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[slido.com](https://slido.com) with  
#2023Industry



U.S. DEPARTMENT OF STATE  
BUREAU OF OVERSEAS BUILDINGS OPERATIONS

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## 2023 Virtual Industry Day

Overseas Buildings Operations (OBO)  
with the Bureau of Administration & Diplomatic Security

January 18, 2023

# Industry Day - Agenda

## 01 INTRODUCTION

Opening Remarks & Overview of OBO

## 02 PROGRAM CHALLENGES & DRIVERS

Design & Construction

Cost Management

Diplomatic Security & Security Management

## 03 FY23 & FY24 CAPITAL PROGRAM

## 04 ACQUISITION MANAGEMENT OVERVIEW & CONTRACTING

## 05 Q&A SESSION



# Introductions

**Neda Brown**

Director | External Affairs | OBO

**Douglas Dykhouse**

Principal Deputy Director | OBO

**Curtis Clay, AIA**

Acting Director | Office of Design & Engineering | OBO  
Director of Architecture | OBO

**Chris Dudding**

Construction Operations Division Chief  
Construction Management Office | OBO

**Steven Arrey-Mbeng**

Team Lead | Office of Cost Management | OBO

**Kim Baugher**

Industrial Security Division Chief  
Office of Information Security | Diplomatic Security

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Senior Analyst  
Office of Security Management | OBO

**Stephanie Leedom, AIA**

Western Hemisphere Affairs Division Chief |  
Project Development and Coordination | OBO

**George Yi**

European & Eurasian Affairs Division Chief  
Project Development and Coordination | OBO

**Jillian Savage**

Contracting Officer  
Facilities, Design & Construction Branch Chief  
Office of Acquisitions Management  
Bureau of Administration





01


# Introduction

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Opening Remarks & Overview of OBO



# Overseas Buildings Operations



U.S. Diplomatic facilities represent American values and the best in American architecture, design, engineering, technology, sustainability, art, culture, and construction execution.



# Overseas Buildings Operations

OBO manages the U.S. Department of State's building program and sets worldwide priorities for the planning, acquisition, design, construction, operation, maintenance, and disposal of overseas property.





# Mission and Vision



## Mission

To provide safe, secure, functional, and resilient facilities that represent the U.S. Government to the host nation and support the Department's achievement of U.S. foreign policy objectives abroad.

## Vision

These facilities represent American values and the best in American architecture, design, engineering, technology, sustainability, art, culture, and construction execution.



# Portfolio

**287**      **Locations**

**25,098**   **Domestic & Overseas Assets**

9,387 Government-owned

15,711 Leased

**16,562**   **Residences**

**915**      **Office Buildings**

**\$75.2B**   **Portfolio Replacement Value**

**84M SF**   **Gross Square Feet of Space**

**18,300**   **Culturally Significant Objects & Artworks**





# Typologies

Embassies

Consulates

Office and Support Annexes

Housing (Representational & Staff)

Warehouses and Shops

Cultural Heritage Properties





# Unique Program

## Program

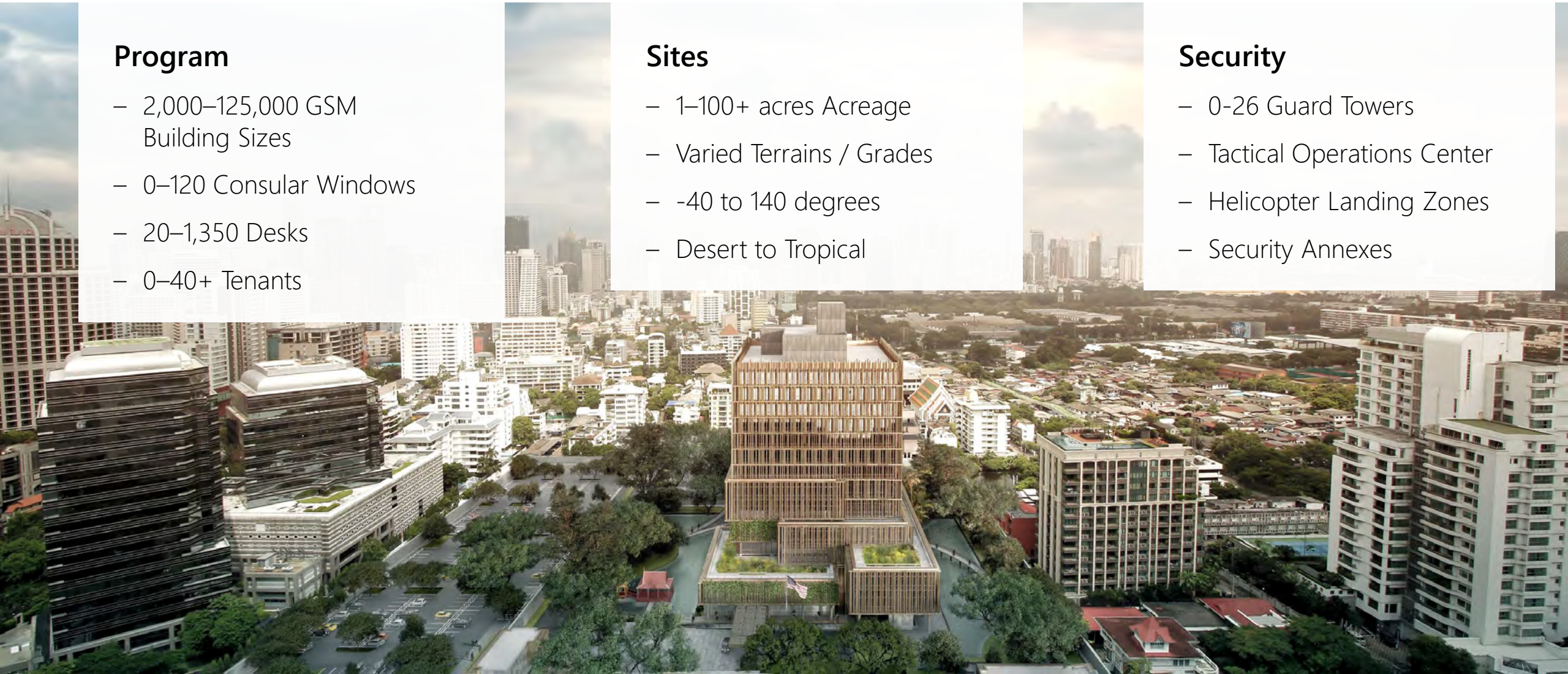
- 2,000–125,000 GSM Building Sizes
- 0–120 Consular Windows
- 20–1,350 Desks
- 0–40+ Tenants

## Sites

- 1–100+ acres Acreage
- Varied Terrains / Grades
- -40 to 140 degrees
- Desert to Tropical

## Security

- 0–26 Guard Towers
- Tactical Operations Center
- Helicopter Landing Zones
- Security Annexes





