

OBO's Directorate-Specific Industry Day: PDCS

Meeting Transcript

March 21, 2024 from 2:00 – 3:00 PM EST

BUREAU OF OVERSEAS BUILDINGS OPERATIONS



MS. MEGHAN SEBOLD: Welcome, everyone, to the U.S. Department of State's Bureau of Overseas Buildings Operations inaugural monthly Industry Day event hosted by External Affairs. We see these Industry Days as an opportunity to strengthen the relationships between OBO and our industry partners. It's great to see so many of you join us today from various firms who are excited to explore opportunities to collaborate with us.

Over the next couple of months we'll be highlighting directorates within OBO so that our stakeholders can get a better understanding of all of our work. Today we're highlighting the Office of Program Development, Coordination, and Support, which is instrumental in driving forward our initiatives and ensuring the successful execution of our projects all over the world.

Joining us from PDCS are Managing Director Rick Sullivan, office directors Steven Arrey and Stephanie Felton, director of mechanical engineering Joe Cafferata, and Project Management Unit Chief Peter Gulbranson. Also joining us are our partners from the Office of Procurement, also known as AQM, represented by Jillian Savage, who will provide an overview of the procurement process. And our industry engagement advisor Lauren Luckett will be sharing helpful resources and moderating the Q&A at the end.

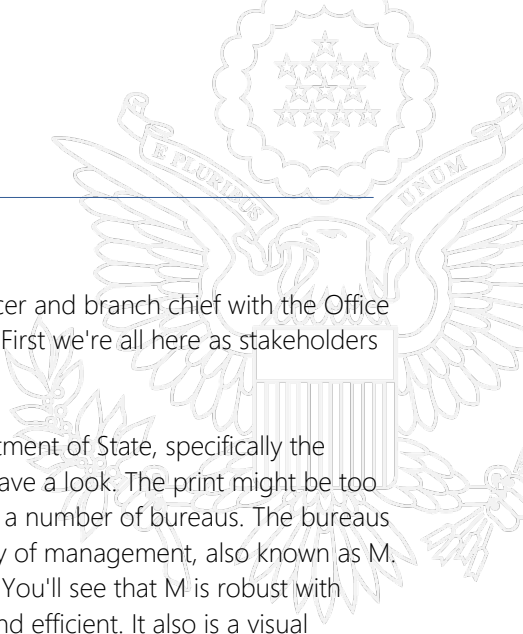
External Affairs has gathered your questions submitted in advance through Slido, and there will be a link in the chat for you to submit questions throughout the event. And my team will also be providing other links and contact information in the chat throughout the event. So first up we've got our Managing Director of PDCS, Rick Sullivan. Rick is a former U.S. Naval officer and a graduate of the U.S. Naval Academy who has over 20 years of experience in the design and construction industry. At OBO he's been a staff mechanical engineer, the mechanical engineering division chief, and the design and engineering office director. Thanks for joining us, Rick. Over to you.

MR. RICK SULLIVAN: Great. Great. Thank you, Meghan, and thank you to you and your staff and Lauren especially for setting up this event. And thank you for all of our industry stakeholders out there that are joining us, both people who are currently and have worked with us in the past and any new prospective contractors. We're excited to have you here today. So OBO's mission is to provide the most effective facilities for United States diplomacy abroad.

Achieving this mission requires a concerted effort from both within our organization and with all of our external partners. We certainly hope that our transparent dialogue today and in the future will engage in exchange of insights and catalyze greater collaboration and innovation to help us fulfill our mission. So PDCS-- again, that's Program Development, Coordination, Support-- is responsible for all facets of the design engineering standards, technical support, project management, and cost management over over \$20 billion worldwide diplomatic capital construction projects.

As we're designing, building, maintaining modern and resilient diplomatic facilities, we're constantly seeking innovative solutions and sustainable practices to not only meet today's needs but also safeguard the future. We need our facilities to serve their immediate purpose and have the resiliency to withstand time. Partnership and collaboration are essential to meeting this challenge, and we recognize the expertise, dedication, and creativity each of you brings to the table.

As we continue to look to the future and as the geopolitical landscape continues to evolve, our mission becomes even more important and the need for strong partnerships are all more critical. We hope this event provides a better understanding of PDCS and the role that you can play in building effective diplomatic facilities around the world. With that, I will be back to talk later. But with that, I will pass it on to Jillian Savage, who is a director over at our Office of Procurement, otherwise known as AQM. Jillian.



MS. JILLIAN SAVAGE: Thank you, Rick. Hi. I'm Jillian Savage. I am the contracting officer and branch chief with the Office of Acquisitions Management, Facilities, Design, and Construction division. Next slide. First we're all here as stakeholders of the U.S. Department of State. Here's a snapshot of our org chart.

Whether you're here to contract or learn more about doing business with the Department of State, specifically the Overseas Building Operations, you may or may not know or realize how large it is. Have a look. The print might be too small to see, but there are six undersecretaries and beneath each undersecretary are a number of bureaus. The bureaus and offices that we will discuss today both fall under-- next slide-- the undersecretary of management, also known as M. Today you're here to learn more about the Bureau of Overseas Building Operations. You'll see that M is robust with many bureaus designed to make our government more citizen centered, effective, and efficient. It also is a visual demonstration of how OBO and my office, AOB, are related yet separate. As you can imagine, both OBO and AQM have various offices within their organizations. Today we're here to focus on the Office of Program Development, Coordination, and Support and the offices within it.

But first, I'd like to introduce the A Bureau, as we like to call it, which contains 11 different offices which provides a plethora of support services and programs for the entire Department of State, including logistical support, domestic real estate property, facilities management, records management, publishing, and others, including procurement, which is where OPE comes in. Next slide.

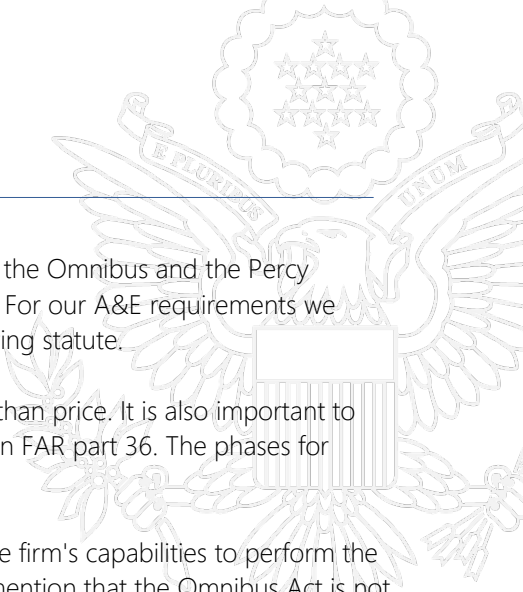
Under the A Bureau and the business arm of the department, which is the Office of Procurement Executive, OPE consists of two different offices. One, the Acquisitions Policy, and the other the Office of Acquisition Management, also known as AQM. Next slide. AQM manages, plans, and directs the department's acquisition programs, and conducts contract operations in support of activities worldwide.

AQM provides the full range of professional contract management services, including acquisition planning, contract negotiations, cost and price analysis, and contract administration. The Facilities Design and Construction Division of AQM, as mentioned earlier, acquires architectural and engineering construction and facility support services required predominantly by OBO. I would like to mention that OBO also utilizes OPE's regional procurement support office in Frankfurt, Germany.

We call it RPSO for short. Their objective is to provide Foreign Service posts worldwide with a responsive and efficient procurement and contracting resource. A few slides later, I'll provide a QR code for RPSO, so please have your cell phones ready if you would like to get a direct link. Next slide.

On this slide is a visual of the various procurement regulations and sources that FTCD utilizes for procurements for OBO. As you'll see, we have various internal and external sources we have to consider. The capstone is the federal acquisition regulations. For OBO we commonly utilize the three sections within part 36 regarding construction and A&E contracts. Our agency supplement to the FAR, also called the DOSAR, includes additional regulations associated with the procurement of these services.

