



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

## OBO Industry Days: Directorate Specific

Construction and Security Management (CSM)

April 18, 2024

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# 1.0

## Opening and Introduction

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Meghan Sebold | Acting Director of EA | OBO

# Introductions



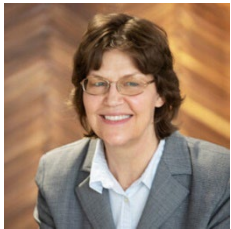
**Meghan Sebold**

Acting Director | External Affairs | OBO



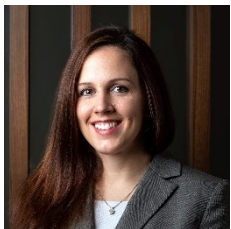
**Ambassador Moser**

Director | OBO



**Tracy Thomas**

Managing Director  
Construction and Security Management | OBO



**Jillian Savage**

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



**Roman Tellez**

Director | Office of Construction Management | OBO



**David Sparrowgrove**

Director | Office Security Management | OBO



**Lauren Luckett**

Strategic Industry Partnerships | External Affairs | OBO



# 2.0

## Welcome Message

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Ambassador Moser | Director | OBO

# Director Moser

- Appointed Director of the Bureau of Overseas Buildings Operation (OBO) on October 25, 2021.
- Previously Acting Director and Principal Deputy Director.
- Served as the U.S. Ambassador to Kazakhstan from 2019-2021 and to the Republic of Moldova from 2011-2015.
- Diplomatic career started in 1984, with Washington roles as Deputy Assistant Secretary for Logistics Management, Director of Global Support Services and Innovation, Deputy Executive Director for European and Eurasian Affairs, Post Management Officer in the Bureau of Near Eastern and South Asian Affairs, and Political-Military Affairs Officer in the Bureau of Political-Military Affairs.
- Overseas assignments include: Management Counselor at U.S. Embassy Kiev, Energy Attaché/Economic Officer and Management Officer at U.S. Embassy Almaty, Administrative Officer at U.S. Embassy Paramaribo, Financial Management Officer at U.S. Embassy Cairo, and Consular Officer/Staff Assistant at U.S. Embassy Bonn.
- Originally from North Carolina, earned a B.A. in Political Science from the University of North Carolina at Chapel Hill.







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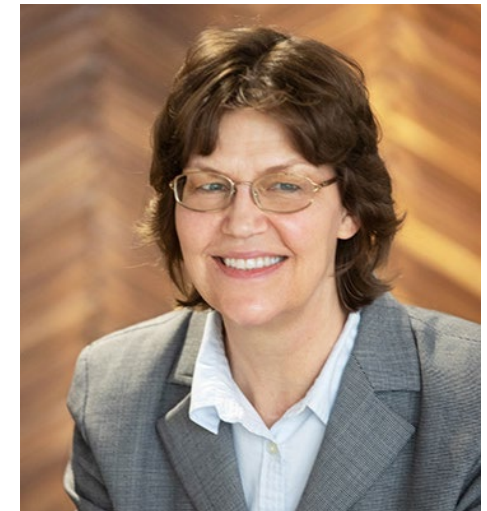
## Introduction to OBO and CSM

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Tracy Thomas | Managing Director | CSM

# Tracy Thomas, Managing Director

- A career member of the Senior Foreign Service at the U.S. Department of State's Bureau of Overseas Buildings Operations (OBO).
- Directs Construction and Security Management programs for the U.S. Department of State's real property portfolio at over 288 locations globally and a replacement value exceeding \$85.1 billion.
- Previously served as Project Director for new diplomatic construction in Suva, Fiji; Sana'a, Yemen; and Islamabad, Pakistan.
- Held the position of Senior Construction Executive overseeing diplomatic construction in Europe.
- Has over 30 years of experience in federal and private sectors.
- Received numerous awards for superior performance and leadership, including serving as a Congressional fellow from 2016 to 2017.