# Historic Background

## Secure Embassy Construction and Counterterrorism Act *SECCA*

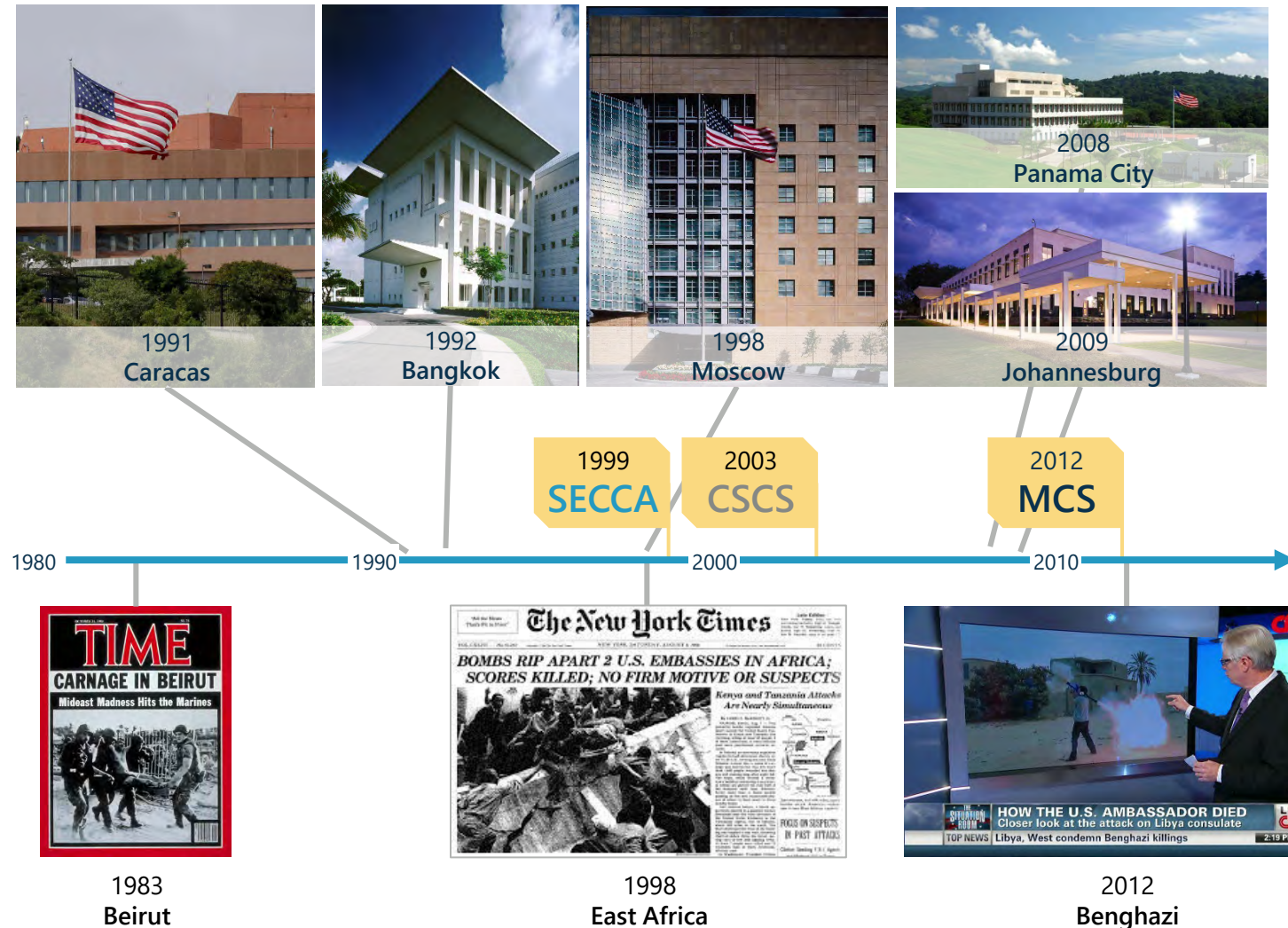
Public Law 106-113: Authorizes appropriations to State for construction and security of U.S. diplomatic facilities and for other purposes.

## Capital Security Cost Sharing Program *CSCS*

Under SECCA, CSCS authorizes State to divide costs among all agencies with overseas personnel under chief of mission authority. Additional funding to accelerate the construction of new secure, safe, functional, and resilient facilities.

## Maintenance Cost Sharing Program *MCS*

Funds the maintenance and repair of overseas facilities.





# OBO Fiscal Year Budgets

**\$3.4 billion**  
FY 2023

**\$3.5 billion**  
FY 2022

**\$3.6 billion**  
FY 2021





# 287 OBO Diplomatic Locations



# Global Diplomatic Construction Program



**601 Project Activities**

**\$34 Billion Value**

\$100M monthly active construction

- Capital Security Construction  
50+ / \$20B Workload
- Major Renovation  
40+ / \$850M Workload
- Compound Security Upgrade  
24+ / \$400M Workload
- Minor Construction & Improvements  
320+ / \$110M Workload
- Real Property Leasing 15,700+ Leases

# OBO LEED Projects

## U.S. Green Building Council LEED® Rating System

- 62 LEED Certifications since 1999
- 30+ projects are registered
- First LEED Certified projects in at least 17 countries





## Program Challenges & Drivers

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DESIGN, CONSTRUCTION, COST, & SECURITY



# 2.1

## Design

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Program Challenges & Drivers



# Current Project Delivery Methods

**Context, complexity, construction environment, and urgency are evaluated in deciding a delivery method**

- Design-Build with Bridging Documents
- Design-Bid-Build
- Design-Build
- Construction Manager as Constructor (CMc)





# Global Drivers



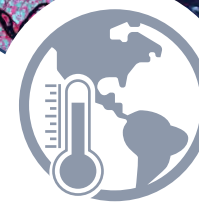
POPULATION



URBANIZATION



RESOURCES

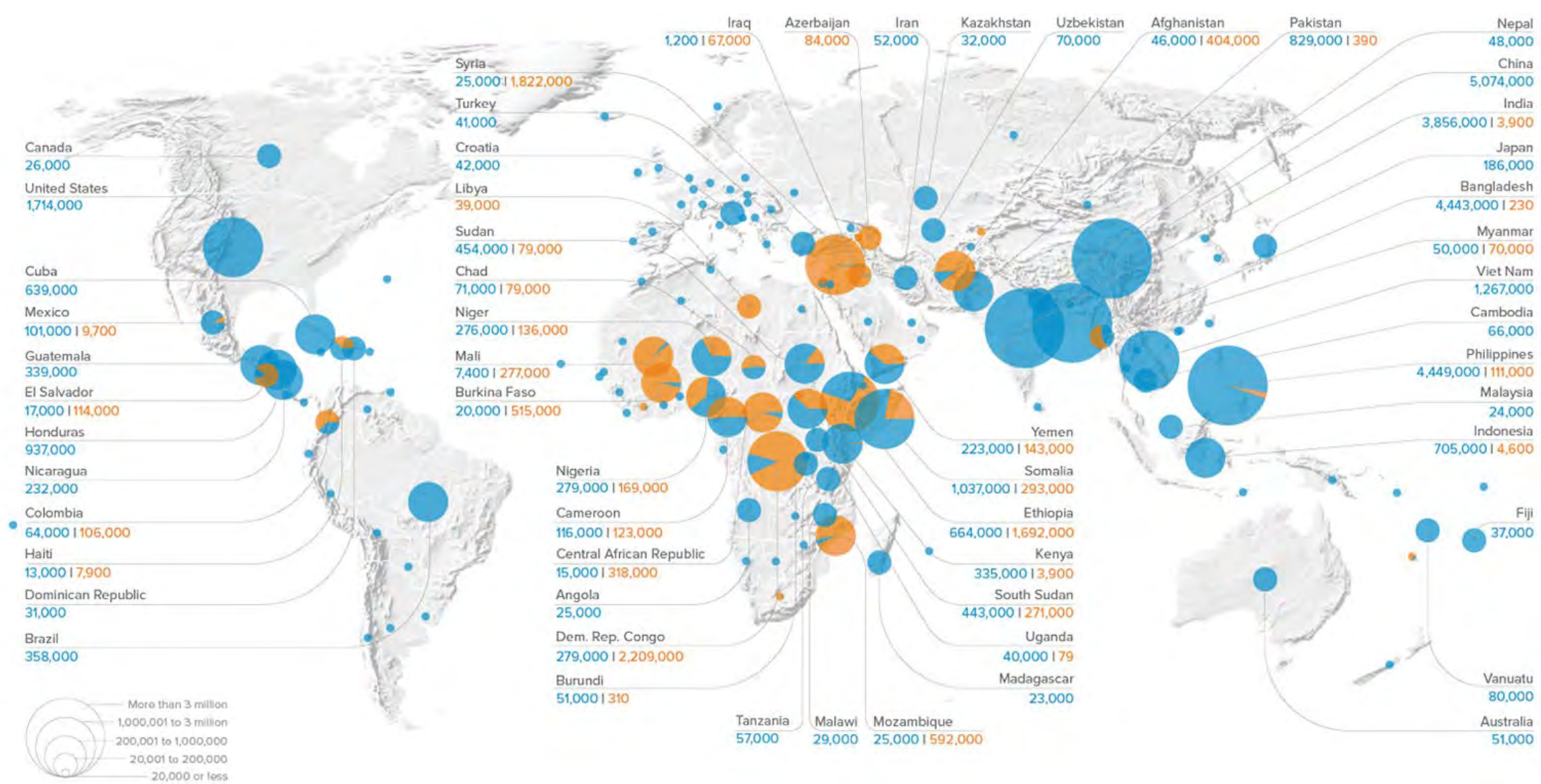


CLIMATE



TECHNOLOGY

# 2020 Displacements



**40.5m Total Displacements**  
**9.8m | 30.7m**

30.3% of World Total  
East Asia & Pacific  
**0.186m | 12.063m**

27.4% of World Total  
East Asia & Pacific  
**6.788m | 4.299m**

11.8% of World Total  
The Americas  
**0.238m | 4.528m**

5.9% of World Total  
Middle East & North Africa  
**2.076m | 0.341m**

0.8% of World Total  
Europe & Central Asia  
**0.085m | 0.234m**



# Tackling Climate Crises at Home and Abroad (E.O. 14008) & COP26

## Executive Order 14008

### Part I

The climate crises at the center of U.S. foreign policy & national security

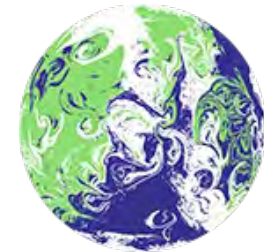
### Part II

A government-wide approach to the climate crises

- Use of the federal government's buying power and real property & asset management
- Empowering workers through rebuilding our infrastructure for a sustainable economy
- Empowering workers by advancing conservation, agriculture, & reforestation
- Empowering workers by revitalizing energy communities
- Securing environmental justice & spurring economic opportunity

