an orderly construction process. (i.e. host country requirements)
5. MOVE to provide simple, clear and firm RFP (language for procurement).
6. ENSURE estimates are derived from empirical data extracted from normal conditions.
7. MOVE Value Engineering to the planning phase of Project Development.
8. LOOK for Project Directors who can create and maintain a strong team.
9. PAY more attention to the quality of the Design-Build team’s on-site staffing.
10. FIX customer expectations at the (PRE-CON) session and control them through the construction period.
11. DELIVER a building site that is ready for construction now.
12. MAKE the Standard Design (SED) a true “site adaptation” vehicle.
13. MOVE to a “TRUE” Design-Build delivery method for our NECs by providing the Design-Build team a standard design that equals approved construction document.
14. INCREASE emphasis on smart, energy-efficient, and sustainable building going forward.
15. HELP bring the procurement team to the “new ways to think, new ways to build” mentality.
16. DEAL appropriately with change orders immediately (set time periods in the early stages of the process).
17. DESIGN reviews must be expedited and cannot generate requirements that add to scope without identifying funding and allowing time extension.
18. CONSIDERATION must be given to the “how-to” for Operations and Maintenance in the planning phase of our projects.
19. ADD a commissioning staff to the on-site team and ensure that this staff is an active participant in PRE-CON.
20. BEGIN to get serious about the use of public-private partnerships to assist with some of our work.

# 2007 INITIATIVES

## *OBO's Management Information Forum Forum Summary*

### *Issue*

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

### *Risk Allocation*

- (OBO & Contractor)
- (OBO)
- (OBO)
- (Contractor)
- (OBO)
- (Contractor)
- (Contractor)
- (OBO)
- (OBO)
- (Contractor)
- (OBO)
- (OBO)
- (OBO)