FAR part 15 provides the regulations associated with contracts by negotiation and is what we use for the majority of our contracts here in FTCD. Next slide. Other regulations to consider include the Percy Amendment, where U.S. companies are given a 10% price evaluation preference over non-U.S. firms. This applies to projects that do not require a clearance and are not subject to the Omnibus Diplomatic Security and Anti-Terrorism Act-- say that fast five times-- of 1986. Omnibus applies to all diplomatic facilities, projects over 10 million, and it requires an in-depth review of a company to



determine if they meet the qualifications to meet the U.S. persons requirement. Both the Omnibus and the Percy Amendment are disclosed at the time of phase one of the Procurement on sam.gov. For our A&E requirements we utilize the Brooks Act, which is also known as the selection of architects and engineering statute.

The cliff notes on this is that the act is A&E based and it is qualification based rather than price. It is also important to note that for both construction and A&E, we utilize two phase method as described in FAR part 36. The phases for construction and A&E, however, are different, which I'll cover later. Next slide.

For design, build, and construction projects, the first phase includes assessment of the firm's capabilities to perform the project and its eligibility under the Percy Amendment or the Omnibus Act. I wanna mention that the Omnibus Act is not applicable to unclassified contracts as well. Construction firms may also submit qualification statements with more than one A&E firm. The names of the pre-qualified firms from phase one are published on sam.gov and may be contacted regarding subcontracting opportunities. The only pre-qualified firms will receive the next phase, which is the RFP. Next slide.

The RFP, the formal solicitation, includes our specification documents, our terms and conditions, and also describes what a firm needs to submit and how they will be evaluated. Phase two also typically requires a site visit to the project site. Next slide. We utilize the negotiation procedures in FAR part 15.

As mentioned in phase two, we issue the RFP, which also includes Q&A from pre-qualified offers and a site visit. Proposals received from the pre-qualified firms are evaluated by the government based on the evaluation criteria in the RFP, and if we need to, we'll open discussions with the competitive range and make an award based on the criteria set forth in the RFP. Next slide.

Here are some of our current project delivery methods. Both design bid build and design build with bridging are used. Context, complexity, construction environment, and urgency are evaluated in deciding a delivery method. It's the OBO director who determines the project delivery method for each project. Alternate project delivery methods such as earlier contract involvement are used to ensure best practical outcomes and reduce risks for those projects.

The most commonly used delivery method is the design build with bridging documents. Our contracts also are fixed price, and to accommodate the most recent influx of inflation, we also offer fixed price with economic price adjustments which will be disclosed at the RFP phase. For construction contractor selection awards, we utilize the best value continuum. As mentioned in FAR 15, to make award selections we look to obtain the best value in negotiation acquisitions by using any one or a combination of these source selections.

In different types of acquisitions, the relative importance of cost or price may vary. The best value trade off method is used to evaluate proposals with a focus on past performance and project management and the evaluation process rather than strictly lowest proposed price. For the best value, LPTA, lowest price technically acceptable selection, is made to the technically acceptable proposal with the lowest evaluated price. Next slide.

As mentioned earlier, we follow the Brooks Act and award to A&Es based on demonstrated competence and qualification of prospective contractors to perform the services at a fair and reasonable price. OBO has a variety of projects, and we accept both emerging practices and established firms. Next slide.

Going back to how construction and A/E differ from the two phase selection process, here's a visual demonstration of the steps when making IDIQ awards for A&E. The main difference is that we in the contracting office don't issue the RFP

to the company until they're actually selected. Then we negotiate to ensure fair and reasonable prices to award to the selected A/E firm or firms.

We have a variety of NAICS codes that we procure for OBO. Some are listed here. Our most utilized NAICS code is 236220 for construction of office buildings. We use this NAICS code for our major capital projects and for our design build IDIQs. To be considered a small business under this makes the average annual receipt amount for the last three years is \$45 million.

For our A&E services we utilize both 541310 and 541330 depending on the requirement. I'll break down OBO's IDIQs based on NAICS codes in the next slides. The highlighted IDIQs are those that reside with PDC. These coming up in the next month, we're gonna be very, very busy. You can see, we have many in 2024 and 2025. Both PDC and my office are gonna be busy, and all of these opportunities are available on sam.gov.

And that being said, I would just like to include that this meeting today is for informational purposes only and that any questions for any of our opportunities available on sam.gov, any questions or to be directed to the individuals in the sam.gov announcement and will not be addressed here today. Sam.gov is the one stop source for the U.S. federal government for contract opportunities. It's where my office, AQM, posts contract opportunities for all major capital projects and IDIQ competitions.

As mentioned earlier, OBO also utilizes the Regional Procurement Support Office located in Frankfurt, Germany. They have opportunities for projects below \$10 million for and for non-diplomatic facilities that exceed \$10 million threshold. Please make sure to look at their website for opportunities. And with that, it's now Rick Sullivan's turn, again, to cover and dig into PDCS. Thank you.

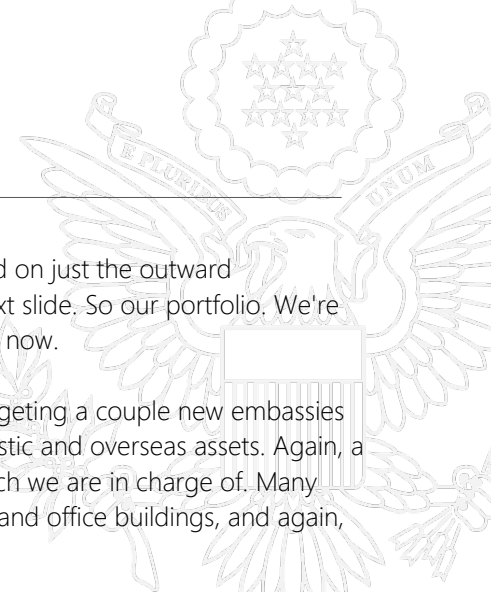
MR. SULLIVAN: All right. Thank you very much, Jillian. And I would like to say AQM and Julie's been a great partner with OBO. We work very well together with our contracting officers and can't do any of this work without them. So I'm gonna give a little brief overview of OBO, Overseas Buildings Operations, and then we'll jump into our directorate program development, coordination, and support.

So for those of you who don't know, OBO is a bureau under the Undersecretary for Management much like the procurement office is. OBO is effectively the landlord and the real property owner for the U.S. government for all overseas facilities with the exception of DOD military bases. Let's go to the next slide. So our mission is to provide the most effective facilities for United States diplomacy abroad.

That is why we exist, so our diplomats have a safe, effective place to work out of, to communicate, and advance U.S. interests overseas. Our collective responsibilities here. Customer service. We take that very seriously. Again, we are here to support overseas post, and that manifests itself by either building new buildings, maintaining new buildings, leasing properties, and everything that goes in between. We have a big process improvement going on right now, business process improvement we call it.

It's really defining our processes and becoming more efficient in how we operate within the Bureau to provide those services. Total cost of ownership is another thing we really focus on. We not only design and build these facilities. We own and operate them and hope they last a good 50 plus years. So we're very cost conscious on what these things will cost to operate and how we can maintain them going forward. And then proactive risk management.

We operate in wildly different environments around the world, which bring in a lot of risks. Sometimes political risks



working in countries that might be somewhat adversarial. Sometimes climate risks based on just the outward environment, the logistics, the infrastructure. You name it, we have it. Let's go to the next slide. So our portfolio. We're currently 288 locations. That number fluctuates a little bit, and actually it's growing right now.

We're actively working on opening new embassies currently in the South Pacific and targeting a couple new embassies in the Eastern Caribbean coming up. So that number fluctuates a little bit. 26,000 domestic and overseas assets. Again, a good mix of government owned and leased facilities. Many of those are residences which we are in charge of. Many leased, but quite a few owned. And that's a big part of our portfolio. Just shy of a thousand office buildings, and again, that number is growing as we build new compounds.

Portfolio replacement value, \$85 billion, 84 million gross square feet of space. And the culturally significant object and artworks is kind of interesting for this. A lot of these were gifts to the U.S. government that are housed in our embassies around the world or residences, Chief of Mission residences. Some of them are priceless. All the way to our arts and embassy program that we're very proud of here in the Bureau that curates art from contemporary artists to put in our embassies.