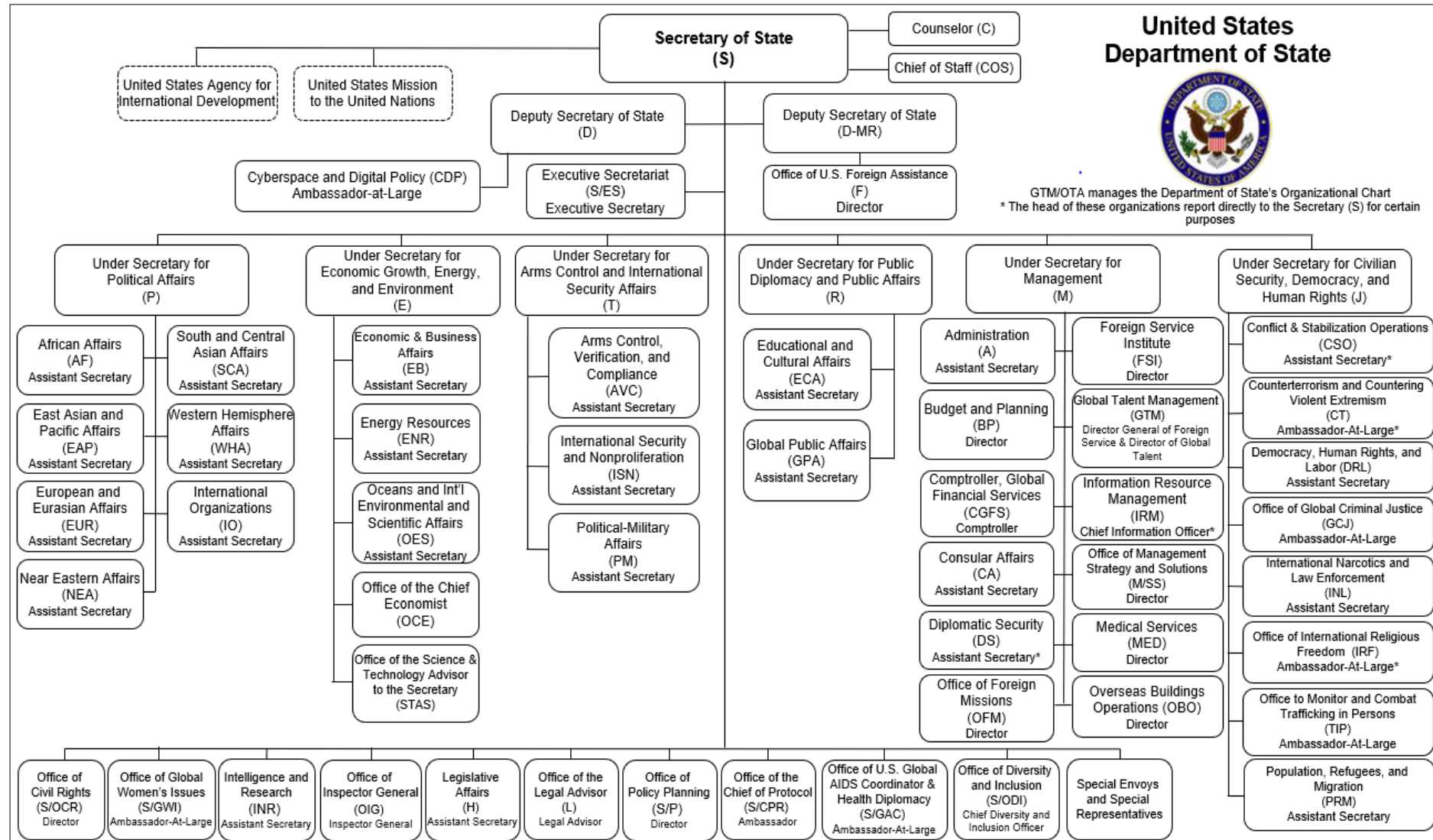
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## Procurement Process and Overview