Read the Contract – OBO & Contractor

# EMPLOYEE CORNER

## October 2007 Awards Ceremony Recipients

Aeisha Walters	Craig Ballentine	Frederick Miller	Kamran Ohi	Myrna Mills	Shi-yen Hu
AlVaxmonsky	Daniel Hogan	Gary Arndt	Karen Davidson	Nadia Riley	Skep Nordmark
Alain DeVergie	Daniel Sponn	Gary Brenner	Karen Levine	Naeemah Reeder	Son Vuong
Alan Evers	Darlene Martin	Gary Risdén	Katasha Jones	Naeemah Reeder	Sonia Parker
Alan McGrath	David Cates	Gary Seibert	Kate Greenacre	Nancy Wilkie	Sonya Fields
Alejandro Oporto	David Hammes	Gene Thompson Jr.	Kathleen Matthews	Natalie Corneille	Stefan Lupp
Alexander Kurien	David Hunt	Gerald Matthews	Kathryn Lewman	Nikoletta Schmidt	Stephanie Cutlip
Alexander Raley	David Riddell	Greg Spangler	Keith Hanigan	Ny'Asiaja Edwards	Stephen Bradshaw
Alice Beiro	David Shaffer	Gregory Krisanda	Keith Wilkie	Othon Estrada	Stephen Chan
Amanda Brooks	David Spinale	Gregory Reilly	Kelly Keef	Paige Schindler	Stephen Davies
Amy Allen	David Stobaugh	Gregory Wolfe	Kelly Ozolek	Parry Carlson	Stephen Urman
Andrew Remson	David Vivian	Hao Bui	Kelly Tynan	Paul Roddick	Steven Gigliotti
Anita Cary	Deborah Glass	Henry Ingram	Kheder Shukur	Paula Harrison	Stuart Fitzgerald
Anne Johnson	Deborah Lucey	Henry Lurch	Kim Wan	Peggy Babiarz	Subramaniam
Anthony Sangley	Dena Richardson	Imitiaz Khan	Kirk Daehnke	Peggy Babiarz	Srinivasan
Anthony Taresco	Denise Williams	Irvine Fontaine	Koburn Stoll	Peter Gregson	Susan Benton
Antonio Rivera	Dennis Franco	Isaias Alba	Kristin Gwin	Peter Marshall	Susan Via Aaron
Aracely Stephenson	Derrill Ballenger	Ivan Rockwell	Lakeisha Henderson	Philip Shar	Susan Willig
Ardeshir Kanga	Desmond Foynes	Jagdish Pathela	Larry Allen	Raymond Rines	Taron Tatem
Armando Binsol	Don Hooper	James Albertson	Larry Dixon	Regina Smith	Terry Steele
Asghar Elahi	Donna McIntire	James Alden	Lee Grant	Reza Darvishian	Theodore Janssen
Attilio Goriup	Doretta Willingham	James Curtis	Lee Jahnke	Richard Crowson	Theodore Nordmark
Attral Platte	Douglas Byron	James Duffly	Linda Dunyan	Richard Duong	Thomas Allan
Aziz Younes	Dreama Griffith	James Lehman	Linda Lewis-Clay	Richard Smoot	Thomas Gray
Babatunde	Dustin Dyson	James Saucedo	Lisa Walkup	Robert Jordan	Thomasine Broderick
Ogunjulugbe	Edgar Dizon	James Tansey	Lloyd Myhre	Robert LaFleur	Tim Farrell
Barbara Richter	Edward Graham	Janice Grenier	Lori Knee	Robert Smith	Timothy Nolte
Bartholomew Strasser	Edward Roy	Janice Quade	Luby Harvey	Robert Soppelsa	Timothy Phares
Bob Cole	Edward Williamson	Jeffrey Harps	Luis Gall	Robert Urdinola	Tom Swartz
Brent Derrick	Edward Zavora	Jeraldine Rush	Luther Miller	Robert Wilson	Tony Chandler
Brian Allsbrook	Elaine Anderson	Jerry Withers	Lynn Nyce	Robyn Harris	Tracy Thomas
Brian McKeena	Elizabeth Ash	Jo Anne	Mahfuzur Rahman	Rodica Benya	Tyler Sinclair
Bruce Cotterman	Elizabeth Ford	Oakes-Brennan	Manuel Monasi	Roger Nottingham	Usicha Marchant
Bruce Faudree	Emil Kish	Joanne Qualey	Margaret D'Elia	Roland Estrada	Valencia Hall
Byron Armstrong	Eric Hamilton	Joel Edillon	Marian Robinson	Rolf Schmidt	Vansri Stephens
Candace Keenan	Eric Nickens	Johanna LaPierre	Mario Heyliger	Roman Tellez	Vassilios Magginas
Candice Newman	Eric Rumpf	John Burba	Mark Allen	Ron Coonelly	Venugopal Eagala
Carol Parker	Erica Foster	John Gartland	Mark Jablonski	Ronald Penn	Vincent Abramo
Carolyn Perry	Erin Ebmeier	John Hughes	Marlene Terrell-Kane	Ronald Tomasso	Virginia Howery-Ford
Charles Eisenhower	Ernest Airgood III	John Jett	Martha Guzman	Rosalyn Anderson	Wanda Mitchell
Charles Hurley	Ernest Davis	John Koletar	Martin Donnelly	Ruben Alcantara	Wanda Shelton
Charles Krips	Esber Barakat	John Langer	Mary Brown	Ruth Grayton	William Cormack
Charles Lowther	Everton Rowe	John McGrath	Mary Clark	Ryan Guyer	William Miner
Chaun Chen	Ezel Silver	John Smithson	MaryLou Sincox	Samuel Gona	Willie Rhodes
Cherry Walters	Felicia Scott	John Smoot	May Kanti	Sandra Bagley	Won Park
Chris Hullinger	Fernando Leon	John Tolly	Melanie Berkemeyer	Sandra Donovan	Zaldy Sabino
Christa Reynolds	File Room	Jorge Vazquez	Merton Bunker	Sandra Stepney	Zerrin Langer
Christina Maier	Reorganization Project	Joseph Flynt	Michael Christensen	Sharmeena	
Christina Pierson	Francesca Firek	Joseph Kouba	Michael Chu	Salam-Haughton	
Christina Salas	Frank Banks	Joyce Blair	Michael Deutsch	Sharon Kroszkewicz	
Christopher Dudding	Frank Krutzky	Judy DeLa Torre	Michael Lorei	Sheila Feddis	
Christopher Fink	Frank Liebner	Julia Robinson	Michael Schilling	Sheila Feddis	
Christopher Mawdsley	Franklin Staten	Justin Hampton	Michele Sprechman	Sherrill Abramson	
Clyde Pike	Fred Denby	Kamran Ohi	Mona Boatwright	Shiv Jindal	