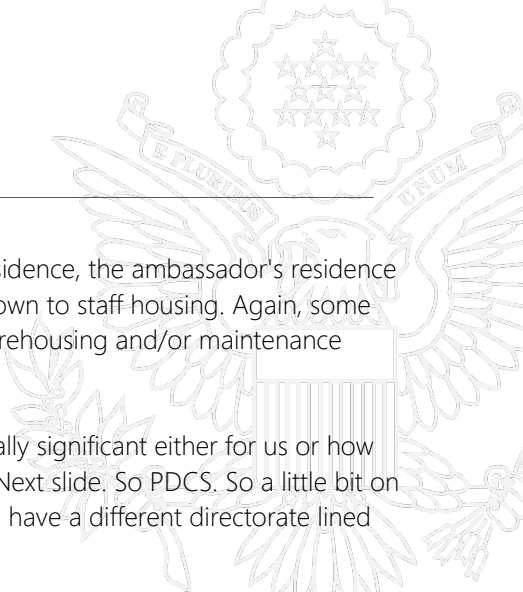
Let's go to the next slide. So we have a very unique program, as we discussed. Our building sizes range from very small to quite large. Some of our smaller embassies and consulates are a handful of people, up to our largest ones which are 2,000 or so people. Consular windows. One of the big things that our embassies do overseas is issues of visas locally and American Citizen Services for United States expats living overseas. And again, those vary wildly.

Some posts have zero consular windows and then our larger ones, particularly in Mexico and the Caribbean, sometimes up to a hundred consular windows. Desk range, like we talked, anywhere from very small to quite large. The tenant one there's interesting. A lot of people think the State Department is purely or embassies and consulates overseas are purely State Department, which is not true at all.

40 plus tenant agencies from around the government are housed in our embassies. We work very closely with the rest of the federal government. That's everything from DOD, DHS, Commerce, Agriculture. You name it, they're probably working in one of our embassies somewhere advancing U.S. interests. Sites, again, we go very small sites to the very large, hundred plus acres and a few places. And the environment is varied. Terrains vary greatly, temperatures. Like I said, we operate in Central Asia, Mongolia, and Kazakhstan, where it gets minus 40 not for a day or two but for a couple months at a time, to very hot, like on the Horn of Africa where it gets to 140, again, not for a day or two but for months at a time. And everything from desert to tropical, which really we take a lot into account on how we design and maintain these facilities so they last a long time with humidity issues, mold issues, sandstorms.

You name it, we have those types of issues. Security is one of the biggest drivers we have, one of the biggest reasons we get the funding we do. Ever since the issues all the way back to Beirut in the '80s, to East Africa in the late '90s, we've had some embassies that have had some bombing attacks. So we take security very seriously, and you'll see that on many of our compounds where anything from helicopter landing zones, operation centers, security annexes, et cetera. So the program varies greatly. As we often say, if you've seen one embassy, you've seen one embassy, because they're all just a little bit different based on the programmatic need in that country. Some are heavily security focused, DOD focused. Some are more political economic focused. DEA in a lot of countries, et cetera. So different building types. We build embassies and consulates. The difference in that is mainly the embassy tends to be in the capital city where the Ambassador works out of.

Consulates tend to be in other major cities in those countries. All of those have offices and support annexes. Housing, as



we talked about. Representational housing. That tends to be the Chief of Mission Residence, the ambassador's residence and the deputy's residence where they host representational functions, all the way down to staff housing. Again, some owned, some leased. Warehouses and shops for places where we can't get good warehousing and/or maintenance services on the local economy.

And we have a good number of Cultural Heritage properties that tend to be historically significant either for us or how we procured it or for the local government, and we try to maintain those especially. Next slide. So PDCS. So a little bit on OBO just so you know, kick this off. We're doing PDCS today. I think every month we have a different directorate lined up. We have four main directorates, Program Development, Coordination, Support.

We also have a construction security management directorate, a planning and real estate directorate, and an operations directorate. You'll get a chance if you show up at future Industry Days to hear about them. Program Development, Coordination, Support is where we're at. We have four offices within PDCS. the Office of Cost Management, headed by Ricardo Flores. Unfortunately Ricardo couldn't make it today, so Steven Arrey, who is a division chief in that office, will present for them.

We have Dawna Wright, who is acting office director right now for our Design and Engineering Office. Unfortunately Dawna couldn't make it either. We have Joe Cafferata, who is our Mechanical Division Chief will be speaking today. We have our Office of Project Development Coordination Stephanie Felton is here, which is great. And Jaime Salcedo runs our Special Projects Coordination group, and Pete Gulbranson will be here to discuss that today. And with that, I'm gonna turn it over. I believe we have Steven Arrey in our Cost Management Office going first. So Steven, take it away.

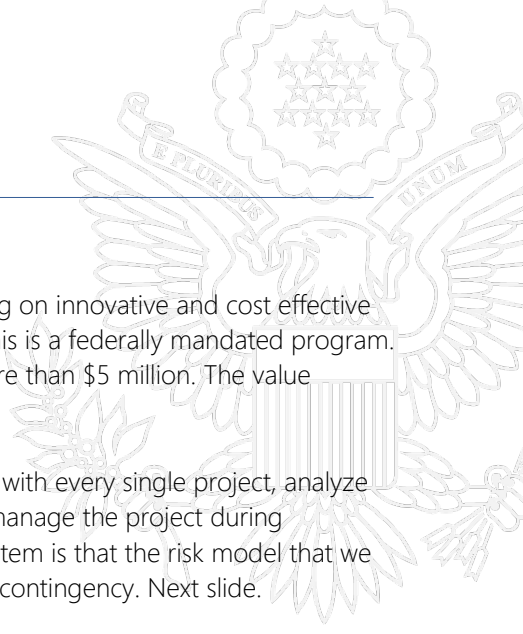
MR. STEVEN ARREY: Thanks a lot, Rick. I hope you can hear me clearly. And you can see me too. Great. My name is Steven Arrey. I am one of the division director here in Cost. The Office of Cost Management, what we do, our responsibility is to provide cost engineering and value engineering services to all OBO projects. So what we do is we identify all cost items for all OBO projects in all stages of the project for the life cycle of the project.

We are divided in five units. The first two units are, if you see on the left of your screen, are the two divisions we have and they focus on cost estimating. The unit in the middle is the Value Engineering and Risk unit. What they do is that they identify all the risk items for the project that's for the risk management aspect of it and the value engineer for every single project in OBO. We have a newly created group which is our Data group.

What they do in the Data group is that they collect all the data, analyze them, and use the results to inform our future metrics for our future database for cost estimating. The last unit to your right on the right is the PDCS Support Unit. They provide administrative support not only to Cost but to the entire directory on all issues administratively related. Next slide.

Now on the next slide, about three, four, five slides I will be talking about what we do specifically in Cost. It's gonna be very high level. The two main product that we produce in cost include the current working estimate and the independent government estimate. The current working estimate identifies our cost items of the project that include cost as the site acquisition cost, the site maintenance cost, the construction and design costs, and of course, the owner cost.

The owner cost here is OBO. We call it generally OBO soft cost. That is the cost OBO spent to manage these projects. And the second main item that we produce in Cost is the independent government estimate. That is a request from AQM Jillian Savage talked about earlier on. So we produce an independent government estimate and AQM uses that information to facilitate award of some of the projects. Next slide. Now the value engineering program.



Value engineering program seeks to optimize all project life cycle costs while focusing on innovative and cost effective engineering solution that will achieve project essential performance requirements. This is a federally mandated program. We apply value engineering on every single OBO project with construction costs more than \$5 million. The value engineering group also do another aspect which is the risk management. Next slide.

The risk management program, what they do is they identify all risk items associated with every single project, analyze them, and use a report to inform our planning contingency and also help to better manage the project during construction. We have a model that we use to identify those risk items, and as a risk item is that the risk model that we use also to inform our contingencies. This include the planning and the construction contingency. Next slide.

As I stated earlier, we have a newly created group, which is the data group, which is very essential to what we do. So this group, what it does is that it collects data, analyzes the data, and use the report to inform our cost metrics. We will also use that report to inform our-- for further reporting and also to inform management analytics. We use the report also to inform other offices that are seeking request from Cost to have a better understanding of our products.