## U.N. Climate Change Conference

- Secure global net zero by mid-century and keep 1.5 degrees within reach
- Adapt to protect communities and natural habitats
- Mobilize finance
- Work together to deliver



**UN CLIMATE  
CHANGE  
CONFERENCE  
UK 2021**

IN PARTNERSHIP WITH ITALY



# Tackling Climate Crises at Home and Abroad (E.O. 14008 & 14057)



## OBO'S FOCUS

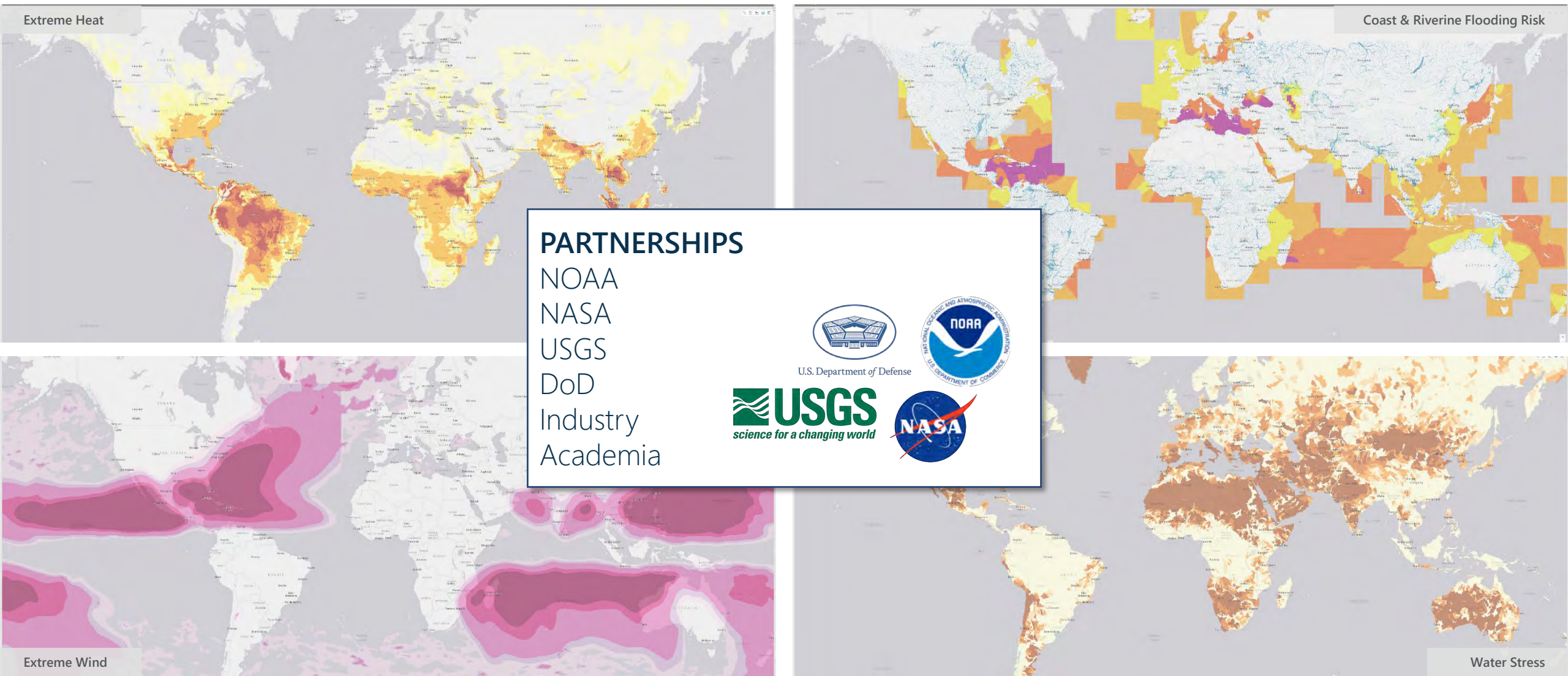
- Include priorities in budget submissions
- Achieve 100 percent carbon-pollution-free electricity by 2035
- Achieve 100 percent zero-emission vehicles by 2035
- Net-zero facilities by 2045
- Climate resilient programs & operations
- Net-zero procurement & supply chains

## OBO'S PRIORITIES

- Protect the safety & health of personnel
- Adapt department facilities, operations, & mission-critical services to be more resilient to the climate change impacts
- Lead by example through showcasing climate adaptation & resilient solutions



# Climate Security & Resilience (CS&R)





## Construction

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Program Challenges & Drivers

# Funding Challenges and Competing Priorities

## COVID

### Construction Inflation

- \$704 million lost purchasing power since 2014
- Reduced impact with dramatic price increases
  - Diesel Fuel: 237 percent
  - Steel: 113 percent
  - Lumber and Plywood: 100 percent
  - Copper and Brass: 70 percent

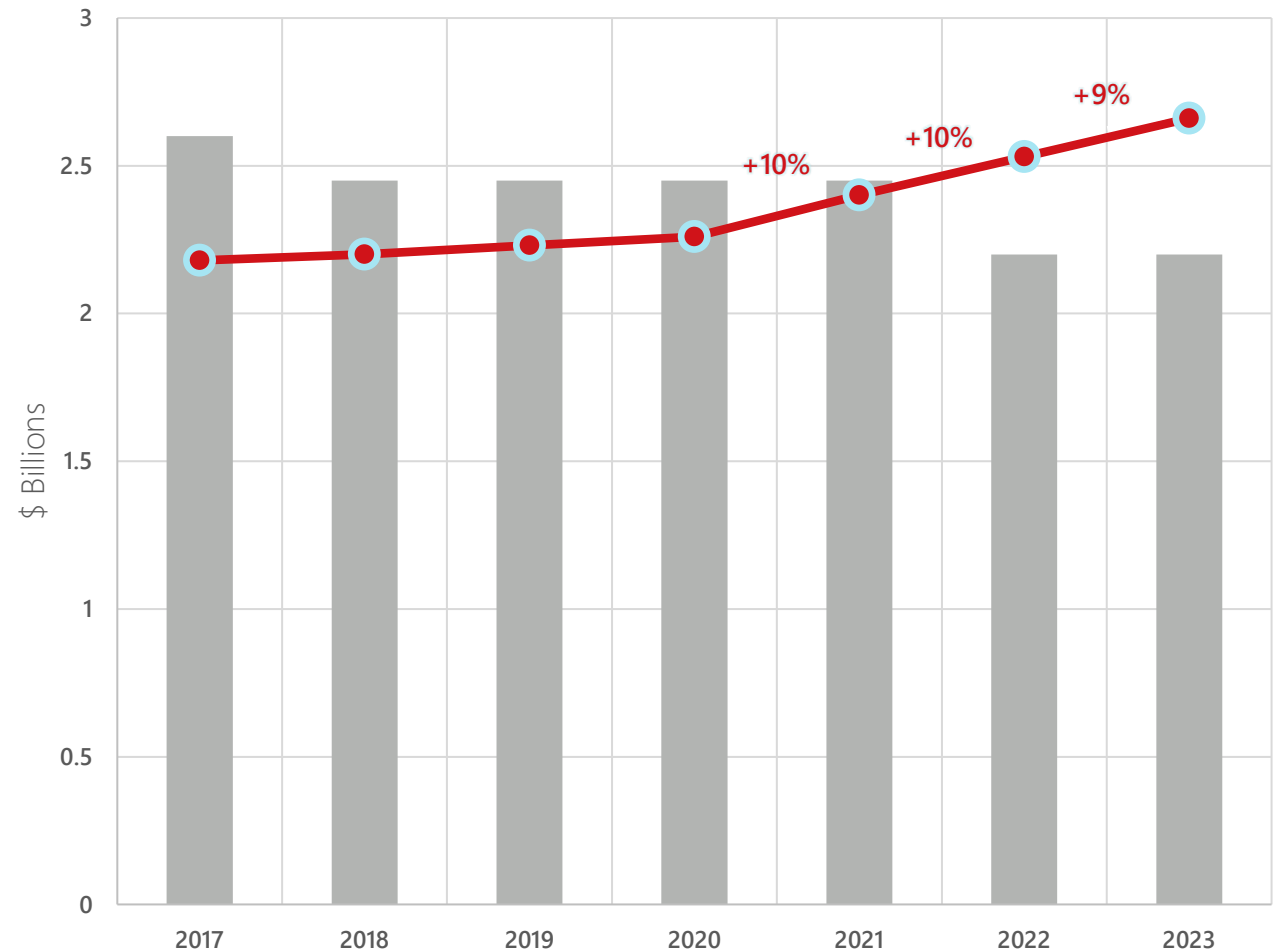
### Supply Chain Disruption

Additional costs and schedule impacts

- Elevator parts, floor tiles, appliances, construction plastics, computer chips

### Worldwide Labor Shortages

OBO Budget vs ENR's Construction Cost Index





# Construction Management Initiatives

Partnering  
Lean Construction  
Risk Management



FOR EVERY **\$1** INVESTED IN THE PARTNERING PROCESS, PROJECTS SEE **\$114** IN SAVINGS.