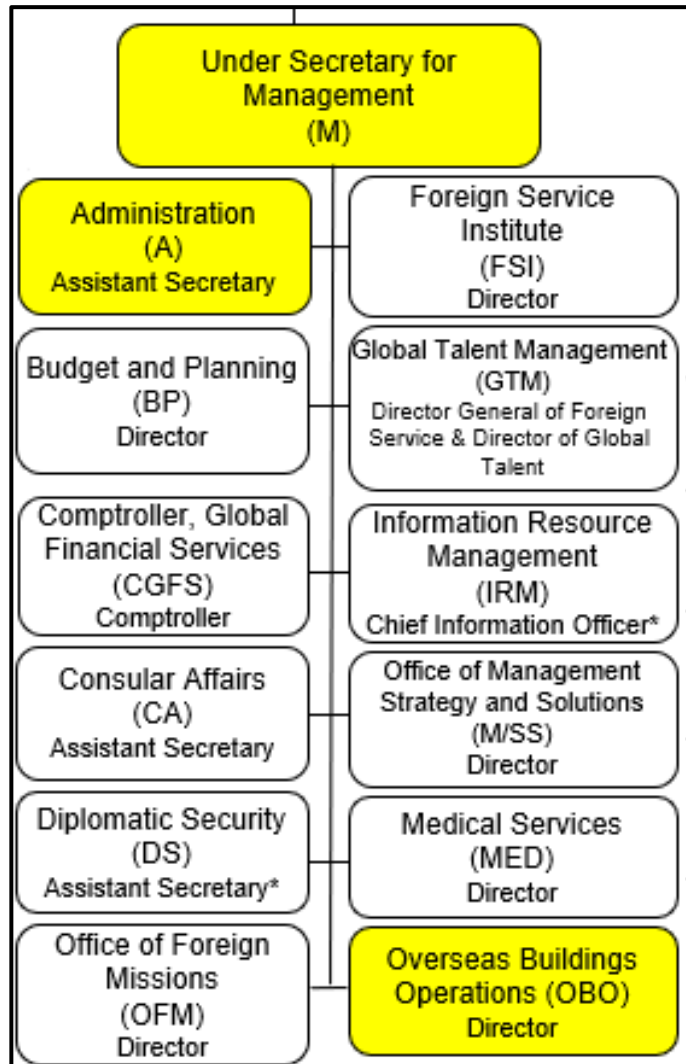
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Jillian Savage | Facilities, Design & Construction Branch Chief | AQM

# The U.S. Department of State



# The Under Secretary for Management (M)



The Under Secretary for Management is the State Department's representative on the President's Management Council and is the Department official responsible for implementing the President's Management Agenda (PMA). The PMA is a set of management initiatives designed to make government more citizen-centered, effective, and efficient.

- **Bureau of Administration**
- Bureau of Budget and Planning
- Bureau of Consular Affairs
- Bureau of Diplomatic Security
- Bureau of Global Talent Management
- Bureau of Information Resource Management
- Bureau of Medical Services
- **Bureau of Overseas Buildings Operations**
- Bureau of the Comptroller and Global Financial Services
- Director of Diplomatic Reception Rooms
- Foreign Service Institute
- Office of Foreign Missions
- Office of Management Strategy and Solutions