Now, next slide. What is in there for you? We are not able to do every single cost estimate within our office. In fact, we only perform barely 10% of our cost estimating. So we outsource a lot of this cost estimating. You may not directly provide cost estimating to us, but it is an opportunity to shop with a prime A/E firm which is prime, and you can shop with them to provide cost estimating services to us.

We have a smaller portion, about 5% of what we do, cost estimating IDI cost consultant that we hire, and those are up in FY '25. Stephanie at PDC will be talking broadly about that opportunity. For Value Engineering and Risk group, we also provide a service using IDIQ vendor for the risk management aspect of it and also we hire IDIQ contractor to provide value engineering services. So those are the four main services that, if you are interested in doing business with us, you could provide.

I should say three of them we have a IDIQ contract that we hire, but the bulk of what we do, 90% of it is done through a A/E service vendor and you could provide that service by partnering with an IDIQ assessor. That's, in a nutshell, what we do. I will stop it here and pass it along to Joe to talk to you about our design office. Over to you, Joe.

MR. JOE CAFFERATA: Perfect. Perfect. All right. We get to do the fun stuff. I mean, there might be some disagreement over that amongst some of the other folks, but I would say we get to do the-- we work together with our private sector partners to actually figure out, hey, is this gonna work? How do we solve? We've got all of these effective diplomacy platforms that Rick was talking about.

How do we actually make that work? What do we actually build? What are we talking about? How do we cast policy in concrete? So we're gonna talk a little bit today about the six divisions in the Office of Design and Engineering. We're gonna talk a little bit about what we do and what that means, and then we'll talk a bit more about how we work together, what some of the upcoming contracts are, and what that means. So we're gonna start with me because I get to give this.

So I run the mechanical group, and in that we have the HVAC stuff, all the general mechanical work, building controls, energy management, mostly because we burn the power so we get to manage it. That's in my group. Dawna Wright in her day job runs the electrical and telecom and shielding work. So all of the power and how we're how we're getting power to the buildings and how it's distributed, telecom, all those pieces. Bunch of you are currently involved in those

things.

John is the civil structural, which also includes geotech, blast, and climate security and resilience, which we'll talk some about their contractors which grew out of the natural hazards group. It's now looking at a much broader look at how our facilities are impacted by climate change and flood risk and a bunch of other pieces. We'll talk about that in a second.

Interior design is Laura Rogers, and that's kind of three main portions of that work. There's all the space planning. How big do these things actually need to be, how do they lay out, how do they block and stack, which, as any of you who are-- a bunch of you who are on the call that have done our work, so you know that who can sit next to whom is a non-trivial exercise, as we say. They also run the furnishings, so what furniture are we doing, buying that, all the FFE pieces. We do that in-house and then ship it to the contractor.

Design coordination is Eric Mucklow and his group. That tends to be both the internal building permit processes, because we're the HJ for our stuff, as well as design standards, coordinating with the technical branches about what the standards should be. He runs all the processes, the internal processes. And then Curtis, as you know, is the architectural piece. How do these things work? What's the overall look and feel? How do the spaces function?

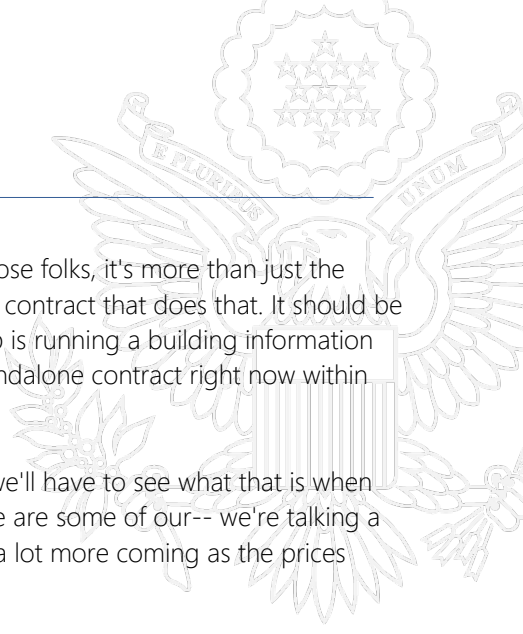
Site layout, all those pieces. So that's kind of the big high level overview of what that is, who we are. Next slide, please. And so this is kind of talking a little bit about some of the civil structural pieces. They're a little bit unique in that they have their own IDIQ that competes here later on this fall that will be-- that's done. There's flood studies. How good is the flooding? We say, all right, you want the hundred year flood elevation for the finished floor.

What is that? A lot of places we don't know and they don't have good flood mapping, so we hire you guys to help us know that. Seismic screening. As you know, there's been some pretty dramatic earthquakes that we have seen so we want our folks in the best housing we can get available. So that's both the local housing pools as well as the embassy pieces, what we're doing. As it says, blast here is typically done on the project level. We do some overall studies as well. And then the adaptation planning and the natural hazards work is looking at what are all the hazards. Are you looking at Manila? It's got them all. And so what does that look like and where does that come across. Next slide, please. And so this is some of the more on the climate security and resilience and what that-- it's an IDIQ contract. One year, four base options. Jillian and the sam.gov staff will have all the details, of course, what the expected values are and things. But this kind of gives you an overview of what we do.

Next slide, please. There we are. Each division has their own specialties. Most of our work is done through the worldwide design services contract or the support services contract, but there's a handful of things that are separate or a little bit unique. Architecture.

I call it the fancy rocks, which pretty much every architect on the call-- which there's, like, 400 of you, so I'll have to be careful-- cringe a little bit when I'm talking about the stone facade. But we have some consultants to look at those things for spalling and connection details. The interior design contract we're competing right now. Implementation services. What does that look like? That's all the systems furniture. Battery energy storage systems.

That's a technology that obviously that's changing practically daily, and we have a contract that's on the street right now that my group is running to be able to store more photovoltaic energy as well as microgrid solutions and a bunch of other cool stuff. Electrical engineering does a lot of telecommunications and shielding testing.



We say we build these things to a certain standard. Do we actually meet it? So for those folks, it's more than just the commissioning and the construction process. They also go out and test. They have a contract that does that. It should be open in 2026. So not today, but coming up. And then the design coordination group is running a building information management and modeling contracts where we're helping us do that work. It's a standalone contract right now within NIBS.

We'll likely recompetete that in 2026, and it probably will be completed this time. But we'll have to see what that is when we start doing procurement planning as we go forward. Next slide, please. And these are some of our-- we're talking a little bit about renewable energy installations. We've done a bunch of them. There's a lot more coming as the prices have gotten crazy.

It's super exciting. So we're doing a lot more of that work. About half of that's with the new embassy construction portfolio, the new embassies, and then about half of that's with my group as a stand alone follow on project. Those are mostly done through IDIQ projects, although some projects are done through some of the other some of the other contracting methods that we use.


So that's just sort of a broad quick overview. And I know I talk too fast. It's been a problem that I'm working on for a long time. I get excited because it's really fun work that we get to do together. And so this is kind of what we're doing. And all this is kind of done through the project management-- is Stephanie next or is it is it Pete? I think Pete's group is actually next, so the high security pieces that Pete will talk to are in the next slide. So that's what I've got. Thank you much. Oh, it is Stephanie.

MS. STEPHANIE FELTON: It is me. Hi all. Thanks for joining us today. As you can tell, we're all excited to be here and talking to you and happy to share what's coming up in our program and how we work and how you can work with us as our industry partners. So there we go. So I am the office director for the Office of Project Development and Coordination, and we provide project management oversight for all the major projects that OBO does, from initiation through construction or design build award.

We provide support to our construction colleagues in the field after award as well. We're responsible for establishing and managing the scope, schedule, and budget in collaboration with our colleagues who are here in the webinar with us today, and also other offices that will be represented in future Industry Days as we've broken these up within our four directorates in OBO. So PDC has six divisions. Five are aligned regionally, which is how State Department's political and executive offices in the Department are aligned.