# OBO Contractors

## Contractor Challenges

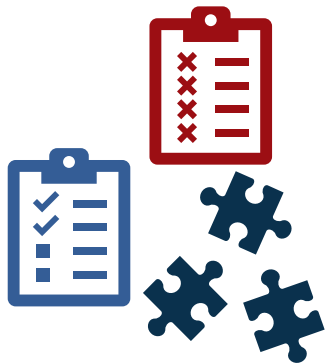
### Logistics

Getting labor and materials to sites

**Finding qualified, cleared workers**

**Foreign government interactions**

Permits, customs, taxes



## Successful OBO Contractors...

**Strongly understand the Department's construction security requirements**

**Look ahead with procurement and logistics management**

**Focus on—and fully implement—project schedules**

**Provide high quality, cleared-American supervision and labor**

**Take commissioning seriously**

## OBO Contractors Struggle When They...

**Have a joint venture that doesn't work**

**Split procurement**

**Don't read security specifications carefully**

**Don't take job-site safety and health seriously**

**Focus on claims versus on production**



## Cost Risks, Inflation & EPA

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Program Challenges & Drivers



# Market Conditions: Inflation

## Accounting for current market conditions

Use of an Economic Price Adjustment (EPA) clause (FAR 16.203.1)

- Inflationary EPA Cycle for Design-Build
  - Six months after limited notice to proceed (LNTF) for Design
  - Then 12 months, 18 months, and 24 months for a maximum of four adjustments
- For longer duration projects
  - Use 24 months then 48 months beyond the inflationary period





# EPA Calculation

## Indices

- ENR Building Cost Index for both U.S. and local markets or an accepted index as proposed by the contractor
- Accommodates risk of adjusting for local markets with no reputable indices
- Indices are applied to material, shipping, and installed equipment.
- EPA is not applied to labor, mark-ups, or profit.





# EPA-Eligible Projects

Projects with at least a 24-month performance period may be eligible for inflationary EPA

EPA might be used beyond the inflationary period for projects with performance periods of more than five years





## Security Clearances

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Program Challenges & Drivers



# Facility Security Clearance (FCL)

- The basis for a firm's classified contracts eligibility & required for work on a classified contract at the Secret or Top Secret Levels
- Issued by the Defense Counterintelligence and Security Agency (DCSA)
  - See [www.dcsa.mil](http://www.dcsa.mil)
- Required to obtain personnel clearances
- A firm's Facility Security Officer (FSO) ensures adherence to contract security requirements and the National Industrial Security Program Operating Manual (NISPOM)
- Industrial Security Division (DS/IS/IND) sponsors uncleared firms for facility clearances
  - Only with a bona fide procurement need
  - IND is the only DOS office authorized to sponsor uncleared firms



# DS/IS/IND Personnel Security Clearance (PCL)

- Contract Security Classification Specification (DD Form 254)
  - Required in any procurement with cleared personnel performing any services
  - Describes facility/personnel clearances for performance
  - Generated by the Department's Industrial Security Division for inclusion in RFPs, contracts and subcontracts
- DCSA's Consolidated Adjudication Services (DOD CAS)
- Visitor Authorization Requests (VARs)

**DS\_IND\_OBOTeam@state.gov**

For security-related questions, including facility and personnel security clearance requirements for performance on OBO contracts

**DEPARTMENT OF DEFENSE**  
**CONTRACT SECURITY CLASSIFICATION SPECIFICATION**  
(The requirements of the DoD Industrial Security Manual apply to all security aspects of this effort.)

**1. CLEARANCE AND SAFEGUARDING**  
a. FACILITY CLEARANCE REQUIRED  
1 Confidential  
b. LEVEL OF SAFEGUARDING REQUIRED  
1 None

**2. THIS SPECIFICATION IS FOR: (X and complete as applicable)**  
a. PRIME CONTRACT NUMBER  
b. SUBCONTRACT NUMBER  
c. SOLICITATION OR OTHER NUMBER  
DUE DATE (YYYYMMDD)

**3. THIS SPECIFICATION IS: (X and complete as applicable)**  
a. ORIGINAL (Complete date in all cases)  
b. REVISED (Supersedes all previous specs)  
c. FINAL (Complete Item 5 in all cases)  
REVISION NO.  
DATE (YYYYMMDD)

**4. IS THIS A FOLLOW-ON CONTRACT?** YES NO. If Yes, complete the following:  
Classified material received or generated under (Preceding Contract Number) is transferred to this follow-on contract.

**5. IS THIS A FINAL DD FORM 254?** YES NO. If Yes, complete the following:  
In response to the contractor's request dated, retention of the classified material is authorized for the period of.

**6. CONTRACTOR (Include Commercial and Government Entity (CAGE) Code)**  
a. NAME, ADDRESS, AND ZIP CODE  
b. CAGE CODE  
c. COGNIZANT SECURITY OFFICE (Name, Address, and Zip Code)

**7. SUBCONTRACTOR**  
a. NAME, ADDRESS, AND ZIP CODE  
b. CAGE CODE  
c. COGNIZANT SECURITY OFFICE (Name, Address, and Zip Code)

**8. ACTUAL PERFORMANCE**  
a. LOCATION  
b. CAGE CODE  
c. COGNIZANT SECURITY OFFICE (Name, Address, and Zip Code)

**9. GENERAL IDENTIFICATION OF THIS PROCUREMENT**

**10. CONTRACTOR WILL REQUIRE ACCESS TO:** YES NO  
a. COMMUNICATIONS SECURITY (COMSEC) INFORMATION  
b. RESTRICTED DATA  
c. CRITICAL NUCLEAR WEAPON DESIGN INFORMATION  
d. FORMERLY RESTRICTED DATA  
e. INTELLIGENCE INFORMATION  
f. UNCLASSIFIED INFORMATION (CUI)  
g. SPECIAL ACCESS INFORMATION  
h. NATO INFORMATION  
i. FOREIGN GOVERNMENT INFORMATION  
j. LIMITED DISSEMINATION INFORMATION  
k. FRO OFFICIAL USE ONLY INFORMATION  
l. OTHER (Specify)

**11. IN PERFORMING THIS CONTRACT, THE CONTRACTOR WILL BE REQUIRED TO PERFORM:**  
a. HAVE ACCESS TO CLASSIFIED INFORMATION  
b. RECEIVE CLASSIFIED DOCUMENTS ONLY  
c. RECEIVE AND GENERATE CLASSIFIED MATERIAL  
d. FABRICATE, MODIFY, OR STORE CLASSIFIED HARDWARE  
e. PERFORM SERVICES ON X  
f. HAVE ACCESS TO CLASSIFIED INFORMATION  
g. BE AUTHORIZED TO USE THE DEFENSE COMMERCE SERVICE  
h. RECEIVE A COMSEC ACCOUNT  
i. HAVE TRUSTED REQUIREMENTS  
j. HAVE OPERATIONS SECURITY (OPSEC) REQUIREMENTS  
k. BE AUTHORIZED TO USE THE DEFENSE COMMERCE SERVICE  
l. OTHER (Specify)

**DD FORM 254, DEC 1989** PREVIOUS EDITION IS OBSOLETE

**12. PUBLIC RELEASE:** The contractor shall not release, in any form, any information that is classified or controlled under Executive Order 12958, without the prior written approval of the cognizant security office. If the contractor is unable to obtain such approval, it shall so indicate on this form. (Check one)  
☐ Yes ☐ No (If No, specify reason)

**13. SECURITY GUIDANCE:** The contractor shall not release, in any form, any information that is classified or controlled under Executive Order 12958, without the prior written approval of the cognizant security office. If the contractor is unable to obtain such approval, it shall so indicate on this form. (Check one)  
☐ Yes ☐ No (If No, specify reason)

**14. CONTRACTOR'S REPRESENTATIVE:** \_\_\_\_\_  
**SECURITY OFFICE'S REPRESENTATIVE:** \_\_\_\_\_  
**CONTRACTOR'S DATE:** \_\_\_\_\_  
**SECURITY OFFICE'S DATE:** \_\_\_\_\_