# Bureau of Administration, Office of the Procurement Executive (OPE)

## 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.





# Officer of Acquisitions Management (AQM)

## 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



# Bonds & Surety

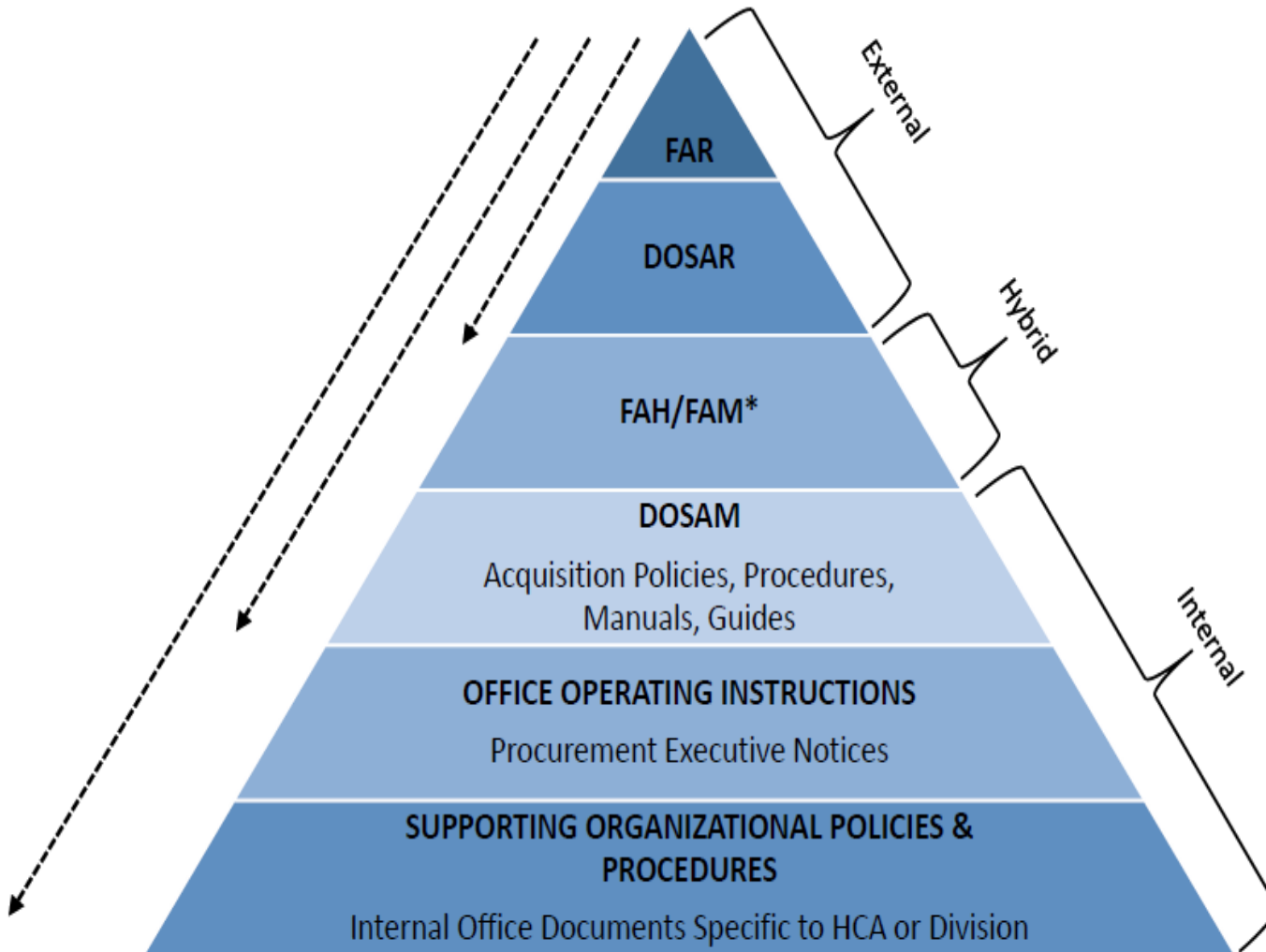
- FAR part 28 - Bonds and Insurance
- FAR part 28.102 Performance and payment bonds and alternative payment protections for construction contracts.
- DOSAR/DOSAM 628
- Miller Act
- Defense Base Act (DBA)



The background image is a collage of business-related items. It features a magnifying glass with a red handle and a gold frame, focusing on a document with a table of numbers. A silver pen lies horizontally across the bottom right. A black paperclip is attached to a document on the left. Another document with the words 'SURETY BOND' in large, bold, black letters is prominently displayed in the center-right. In the upper left, there are several colorful, overlapping rectangular strips in shades of blue, yellow, and green. The overall theme is professional and financial.