And then these divisions are comprised of project managers for all of our major projects. These are the people that you as A/E's and continuing on into construction, these are the folks that you would primarily interact with. Before we get to construction award they would be the primary POC and the contracting officer's representatives for our projects. And then we have one division that is called project analysis.

This is actually a collection of a number of important things, and they do scheduling, tax relief, financial support, data analysis and reporting, and also process improvement with our data and modernization opportunities that we're pursuing right now. There we go. And this shows an example of our website and how you can get in contact with us. There are also a number of links in the chat that you can follow to understand how to work with us, what opportunities are coming up, how to schedule a capabilities conversation, what our six year or five year project plan is. And so please become familiar with this, but then also know, as Jillian mentioned, that all of our opportunities that are upcoming are posted on sam.gov. So that is the clearinghouse for getting federal work with us. Next slide.



Speaking of opportunities to work with us, something that-- things that will be posted on sam.gov are these IDIQ opportunities. A number of my colleagues have already talked about some of these that are upcoming for re-solicitation. You can see looking at the dates next to all of these, anywhere between this year and in the coming two to three years, we're re-soliciting all of these. And then we'll generally do a one year base contract with four year extension.

So a lot of opportunity coming up. I wanna focus on the A/E design services. That's our worldwide design services IDIQ. They perform the majority of our design and bridging work prior to construction award or design build award, and so really they're very important for helping us execute our capital program. Right now we have about 16. We have this on the street right now for phase one pre-qualification, or rather, just phase one selection, and then phase two shortlist will come after that which will have additional interviews and process to select a pool for the next five years. What I wanna say about that is this is-- I believe Jillian touched on this, but this opportunity is closing here in the next few days. And so if you are interested in teaming up, these are architect-led generally.

If you're interested in being on a team, I hope you've already been coordinating that. Hope you're getting your proposals tidied up and that we'll see many of you in this first phase. So we also have other A/E opportunities that will be coming in the near future, and I'm sure Pete is gonna talk about the A/E services for special projects that require top secret clearance. But we will also next year be re-soliciting the A/E support services. And these also have the opportunity of being engineer-led.

Primarily our A/Es are architect-led, but in the support services we do have multidiscipline engineering firms leading some of those teams as well. So lots of opportunities coming up and really important folks in terms of executing our capital program. So the next slide. And speaking of our capital program, this is a look of our Capital Security Construction projects that are coming up over the next five years.

Rick mentioned earlier that Capital Security Construction is an important funding mechanism that we have, our funding stream that we get from Congress to replace existing facilities with new facilities that meet all the functional and resilience requirements, but especially security requirements. Those are very important to us. Previously we may have heard, if you've worked with us in the past, we had a top 80, and all of the new projects were prioritized by security. And the least secure embassies got a new embassy compound because they were high up on the top 80 list. Now we're transitioning to a capital or a capital prioritization process which is gonna take a look at not just security but also function and appropriateness, facility condition index. So we're going to be reprioritizing the future portfolio as sort of a successor to the top 80 to take into account our aging building stock. And we're also gonna be transitioning. Our portfolios of projects is going to transition more to major renovation and rehabilitation. We have a lot of facilities that we built over the last 20 years of the Capital Security program, and so now we're in a position of having to maintain and sometimes recapitalize those facilities. So this gives you a graphic image of where we're gonna be building across the world in the next few years. But if we go to the next slide, I'm gonna talk to you a little more about FY24. We're kind of focusing on the equatorial latitude this year. We have three Capital Security Construction projects, new embassy compounds. They are all design build with bridging and they will all be releasing their design build RFP within the coming months. And so we'll talk a little bit more about each of them. The first one-- slide-- is Bangui Central African Republic. This is on a 14 acre site. As I mentioned, design build with bridging.

The sam.gov pre-qualification stage is out on the street now. Responses are due April 5. So if you're interested, I hope you've seen that and are working towards it. We anticipate releasing the bridging RFP in May. The bridging architect, as a part of our IDIQ pool that I mentioned earlier, is Marlon Blackwell Architects. And this particular project is-- if you're not familiar with Central African Republic, it is a landlocked country within Africa. It is also on our critical environments

list, and you may have previously seen critical environment list posts that were in very high security areas like Beirut and Iraq and Afghanistan.

There's also a critical environment for security in Central African Republic. And so there's gonna be an added layer of security added to this project for the general contractor to maintain the security of the workers and their staff in terms of movement, security, and added security around housing. Make sure that everybody is safe while this project is being built, so there will be that added layer on this.

And going with that sort of difficult environment, this project-- let's go back just a sec. This project is also, while the chancery itself is not very-- I wouldn't say it's one of the larger chanceries that we've built. It's 110 desks. But we do have all housing on compound, because the environment to live in, housing is not the standard that typically we would like, and also just the security, getting to and from work for our Foreign Affairs staff.

We are providing the housing on compound, so that includes apartments, Chief of Mission residence, and a Marine security guard residence. Next. We also have an island nation in the Caribbean, Port of Spain, Trinidad and Tobago. This is an 11 acre site. The pre-qualification stage has not been released on sam.gov but should be coming next month, so keep an eye out for that. And then we'll be releasing the bridging RF-- I'm sorry, the design build with bridging RFP in June.

And the bridging architect for this is Mark Cavagnero Associates. This project, just some things to keep in mind being an island country. There are, of course, shipping and materials availability, logistical supply chain things that need to be thought through. And I'm sure the compound that we're building on, there is a significant tree that we are looking at retaining. It's a nice feature of the site and culturally significant, I believe, in Trinidad so we are looking at retaining that. But otherwise it's a fairly typical chancery building, support services, and a Marine security guard residence. Next slide. And the third of our necks this year is embassy Praia, Cabo Verde. This is another island nation, this time off the West Coast of Africa. Another 11 acre site. Typical chancery and support services scope for this project.

The pre-qualification stage is already complete, so the next step for this is to look out for the design build with bridging RFP in June. Studio Ma's our bridging architect on this one. And I would say that the one feature to note on this is it is a lock and leave post, as we call it. It does not have a Marine security guard residence because there is not a detachment in Praia. So there's space for it on the compound but we are not including that with the scope of this particular project. Next slide.

And in addition to our NEC's, I mentioned that we do have a lot of portfolio that we need to continue to maintain and to upgrade as those services and buildings start to reach the end of their life cycle. And so this includes these projects here. We actually have far more projects than this, but many are being done by our IDIQ partners. These are the ones that will be full and open, and that are more major projects that we'll discuss a little bit more in depth right now. Next slide. So we have upcoming RFP will be released in May. Another design build with bridging. In case you haven't guessed, that's our bread and butter. We do a lot of design build with bridging. We do use the other contracting methods, but this is one that's fairly typical for us. Bern is an existing operable or operational facility that we're going to be doing security and systems upgrades for.

Next is on Honiara, Solomon Islands. This is one of the new post openings. Rick mentioned that we are opening some additional posts, many in the South Pacific. This is to counteract mal influence in that region, and so we do have a number of new post openings. Many of them are going into leased commercial office space, which includes this one is going into leased office space. That's approximately 30 desks, and so that's going to be fit-out in that commercial space.

RFP will be released later, May, June timeframe. Next?

Consulate General Marseille. Another commercial office space lease fit-out. This is a new building to us. It's not our existing facility. We are moving to this one. So there we're doing, as you can imagine, we have to upgrade the physical security and the systems to meet the needs of our Diplomatic Security colleagues and also the functional needs of our Foreign Service partners. And so the RFP is going to be released in June, and Studio Ma is also the architect on this one. Next slide.

And then we have Consulate General Thessaloniki, RFP to be released in April. Annum Architects, formally Ann Beha, is working on this project. It's security, life safety, interior upgrades. Again, one of those projects that-- we have a lot of complicated projects coming up with a lot of opportunities to do system upgrades, so our engineering partners are especially important, these disciplines in these projects. And one that I don't have a slide for but just wanna mention is we're also going to be doing a Buenos Aires select improvement projects.