**15. SIGNATURE:** \_\_\_\_\_  
**16. CERTIFICATION AND SIGNATURE:** Security requirements stated herein are complete and accurate for safeguarding the classified information to be released or controlled during the contract period. All operations shall be conducted in accordance with the instructions and guidance provided herein. (Check one)  
☐ Yes ☐ No (If No, specify reason)

**17. REQUIRED ORIGINATOR:** \_\_\_\_\_  
**18. REQUIRED ORIGINATOR:** \_\_\_\_\_  
**19. REQUIRED ORIGINATOR:** \_\_\_\_\_  
**20. REQUIRED ORIGINATOR:** \_\_\_\_\_

**DD FORM 254 (BACK), DEC-1989**



## Construction Security

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Program Challenges & Drivers

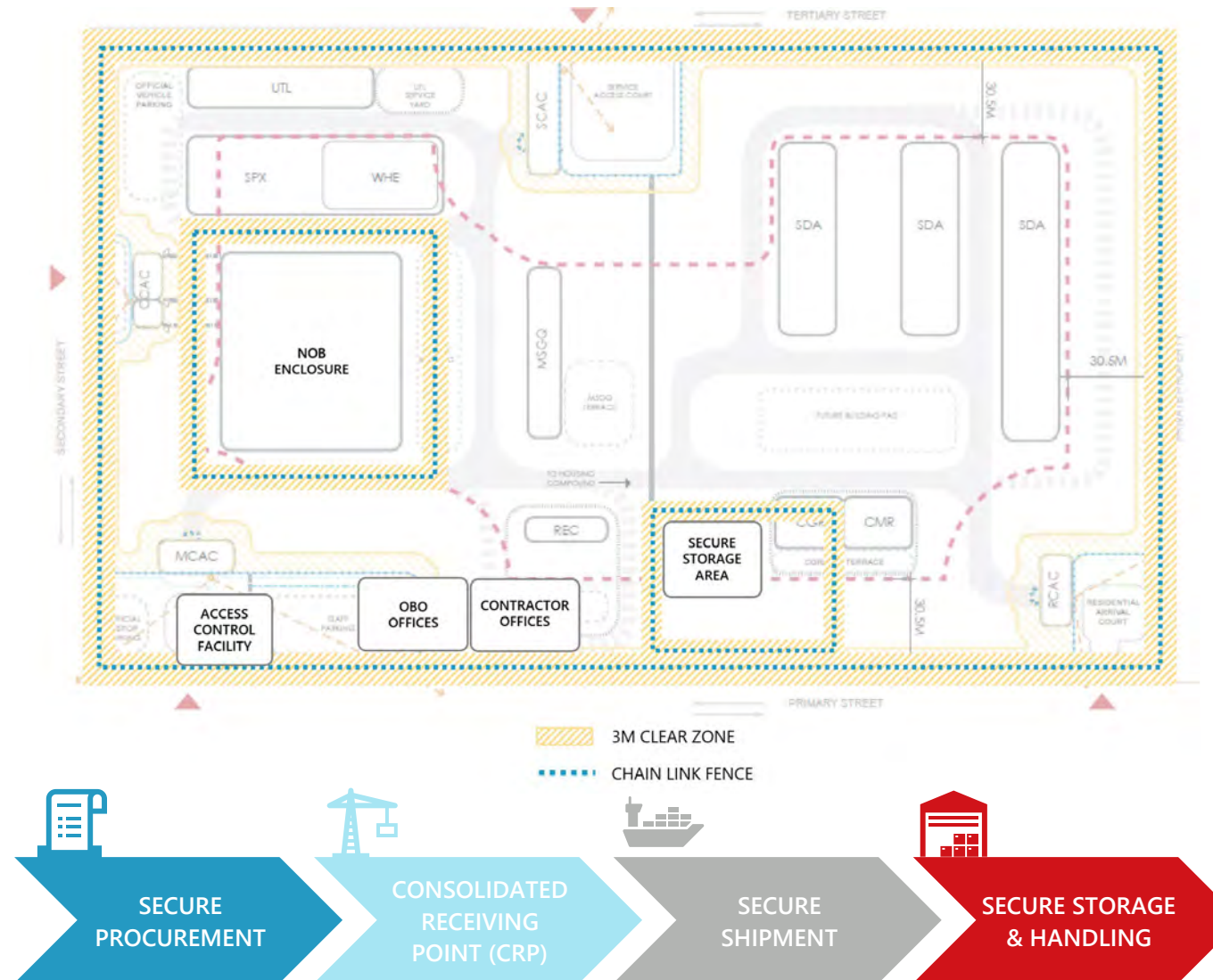
# Construction Security Basics

## LAYERS OF SECURITY

- Physical Security
- Technical Security
- Operational Security

## UNIQUE SECURITY REQUIREMENTS

- Cleared labor
- Material security
  - Secure procurement
  - Secure shipping
  - Secure storage







## FY 2023 & FY 2024 CAPITAL PROGRAM

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3.1

## Capital Security Cost Sharing Program Planned Awards

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FY 2023 & FY 2024 CAPITAL PROGRAM

# Capital Security Construction Program FY23 - FY24



## FY 2023

- Adana, Turkey: New Consulate
- Curacao, The Netherlands: New Consulate
- Hanoi, Vietnam: New Embassy
- Medan, Indonesia: New Consulate
- Paris, France: Marine Security Guard Residence

## FY 2024

- Bangui, Central African Republic: New Embassy & Housing
- Colombo, Sri Lanka: Chancery Densification
- Port of Spain, Trinidad & Tobago: New Embassy
- Praia, Cabo Verde: New Embassy



# FY 2023 New U.S. Consulate General Curacao



- New office building and campus upgrades on an existing site
- 9,500 gross square meters
- Anticipated Design/Build Bridging RFP: February 2023
- Design Architect: Kieran Timberlake



# FY 2023 New U.S. Consulate General Medan



- 6-acre site
- 3,500 gross square meters
- Anticipated Design/Build Bridging RFP: May 2023
- Design Architect: Richard|Kennedy Architects



# FY 2024 New U.S. Embassy Bangui

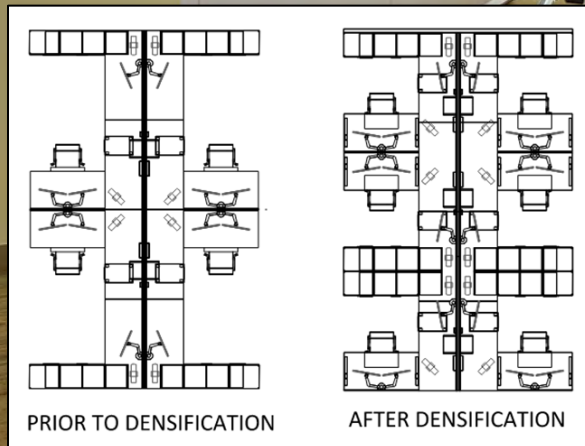


- 14-acre site
- 33,500 gross square meters
- Anticipated Design/Build Bridging RFP: November 2023
- Design Architect: Marlon Blackwell Architects



# FY 2024 U. S. Embassy Colombo Chancery Densification

- Densification of existing chancery office building
- Anticipated Design/Build Bridging RFP: March 2024
- Design Architect: Ennead Architects





# FY 2024 **New U.S. Embassy** Port of Spain

- 11-acre site
- Anticipated Design/Build Bridging RFP: January 2024
- Design Architect: Mark Cavagnero Associates
- Opportunity for collocation with Allied Partners





# FY 2024 **New U.S. Embassy Praia**

- 11-acre site
- 14,302 gross square meters
- Anticipated Design/Build Bridging RFP: January 2024
- Design Architect: Studio Ma







# 3.2

## Maintenance Cost Sharing Program Planned Awards

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FY 2023 & FY 2024 Capital Program

# Maintenance Cost Sharing Program FY 2023–FY 2024



## FY 2023

- Bern, Switzerland: Select Improvement
- Guangzhou, China: Façade and Roof Replacement
- Jerusalem: New Annex
- Tel Aviv, Israel: Embassy Branch Office Lease Fit-Out
- Vienna, Austria: Chancery Improvement
- Durban: Lease Fit Out
- On-going Energy Program Initiatives