# EMPLOYEE CORNER

## HAIL & FAIRWELL

### New Hires

Name	Office	EOD
James White	OBO/OM	04/02/07
Brenda Scarbrough	OBO/MSD	04/02/07
James Pilcher	OBO/OM	04/02/07
George Hall	OBO/IM	04/02/07
John Pickeral	OBO/PE	04/02/07
Sean Lockard	OBO/OM	04/02/07
Melvin Frary	OBO/MSD	04/02/07
Hillary Zahm	OBO/PD	04/16/07
Ellen Menown	OBO/RE	04/16/07
Aung Kyaw-Nyein	OBO/PE	04/16/07
Daniel Bird	OBO/RE	04/16/07
Nicholas Deutsch	OBO/RM	04/16/07
Robert Baggan	IROR	04/16/07
Anthony Sangley	OBO/IM	04/30/07
Michelle Oliver	OBO/MSD	05/14/07
Donald Rayle	OBO/OM	05/14/07
James McMinis	OBO/PE	05/14/07
Robert Leonard	OBO/PE	05/14/07
Tami Allen	OBO/HR	05/29/07
Matthew Braga	OBO/PE	05/29/07
Ralph Delarue	OBO/OM	05/29/07
Thomas Eckert	OBO/PD	05/29/07
Rose Fredua	OBO/PE	05/29/07
Keith Mitzkewich	OBO/PE	05/29/07
Brenda Lyn	OBO/PE	06/11/07
Syed Shamim	OBO/PE	06/11/07
Malcolm Freeman	OBO/MSD	06/11/07
Maria Guimaraes	OBO/IM	06/25/07
Larry Hill	OBO/MSD	06/25/07
Theresa Beall	OBO/OM	06/25/07
Joseph Campbell	OBO/HR	06/25/07
Elizabeth Mierzwa	OBO/PD	07/09/07
Marcy Akel	OBO/OM	07/09/07
Fiona Muelken	OBO/PD	07/09/07
Hamed Alsaeed	OBO/PE/CC	07/23/07
Esperanza Berrios	OBO/OM	07/23/07
Ronner Bufford	OBO/IM	07/23/07
Robert Doubek	OBO/RE	07/23/07
David Miu	OBO/PD	07/23/07
Carmen Montgomery	OBO/HR	07/23/07
Dana Stuckey	OBO/OM	07/23/07
Paul Esposito	OBO/OM	08/06/07
Erin Gerner	OBO/PE	08/06/07
Meana Ward	OBO/HR	08/20/07
Imtiaz Khan	OBO/PD	08/20/07
Alfred Co	OBO/PE/CC	08/20/07
Antrease Brown	OBO/RE	08/20/07
Linda Dunyan	OBO/PE	09/04/07
Ralph Mallela	OBO/IM	09/04/07
Hernan Santos	OBO/PE/CC	09/04/07
Robert Wilson	OBO/PD	09/04/07
Larry Allen	OBO/PE/CC	09/04/07
Melika Black	OBO/PD	09/04/07
Robert Bunge	OBO/PE/CC	09/04/07
Renato Contau	OBO/PE/CC	09/04/07
Michael Davis	OBO/OM	09/17/07