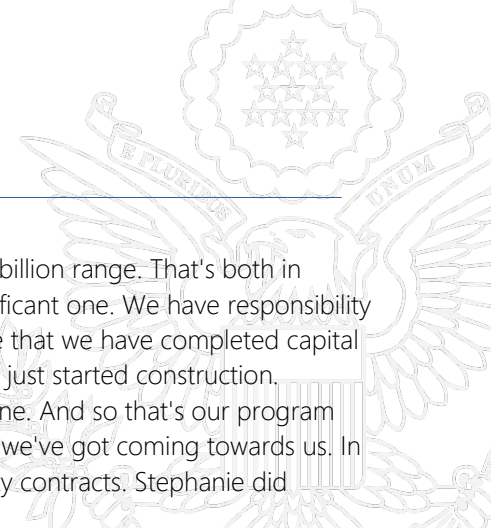
That also includes security upgrades, systems upgrades, and a renovated consular suite. And that is also going to be released for RFP in May. So all of these coming out in anywhere between May or April and June. So a lot of things to keep an eye open for on sam.gov. Many opportunities, and we look forward to seeing you all propose on those and to working with you in the future. And so now I'm going to kick it to my colleague Pete Gulbranson to talk more about our special projects. Pete.

MR. PETER GULBRANSON: Great. Thank you very much, Stephanie, and good afternoon, everyone, and thanks to all of you for joining us this afternoon. Really excited to talk to you all about some of the exciting work we're doing in the Office of Special Projects Coordination and to talk to you a little bit about what it is that we do in SPC. Next slide, please. So the Office of Special Projects Coordination is responsible for managing and coordinating, really the entire project lifecycle for specific projects that are assigned to us by the OBO director. The director will assign us projects primarily based on-- primarily he will assign his projects that have special and unique security requirements. A lot of posts and projects have special security requirements that are over and above what Diplomatic Security requires for the rest of our portfolio.

If there's something unique or strange or odd, those are the types of projects that get assigned to SPC. SPC is really kind of a mini OBO. We have capability for project management, design management, as well as construction management and security management all within this office. Now, of course, we're a small office compared to PDC or DE, and so we do coordinate very closely with the rest of the Bureau. But we do have these capabilities to do projects at our specific posts within our office.

And so our primary mission is to design and construct the facilities for these types of posts here within our office, specifically for capital projects. But if there are smaller projects if there's lease fit-outs, we work closely with planning and real estate folks to make sure that our requirements are taken into consideration. Likewise, maintenance of the facilities within our purview. We work closely with facilities maintenance to make sure that, again, that our security requirements are being met.

And so in a nutshell, that's basically what we're doing within OBO-- or within SPC we have units for each one of these four activities. In addition to that, we also have a support unit which helps us with our finance and our contracting and that sort of thing. So we're somewhat of a self-contained unit, but we do coordinate very closely with the rest of the Bureau. Next slide, please.



All right. So currently SPC is responsible for managing projects that are about in the \$2 billion range. That's both in design and construction. So we're a slice of the overall OBO program but not an insignificant one. We have responsibility right now for 15 posts in eight different countries. Out of those 15 posts, we've got three that we have completed capital projects on. That would be Moscow, Beijing, and Guangzhou. We have a fourth that we just started construction. That's Hanoi. So the rest of those posts-- that's 11 posts-- are on our checklist to get done. And so that's our program going forward. That's some of the long range opportunities that SPC has as far as what we've got coming towards us. In addition to that we do have five active R&D services, indefinite design, indefinite quantity contracts. Stephanie did mention this as well. Specifically our A/E services contracts require TS facility clearances.

So that IDIQ contract is going to expire this year, and so we'll be-- I'm sorry. Next year, so we'll be re soliciting that. And you should see a Sources Sought and a FedBizOpps for that in the next 12 months or so here. So that's coming up. Currently what we've got on the boards that we're working on. We've got a consular lease fit-out in Wuhan. The fact that this is in Wuhan maybe gives you a little bit of a flavor of what types of projects SPC works on.

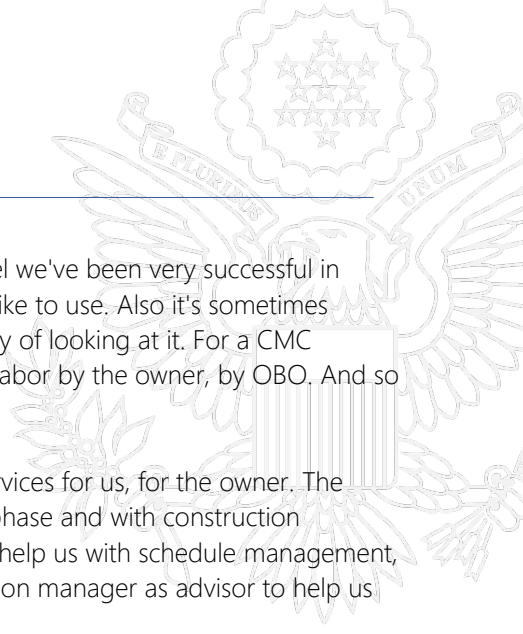
Really exciting for us. It looks like we're going to have beneficial occupancy for this project next week, so this one is just wrapping up. We've got an emergency repairs project in Havana that we're working on for various reasons that if you watch the news, I'm sure you can imagine. Havana has been a tough post to maintain properly over the last 10 years or so, and so there's a lot of work to be done there and we have a project going on to make the first round of those emergency repairs and make sure we keep that post running smoothly.

I mentioned the Hanoi NEC compound. That's the rendering you see in this slide. That's kind of the 800 pound gorilla for SPC right now. We just broke ground on this project about three months ago and we're ready to start drilling piles in the next few weeks here. So that's very exciting for us. Guangzhou Facade Rehabilitation. This is a design build project to repair the facade at our consulate in Guangzhou.

So that's currently in design, so we hope to get that under construction later this year. And then we have a selective improvements, which is sort of a major rehab project at Embassy Moscow which, as you can imagine, is a very challenging project. It's challenging to do construction in a location where the host nation is not very friendly to what we're trying to do. And so it's a matter of trying to figure out how to make that construction happen despite the challenges that that contractor faces.

For SPC it's really about working hand in hand with our contractors to find the best way to solve some of these-- in some cases, it seems like insurmountable problems that we can have at some of these posts. Next slide, please. All right, so there's a few things-- a few initiatives or ways of doing business that SPC does and uses that are a little bit different than the rest of the Bureau. Stephanie mentioned that a lot of PDC's projects are designed built with bridging. We also kind of prefer to use design build with bridging when it's possible. Because our security requirements and the design criteria for our projects are sometimes very unique, design build with bridging isn't always the best choice for us. So we actually, sometimes for very complex projects and large capital projects, we like to use what's known within the government as construction manager as constructor. In the private sector you might hear this referred to as construction manager at risk.

Essentially what it means is that we like to get the construction contractor involved in the project as early as possible in design, and that allows that contractor to be able to have a say in the design process and have a voice with the design and with the owner team. And it's very important we use we use a comprehensive partnering mindset to make sure that the contractor, the designer, and OBO, the owner, are very well coordinated.



The goal is to fuse those three entities into a single construction team. And so we feel we've been very successful in doing that, and for our large capital projects, that's the type of contract we typically like to use. Also it's sometimes known in the industry as a guaranteed maximum price contract, so that's another way of looking at it. For a CMC contract, for those large capital projects like Hanoi, it takes a lot more management labor by the owner, by OBO. And so we also use what is called a construction manager as advisor contract.

Primarily we use a construction manager as advisor to provide additional support services for us, for the owner. The CMA works side by side with us to help us with project management during design phase and with construction management during the construction phase. They help us with cost estimating, they help us with schedule management, commissioning services. All those sorts of things are things that we ask our construction manager as advisor to help us out with.

And the last thing that we use that maybe is a little bit different than some of the rest of the Bureau, although PDC does try to do this whenever they have an opportunity to, we use domestic off-site manufacturing in our capital projects specifically for the secure areas. And really what this is about is we're not so much trying to use off-site manufacturing or off-site construction as a way to save money. It's more about trying to keep our cleared labor on the job site to a minimum.