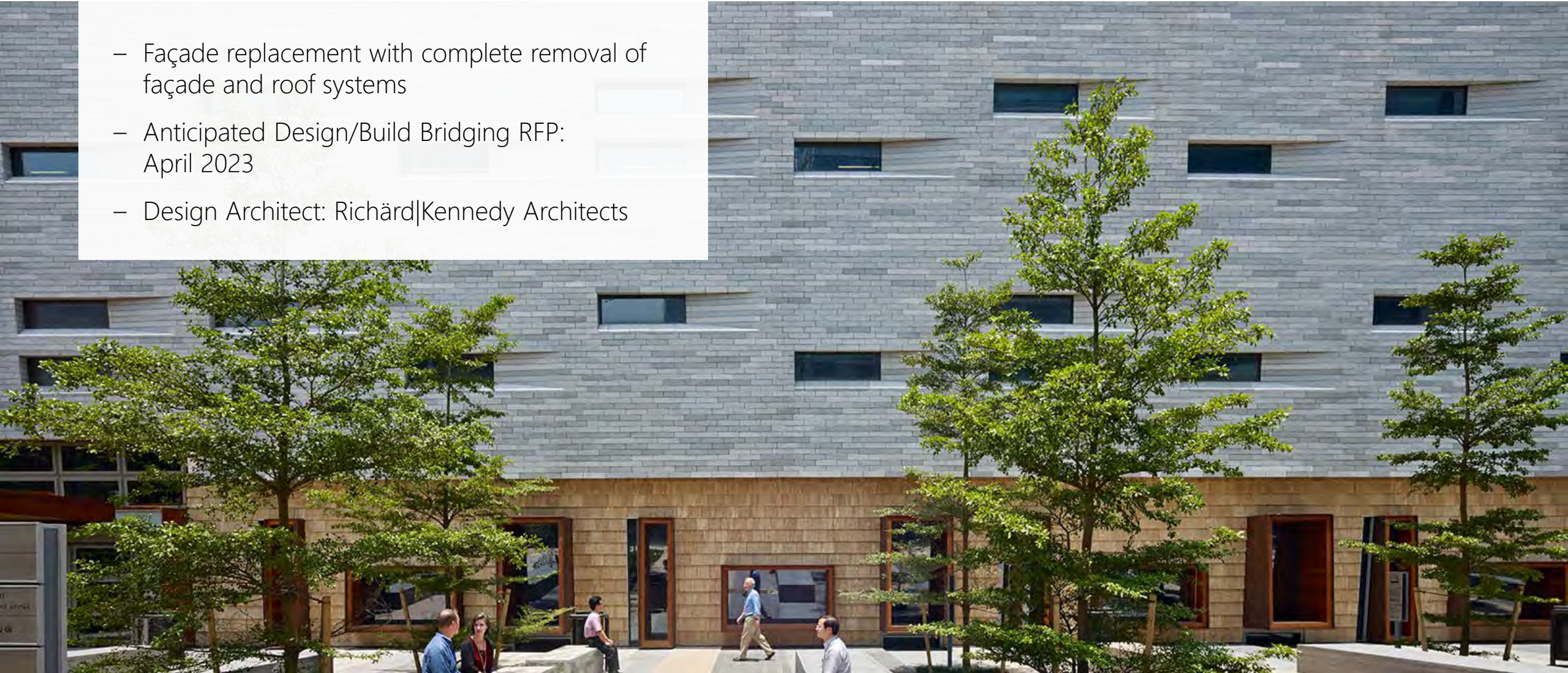
## FY 2024

- Honiara, Solomon Islands: Embassy Liaison Office Lease Fit-Out
- Kampala: Renovation and Expansion
- Malé, Maldives: New Embassy Lease Fit-Out
- Marseille, France: Consulate Lease Fit-Out
- Thessaloniki, Greece: Rehabilitation
- On-going Energy Program Initiatives



# FY 2023 U.S. Consulate General Guangzhou Façade Replacement

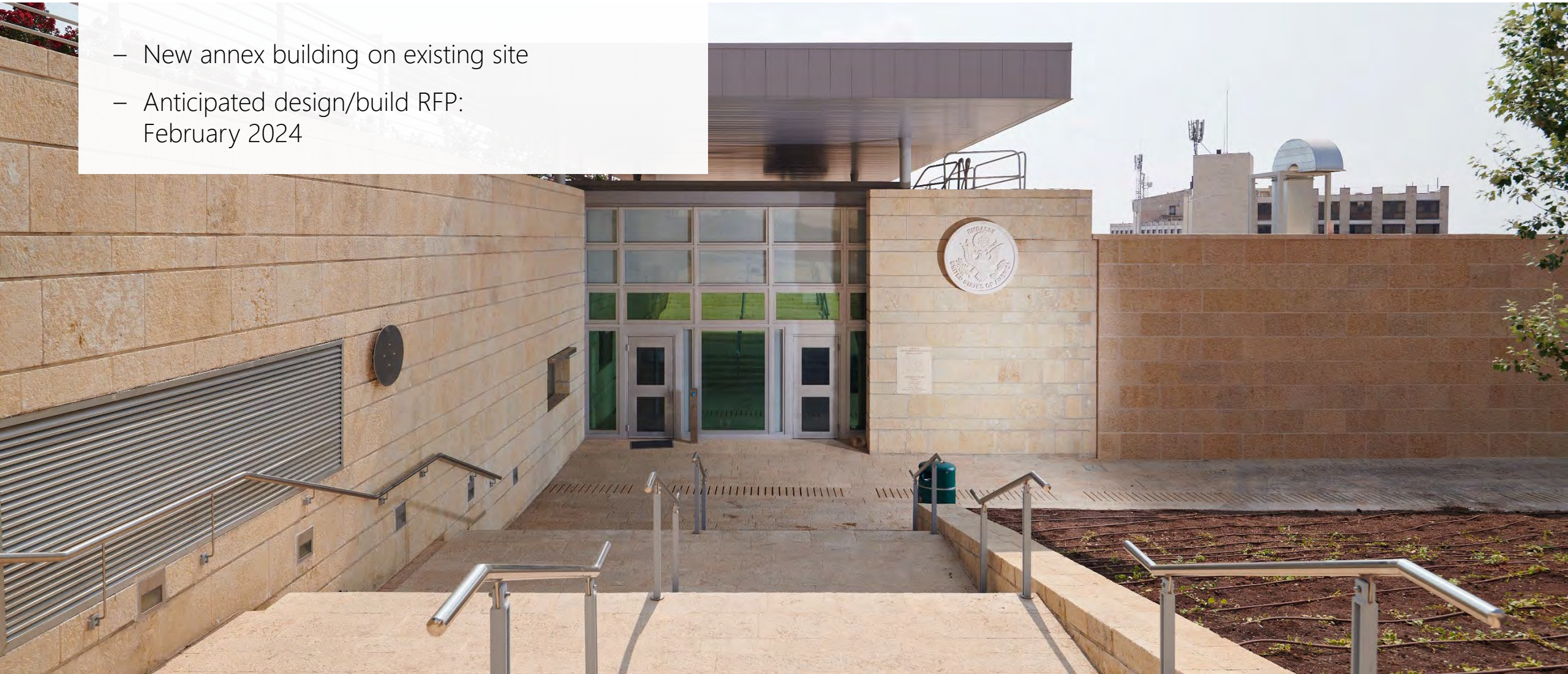
- Façade replacement with complete removal of façade and roof systems
- Anticipated Design/Build Bridging RFP: April 2023
- Design Architect: Richärd|Kennedy Architects