### Departures

Name	Office	Date
Glenda Richmond	OBO/PD	04/14/07
Michael Manegan	OBO/SM/PSB	04/21/07
Leslie Linnemeier	OBO/PE	04/27/07
Labaren Bartholomew	OBO/PD/PPD	05/02/07
Constance Parker	BO/PE	05/19/07
May Kanti	OBO/HR	06/09/07
Valeria Reiter	OBO/IF/PMB	06/09/07
Peter Gregson	OBO/PE/SM	06/10/07
Jeffrey Harps	OBO/CC/AF	06/15/07
Don Hooper	OBO/HR	06/23/07
David Terrar	OBO/PE/CC	06/23/07
Erik James Stange	OBO/DE/ESB	07/06/07
David Hakanson	OBO/RE/AQD	07/07/07
Ralph Delarue	OBO/OM	07/07/07
Donald Jacques	OBO/DE	07/07/07
Roy Friedman	OBO/CMD/CEB	07/20/07
Timothy Giles	OBO/OM	07/20/07
Daniel Murray Jr.	OBO/OM	07/20/07
Emil Kuzel Jr.	OBO BEIJING	07/21/07
Samuel Bleicher	OBO/PD	08/02/07
Dennis Watson	OBO/PD/PDD	08/03/07
Ronald Catchings	FBO/BDE/MEB	08/04/07
Gail Ruff	OBO/OM	08/04/07
Michele Sprechman	OBO/OM	08/06/07
Darryl Harris	OBO/PE/CC	08/10/07
Eric Jordan	OBO/DE/ESB	08/10/07
Tara Kavalier	OBO/HR/SP	08/10/07
Rosalyn Anderson	OBO/OM	08/10/07
Vicky Hutchinson	OBO/PD	08/13/07
Michael Dudley	OBO/PE/CC	08/15/07
Holly Stomber	OBO/PE/CC	08/15/07
Christopher Davis	OBO/PD/PDD	08/16/07
Tyra Jackson	OBO/HR/PB	08/17/07
Joseph W. Engel	OBO/IRM/OB	08/18/07
Larry Allen	OBO/OM	08/18/07
Kevin Connors	OBO/OM	08/18/07
Richard Sypher	OBO/PE	08/18/07
Robert Clark	OBO/MSD	08/23/07
Nicholas Woodbury	M/OBO	08/23/07
Linda Dunyan	OBO/PDD/FPB	08/31/07
Kevin Ebberts	OBO/DE/ESB	08/31/07
Robert Wilson	OBO/SPD/RMB	09/01/07
Brenda Lyn	OBO/PE	09/01/07
Robert Castro	OBO/FO	09/05/07
Luby Harvy	OBO/RM	09/14/07
Alfred Anthony	OBO/IM	09/15/07
Karen Levine	OBO/AM/EAP	09/30/07
Martha Persinger	OBO/OM/AM/RB	09/30/07

# EMPLOYEE CORNER

## *Taking Stock, 2001–Present: “Leadership + Management = Results”*

*Achievements of which OBO can be proud and how we got here: Milestones and Building Blocks.*

### *What We Did*

- Completed 53 Security Capital projects; 28 more under management; nearly 15,000 USG personnel overseas moved into safe and secure facilities; security upgrades to make virtually all USG personnel safer.
- Moved from delivery of one new facility per year to 14 new compounds with multiple buildings.
- Reduced average construction time from four and a half years to approximately two years.
- Achieved “LEED Certification” for sustainability for Sofia NEC.
- Attained green status on PMA for Real Property Management.
- Earned “Effective” PART scores on three key programs, with a best-in-government 97 percent for the Security Capital Construction program.

### *How We Did It*

- Developed the Long-Range Overseas Buildings Plan (LROBP)
- Developed the Standard Embassy Design (SED)
- Adopted Industry Best Practices
- De-layered to a “flat” organizational structure
- Initiated an award-winning Industry Advisory Panel (IAP)
- Gained credibility with stakeholders
- Built world-class collaboration with equity players
- Put in place a robust Planning & Development Office
- Increased from \$0.7 billion to \$2.5 billion per year under management
- Held Program Performance Reviews (PPRs) for monthly accountability
- Implemented Buildings Management Integrated System (BMIS)
- Presented a streamlined fix for O&M
- Increased transactions, values, and proceeds from sales and acquisitions of sites
- Developed budget justifications at the Division level
- Created a robust Awards and Recognition program for staff and partners
- Instilled “New Ways to Think – New Ways to Build” at all levels
- Introduced “Lean Management” throughout the program
- Improved property accountability, documentation, and records management

- Developed a culture and practice of constant improvement through a “Lessons-Learned & Innovation Task Force”
- Gained recognition in the Design and Construction Industry:
  - Associated Builders & Contractors – National Excellence in Construction, Award of Excellence
  - SAVE International/Congressional Education Committee – Golden Shears
  - GSA – Achievement Award for Real Property Innovation/Innovation Practice Nomination
  - Associated General Contractors – Marvin Black Excellence in Partnering Award
  - DBIA – National Design-Build Award
  - Associated General Contractors – Aon Build America Award
  - American Council of Engineering Companies/Metro Washington – Honorable Mention
  - Society of American Military Engineers – Golden Eagle Award
  - Engineering News Record – News Maker
  - PLATTS – Global Energy Award Finalist
  - Association for the Advancement of Cost Engineering International – Award of Merit
  - American Legion – Appreciation Plaque
  - PMA – Green Status
  - USGBC – LEED Certification – Sofia
  - Veterans’ Affairs – Individual Achievement Award
  - Society of American Military Engineers – Award for Support & Dedication





*Embassy Lomé*



*Embassy Bridgetown*

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U.S. Department of State  
Bureau of Overseas Buildings Operations  
Washington, DC 20520  
Official Business