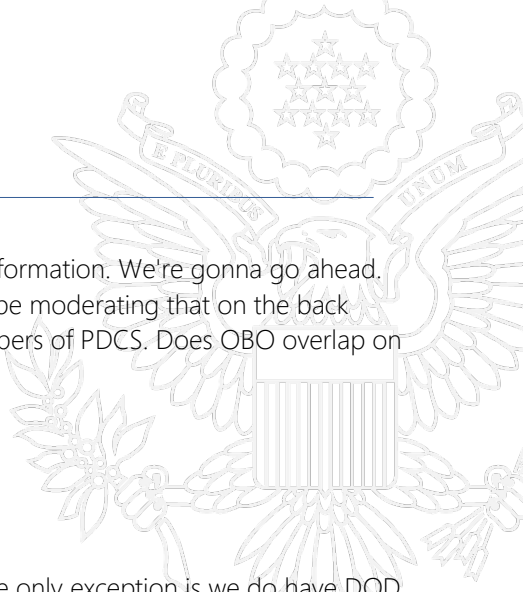
And so we're really trying to build as much of those secure portions of the building here in the States before we ship the parts and pieces over to the site. So those are three initiatives that SPC likes to try to use to reduce our risk and leverage what it is we do. Next slide, please.

All right. We'll talk a little bit about our upcoming projects. This one is a few years out still. Hong Kong Selective Improvements project. We're looking at making a construction award for phase one in FY26. This is an existing compound. Again, a very tricky environment to work in. The Hong Kong authorities have really cracked down on our ability to do work in Hong Kong over the last five years or so, and so right now we're focused on trying to do an NEP upgrade and a facade upgrade here in Hong Kong and to provide some structural upgrades and mitigations as well. So currently we've got a lease fit-out project with the landlord for the tall skyscraper across the street there. That's happening this year. Once we're able to swing some parts of the post out to that swing space, we'll be able to start our selective improvements project. Next slide, please. And the other SPC project that I'll talk about today is our Chief of Mission Residence in Beijing.

Rick mentioned these types of projects earlier when he spoke. This is essentially the ambassador's residence. Currently our current ambassador's residence in Beijing is a 1950s facility. It's essentially been our ambassador's residence since Nixon reestablished relations with the Chinese back in the '60s, and so it's a legacy building.

It does not meet our needs anymore, and it's not really representative of where the U.S.-China relationship is now. And so this is a great facility design done by Richard Kennedy, and our intention is to try and-- so the FedBizOpps for this should go out very shortly, and our intention is to award the design build contract for this later this year. And that's it for SPC. I think I'll turn it back over to External Affairs.

MS. LAUREN LUCKETT: Great. Thanks, Pete. And thank you, everybody else, for walking us through your directorate. We're gonna touch on a couple of things before we dive into the Q&A. Next slide. I just wanna highlight, for those of you who have joined to get some information on recruitment and careers within OBO, these are the four areas of where we hire.



On the next slide you'll see a QR code where you can scan to get some additional information. We're gonna go ahead. We've got a couple of minutes for the Q&A. I know Meghan's been kind enough to be moderating that on the back end, so let's just dive into them. So the first one I have here-- and feel free any members of PDCS. Does OBO overlap on projects with DOD?

MR. SULLIVAN: Not really.

MR. CAFFERATA: Go ahead, Rick.

MR. SULLIVAN: I'll say no mostly because appropriations are different. I would say the only exception is we do have DOD that pays into our capital cost sharing program for those DOD personnel that fall under the State Department Chief of Mission Overseas. So some DOD personnel overseas work for the Chief of Mission, which is the ambassador, and report through that through the embassy, and others work through a military command. And so if it's appropriated from DOD through the military command, they have their own set of standards their own process. We're not involved. If it's appropriated through the capital cost sharing program or through Department of State, we do it even though that might include DOD personnel.

MS. LUCKETT: Great. Thanks, Rick. And we've got a question in here for Jillian or Patrick. If experience is based on past performance, how does a new contractor get into working with OBO?

MS. SAVAGE: So for past-- can you hear me? Sorry. So for past performance, the offer is not required to submit anything on this element because we usually consider information in the offer submittal and it's gathered from other sources such as CPARS and other federal databases and references. If there's not past performance there then they're rated as a neutral for that factor.

If they're more discussing about experience, they need to show that they have relevant projects in terms of size, type, and complexity. And it's not always required to be a OBO project. It could be something that they did domestically or for another agency. And as long as it meets those three things, it's considered relevant project experience.

MS. LUCKETT: Great. Thanks, Jillian. I know that's a question that we get asked a lot, how to work with us. Switching gears a little, and we're gonna touch on flood studies. How far in advance are flood studies conducted for new embassy build projects? Are results available to contractors supporting the embassy facilities?

MR. CAFFERATA: The answer to that is it varies, of course. It's the classic engineering response. It depends. So usually a couple years-- usually a year or two, a couple years in advance of the bridging is in the best possible world. And if you're working on an existing project with us, I would say ask your COR and we'll see-- and they can coordinate internally and see if that's available. If it's available, absolutely, if we've done the work. If not, then no. No. But we should be able to coordinate that internally and get that to you.

MR. SULLIVAN: Yeah. Let me add real quick too that this is a fairly new process for OBO for us to do our own flood studies prior to a major project. It used to be something the contractor would kind of do, but we ran into some issues just with poor data in some overseas countries. So we started doing these ahead of time. But it's a fairly recent thing, so current projects, there's a likely-- good likelihood we have a flood study if it's a flood risk environment. But older projects or ones that are probably finishing construction now we probably don't have it, outside of what the contractor might have done for us.

MS. LUCKETT: Perfect. Great. Thanks, Rick and Joe. Next question. Does OBO have experience contracting slash working

with federally funded research and development centers such as Department of Energy, National Labs?

MR. SULLIVAN: I would say yes, some. Maybe not as much as we'd like sometimes. We have done some studies with the Pacific Northwest National Lab. We've done a little bit through the JASONS, if you guys know what that is. Kind of a separately funded group. We don't have purely research and development dollars, which makes it a little bit tricky sometimes for us to go straight to the labs.

MS. LUCKETT: All right. Thank you. Next one. Are separate O&M contracts for drinking water and/or wastewater services a requirement for overseas embassies?

MR. SULLIVAN: Joe, do you know if it's a requirement? I don't think it's a requirement.

MR. CAFFERATA: We do a fair bit of it in-house through our facilities group. We have water, wastewater-- we have water treatment plants most everywhere. We have wastewater plants at about a third or so of our-- I'm making numbers up completely. But a fair number of our posts. We do definitely have support contracts for that work, but a lot of it is done in-house as well.

MR. SULLIVAN: I would add that would be a great question, if you have the opportunity to chime in to the Industry Day that our construction-- or our operations group will do. That's where our facilities group is under, and anything operations and maintenance related, they could answer that a lot probably cleaner than we could.

MS. LUCKETT: OK. We've got another one in here. We're shifting gears a little and talking about small businesses. They're asking if we can recommend how small business consulting firms can get involved with OBO. Any input there from you? I know we've got our REC program. We've got the OSDD that we work with, but any additional information?

MS. SAVAGE: I can touch on things.

MS. FELTON: Jillian.

MS. SAVAGE: Yeah. So we do have an office for small businesses within the Department of State. And on Build With Us, the website that OBO gives in External Affairs that Stephanie mentioned earlier also includes a capabilities meeting. So the small business office and OBO, they're more than willing to have capability meetings with small businesses to see how they can fit into the organization.

In addition on the Build With Us website there are a list of our IDIQs, the awardees, and even our stand alone contracts where these large businesses are required to have a subcontracting small business plan. So there's a portion of the work that they're actually required to incorporate small businesses into the project, and more specifically, different groups of the small business categories such as women owned, service disabled, veteran owned, and other categories within the small business.

So there's various ways. And with the REC program, the Rapid Engineering Construction program, they go out about every year looking for folks that have the capabilities that they're looking for and they develop a list that they have for 8(a) firms and Alaska Native firms and provide projects to them for projects that are around \$5 million. Sometimes more, sometimes less. And it's a great segue to get in there.

Also our IDIQs, the design build IDIQs specifically have various categories to small businesses that we award to. So any

project that's below \$15 million right now, we compete with small businesses for those specific jobs. So there's a lot of opportunities for small businesses. You just have to get in there and get into the information and make the right contacts and display your capabilities so that they can utilize you.