# FY 2023 U.S. Embassy Jerusalem Arnona Annex II

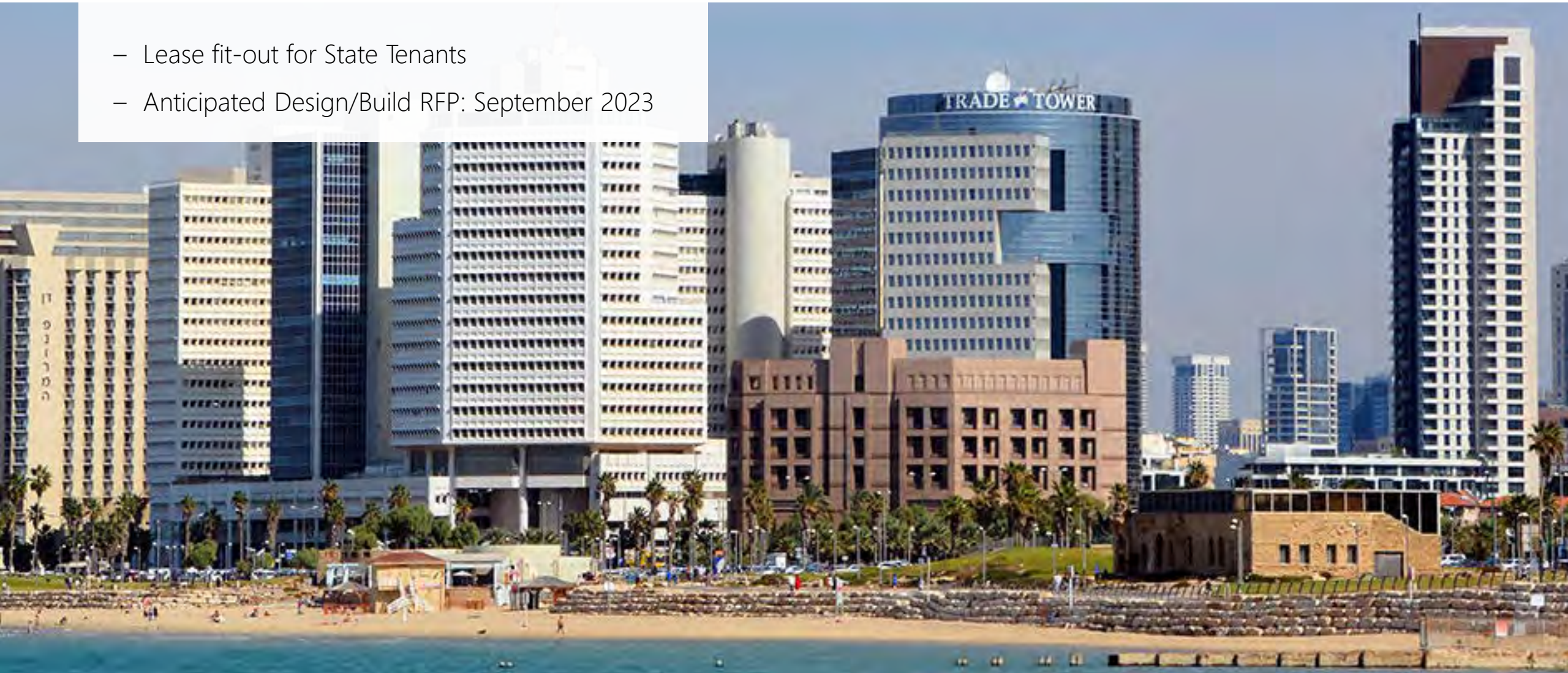
- New annex building on existing site
- Anticipated design/build RFP:  
February 2024





# FY 2023 Embassy Branch Office Tel Aviv Lease Fit-Out

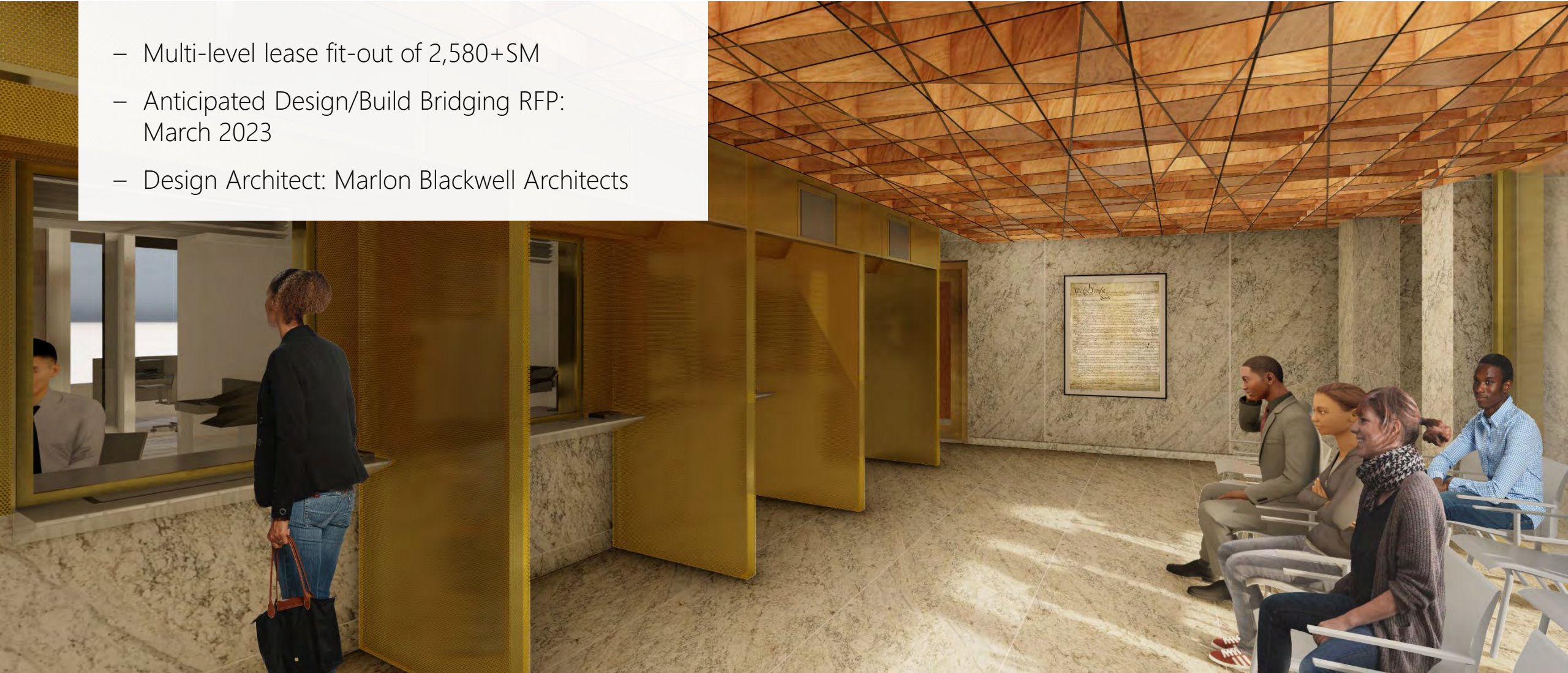
- Lease fit-out for State Tenants
- Anticipated Design/Build RFP: September 2023





# FY 2024 U.S. Consulate General Durban Lease Fit-Out

- Multi-level lease fit-out of 2,580+SM
- Anticipated Design/Build Bridging RFP: March 2023
- Design Architect: Marlon Blackwell Architects





# FY 2024 U.S. Embassy Honiara Lease Fit-Out

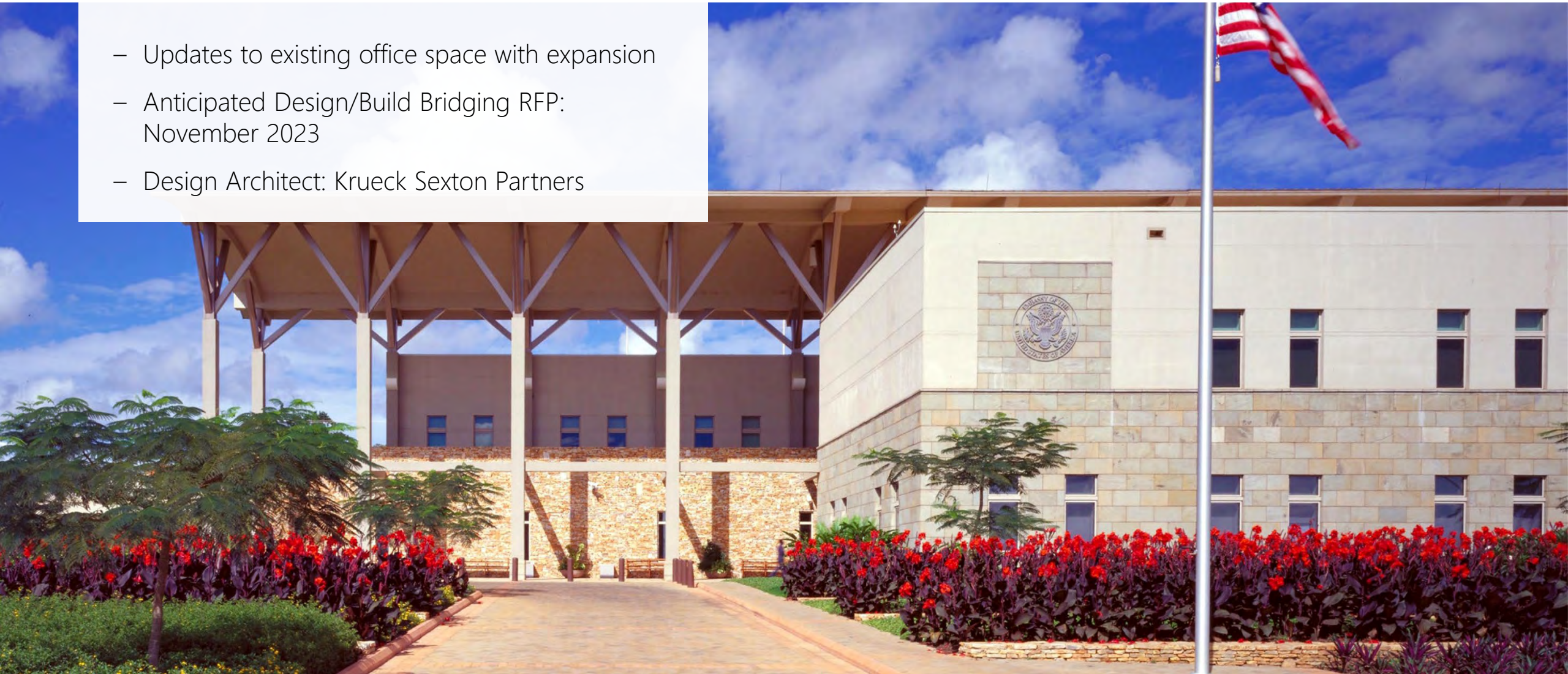
– Lease fit-out of 650SM





# FY 2024 U.S. Embassy Kampala Renovation & Expansion

- Updates to existing office space with expansion
- Anticipated Design/Build Bridging RFP: November 2023
- Design Architect: Krueck Sexton Partners