MS. FELTON: And I will add on to that for small businesses that are in the 8(a) world. We do look for wide representation across the U.S. and in terms of size of firms in representing us in our designs. And so small firms can apply for the IDIQs as well. You don't have to be a large firm to either be one of the partner firms or to be a primary firm in those IDIQs. So there's plenty of opportunity there to either partner with others or be the primary.

MS. LUCKETT: Thank you so much. We actually covered two or three different other small business questions there, so that was fantastic. Thank you both. I've got another one in here for you, Jillian. Can you share the estimates for the overall magnitude of construction contracts planned for the award for the fiscal year '24 for small businesses.

MS. SAVAGE: So for the direct rewards for small-- can you repeat the last part of that question?

MS. LUCKETT: Sure. They were asking specifically for small businesses award, how much is going-- construction contracts plan for the awards in fiscal year '24 for small businesses. We would be directing everybody to sam.gov, correct?

MS. SAVAGE: So sam.gov is where we provide our opportunities for our standalone contracts and our IDIQ contracts. Most of our larger standalone contracts are based on our market research full and open for large businesses, but there are other opportunities that will be posted on sam.gov for projects that are either reserved, set aside for small businesses, or eligible for small businesses to participate in. Again, that is all based on our market research and which firms would be interested in what projects. So there's opportunities on sam.gov, and as mentioned, we have a variety of projects that we utilize our design build IDIQs for, and we utilize our contract holders for those small business categories and task order awards.

MS. LUCKETT: Thank you. We've got one specifically regarding code 541330. It covers a broad area of expertise. How does OBO define what type of engineering services they're soliciting for and is it defined by the scope of the project?

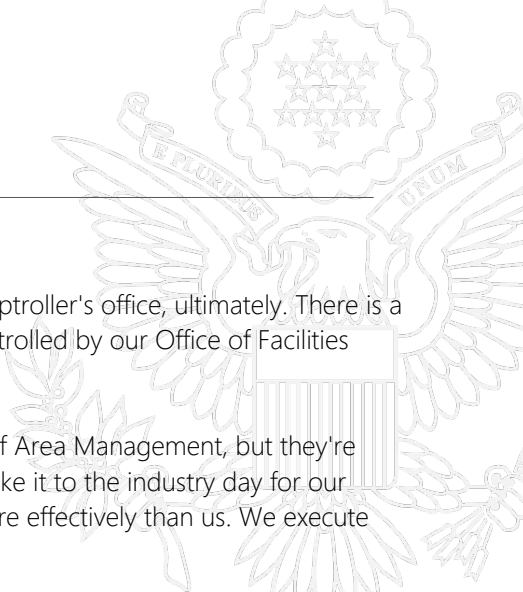
MS. SAVAGE: Yes, so the NAICS codes are displayed on sam.gov and within the sam.gov announcement. It's very specific in what we're looking for for that particular NAICS code. So it's very important to read the sam.gov announcements and make sure that you're able to meet those capabilities that it's requesting.

MS. LUCKETT: OK. Thank you. One here regarding bridging document architects. Are they eligible to be on DB teams?

MS. FELTON: Yeah, they wouldn't be able to be on. And sorry, Jillian, you know this better than I do. This is your bailiwick. But I would say if they participated in the bridging they would not be eligible to participate in the design build services. That would provide an unfair advantage.

MS. SAVAGE: That's correct. There's a COI issue if they did the bridging and they need to make sure to disclose that if it comes to that issue. I know that we've received questions if they worked on this part of the project, can they work on the design build contract. And depending on what they worked on, it's either a yay or nay for participation in the design build portion of the project.

MS. LUCKETT: We've got a question here. OBO discussed optimizing our budget for sustainment, restoration, and modernization. Which division is responsible for building that plan? Rick, do you wanna jump in on this?



MR. SULLIVAN: Yeah. I mean, anything budget related is gonna be through our comptroller's office, ultimately. There is a sustainment and restoration budget. We call it maintenance repair budget that's controlled by our Office of Facilities Management.

And then part of these things are funded out of a different group out of our Office of Area Management, but they're both in the ops directorate. So again, this might be a great question. If you could make it to the industry day for our operations directorate, that might be a perfect question for them to answer a lot more effectively than us. We execute projects. We don't really fund anything ourselves.

MS. LUCKETT: Thanks, Rick. Wondering what OBO's entity number for sam.gov is. I'm not sure if anyone knows that off the top of your head, but just for our attendees, we will be sending a follow up email and we could look to get you any unanswered questions, those answers in there. I'm assuming nobody on the team knows that off the top of their head, correct?

MR. CAFFERATA: No.

MS. SAVAGE: If I had to guess it'd be 1900, but that's just a guess.

MS. LUCKETT: I appreciate that. Thanks, Jillian. We've got some questions in here regarding natural hazards. Will the natural hazards IDIQ remain a separate contract from the climate security and resilience IDIQ?

MR. CAFFERATA: Based on my conversation with John, I believe so, but that's about the best information I've got.

MS. LUCKETT: We'll take it. Thank you. And a couple of you are asking if we're going to be sharing those slides. They will be sent out in that follow up email that I just mentioned. So yes, you will be getting a copy of this deck. We've only got a couple of other ones left. One of them is where can we get the forecast of opportunities, '24 through '25, for large businesses \$10 million plus. There is a list on the website but only for small businesses less than \$10 million. That might be something we have to circle back on, see what we can release, and get back to them.

MR. PATRICK REILLY: Yeah. I think that actually that map that Stephanie showed earlier is available on the website, the State website for OBO. It's the OBO Forecast. Goes out a couple years. Updated every year.

MS. LUCKETT: Perfect. Thank you, Patrick.

MS. SAVAGE: That's on the-- sorry. That's on the slides too in the IDIQ opportunities, and the years are there as well. So it's important for these small businesses to make sure that once these design build IDIQs and these other IDIQs come out, that they're ready to respond to them in that fiscal year.

MS. LUCKETT: We've got one regarding the REC program. Is the REC program only for 8(a) companies or Alaska Native companies as well?

MS. SAVAGE: Yes, it's for 8(a) companies and the Alaska Natives fall under that 8(a) program. They also have a-- it's a Hawaiian Native 8(a) as well.

MS. LUCKETT: And then the last one that we have here. OBO standards for lease facilities. Are they different than our

own work, our own projects?

MR. CAFFERATA: Both yes and no, sadly. Again, the famous engineering response of it depends. There's not a separate set of standards for these fit-outs, so it tends to be working with the rest of the Office of Design and Engineering to do what makes sense for those projects. The security standards are the same, but even those, it's kind of where possible on some of these. So there's a lot of nuance and judgment that goes into doing the lease fit-out projects.

MS. FELTON: And I would add on to what Joe said is that we have to review each newly acquired building or commercial office space fit-out. We have to look at what is achievable, what the existing facility provides, and what kind of mitigations we can do. If we can't achieve something that would be our standalone construction standard-- and a lot of that, there's back and forth with our Diplomatic Security colleagues to determine what security mitigations are required for the threat level at the post and the deficiencies that we find in the building itself. Lease fit-outs are very-- they vary greatly.

MS. LUCKETT: Thank you for that.

MR. SULLIVAN: I'll add real quick too, it goes into locally built buildings and throwing U.S. standards at it gets very difficult very fast. So we try to follow local code where we can, where local code makes sense, if it's appropriate, and then adapt our standards to that the best we can.

MS. LUCKETT: OK. Fantastic. Thank you. And that brings us right at time. I'm gonna hand it back over to Meghan to take us out. I just wanna say thank you to everybody for joining us and those of you behind the scenes making this happen. Meghan.

MS. SEBOLD: Yes. Thank you, Lauren, so much for putting this together. And we are right at three minutes from time, so great job on sticking with the agenda, everyone. Thanks so much to our panelists from PDCS and AQM and to all of you for joining us. And again, we will be following up with the presentation slides and a survey. So thanks for joining our inaugural Industry Days featuring an OBO directorate, and we'll see you next month.