# FY 2024 U.S. Consulate General Thessaloniki Major Rehabilitation

- Security, fire-life safety, and interior upgrades
- Anticipated Design/Build Bridging RFP: FY 2024
- Design Architect: Annum Architects





# FY 2023 U.S Embassy Male Lease Fit-Out

- Lease fit-out for new post in the Maldives
- 1,200 Usable Square Meters





# FY 2024 U.S. Consulate General Marseille Lease Fit-Out

- Lease fit-out with significant physical & environmental updates in modern, multi-story office building.
- Anticipated Design/Build Bridging RFP: June 2024
- Design Architect: Studio Ma







04

# Acquisitions Management & the Contracting Process

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Office of the Procurement Executive / Facilities Design & Construction Division

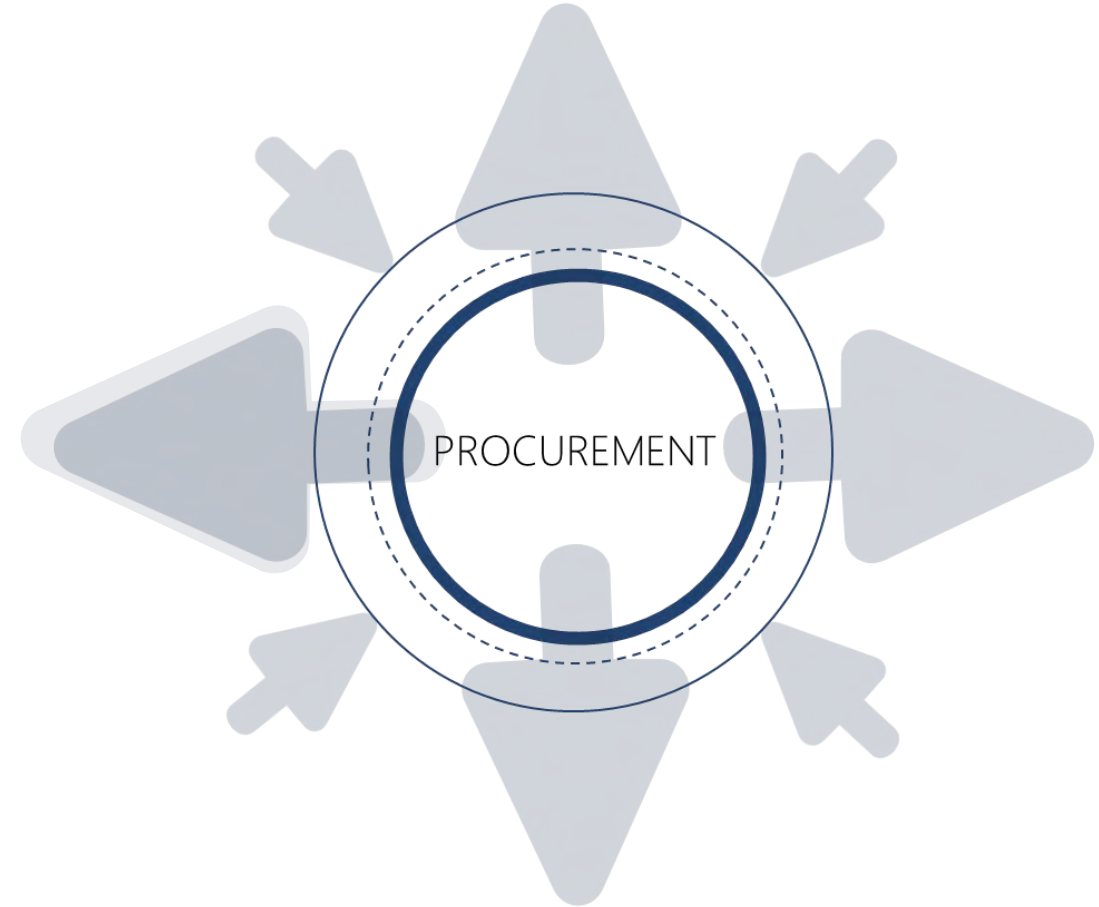
# Office of the Procurement Executive

## EXECUTIVE MISSION

To provide management direction and leadership over Department-wide acquisition and federal assistance policies and the full range of acquisitions and federal assistance management services.

## EXECUTIVE VISION

OPE delivers flexible solutions through a responsive and knowledgeable workforce that elevates the Acquisition Experience.





# Project Acquisition

## Office of Acquisitions Management

(A/OPE/AQM)

- Manages, plans, and directs Department's acquisition programs
- Conducts contract operations in support of activities

## Facility, Design, and Construction Division

(A/OPE/AQM/FDCD)

- Establishes acquisition agreements for logistics requirements abroad and OBO requirements with the private and public sectors





# Current Project Delivery Methods

Context, complexity, construction environment, and urgency are evaluated in deciding a delivery method

- Design-Build with Bridging Documents
- Design-Bid-Build
- Design-Build
- Construction Manager as Constructor (CMc)





# Construction Contractor Selection & Awards

## Contractor Selection

On-going goal of expanding contractor pool

- Recruitment, prequalification, and award
- Contractors committed to best practices with verifiable records of consistent success

## Contract Award

- Best Value
  - Past performance
  - Project Management
  - Team Capabilities
- Lowest Price Technically Acceptable



# IDIQ Opportunities

A/E Design Services 2023  
A/E Environmental Engineering  
Support Services 2025  
A/E Support Services 2025  
Special Projects Coordination  
A/E Services 2023  
Asbestos Abatement 2024  
BAS Repairs & Installs 2025  
Building Automation Systems  
(BAS) Technical Support 2024  
China Crystal & Glassware 2023  
Cleared American Guards (GAGs) &  
Construction Surveillance Technicians  
(CST) 2026  
Commissioning Services Late 2023  
Construction Management Support  
2023  
Construction Scheduling/Claims  
Consultants Late 2023

Containerized Housing Units (CHU)  
Late 2024  
Cost Estimating Services 2027  
D/B Environmental Remediation  
2023  
Domestic A/E Design Services 2023  
Seismic 2024  
Environmental Engineering 2023  
Facilities Management Support  
Services (FMSS) 2024  
Fire Alarm Maintenance 2025  
Fire Extinguishers & Replacement  
Agent 2025  
Fire Protection/ Engineering 2025  
IMAP 2025  
Operations & Maintenance 2023  
Pest Management 2025  
Power Systems Work 2023

Professional Elevator Services 2023  
Professional IT Staffing 2024  
Professional Training Services 2025  
Real Estate Services 2023  
Residential Generators 2023  
Roofing A/E Services Late 2023  
Roofing D/B Services Late 2023  
Shielding 2026  
System Furniture 2024  
Technical Security Systems Install  
2023  
Telecommunications 2026  
TPC Engineering Services 2026  
Value Engineering Late 2025  
Worldwide Forced Entry-Bullet  
Resistant 2024  
Worldwide General Construction  
Late 2024



# Rapid Engineering and Construction Program

## Rapid Engineering and Construction (REC) Pilot Program Highlights

- 8(a) set-aside ceiling
- Construction and mission support services during critical situations.
- Flexibility to award set-aside contract actions through different procurement vehicles:
  - Stand-alone contracts (C Type)
  - Basic Ordering Agreements (BOA)
  - Multiple Award Construction Contract (MACC)
  - Indefinite Delivery/ Indefinite Quantity (ID/IQ)





# Rapid Engineering and Construction Program


## FY 2023


- Gaborone, Botswana: Fire Systems Replacement and HVAC Upgrade (REC)







# Connect With OBO

 USDOS-OBO

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 @State\_OBO

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 Obo-EA@State.gov

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## WORKING WITH US



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