**SURETY  
BOND**

# AQM Procurement Regulation Sources for DOS Requirements



## [FAR part 36: Construction and Architect-Engineer Contracts](#)

- FAR Subpart 36.2- Construction
- FAR Subpart 36.3- Two-Phase Design-Build Selection Procedures
- FAR Subpart 36.6- Architect-Engineer (A/E) Services

## [DOSAR part 636: Construction and Architect-Engineer Contracts](#)

## [FAR part 15: Contracts by Negotiation](#)

# Other Considerations for Capital and Major Projects for OBO

## Percy Amendment

Projects over \$5 million are subject to the Percy Amendment (22 U.S.C. 302), which gives a 10% monetary preference to U.S. firms.

## Omnibus Diplomatic Security and Anti-terrorism Act of 1986 (22 U.S.C. 4852)

Diplomatic Facility projects over \$10 million or that include technical security are subject to Omnibus, requiring cleared firms and firms that meet the U.S. Persons requirement.





# Contract Format/Requirements

## RFP: Sections A-M & Contracts: Section A-J

### Section B

- Pricing

### Section C

- Statement of Work, requirements

### Section F Deliveries and Performance

- Completion Date calculated from NTP
- Liquidated Damages

### Section G: Contract Administration Data

- Invoicing and Payments (IPP Instructions)
- Certification of Payment to Subcontractors

## Section H: Special Contract Requirements

- Defense Base Act Insurance – certificates to be submitted to CO/COR before travel and maintained through performance of the project.
- Diplomatic Security Requirements
  - Include specified section in ALL subcontracts
- Photographs need advance authorization from RSO, COR, and/or SSM.
- Public Release of Information Requests
- Basis for Equitable Adjustment
  - 52.243-4 CHANGES (JUN 2007)
  - 52.243-5 CHANGES AND CHANGED CONDITIONS (APR 1984)
  - 52.243-7 NOTIFICATION OF CHANGES (APR 1984)

# Contract Format/Requirements Cont.

## Section I

- **52.222-50 Combating Trafficking in persons**
- **52.247-63 Preference for U.S.-Flag Air Carriers (June 2023)**
  - Requires that all Federal agencies and Government contractors and subcontractors use U.S.-flag air carriers for U.S. Government-financed international air transportation of personnel (and their personal effects) or property
- **52.236-13 Accident Prevention & Dosar**
- **652.236-70 Accident Prevention**
  - The Contractor shall provide and maintain work environments and procedures which will
    - Safeguard the public and Government personnel, property, materials, supplies, and equipment exposed to Contractor operations and activities;
    - Avoid interruptions of Government operations and delays in project completion dates; and
    - Control costs in the performance of this contract.

# Project Team Authority & Contract Changes

- **Only a Contracting Officer** has the authority to issue modification and authorize additional work not included in Contract/Task Order.
- The **Contracting Officer's Representative (COR)** and ACOR do NOT have authority to modify task order or contract terms.
- **Personnel at Post** do NOT have the authority to modify or request additional work under this task order.

## Changes

- If there is ANY change requested by anyone other than the CO, the contractor shall immediately bring this to the attention of the CO.
- If differing site conditions arise, the contractor shall notify the COR and the CO.





# 4.1

## Project Acquisitions & Contractor Selections

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# Current Project Delivery Methods



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

- Design-Build with Bridging Documents
- Design-Build without Bridging Documents
- Design-Bid-Build

**Contact Types:**

- Fixed-Price
- Fixed-Price with Economic Price Adjustment (EPA)



# Construction Contractor Selection & Awards

## Contractor Selection

- The Department recruits, prequalifies and awards contractors committed to the best practices with verifiable records of consistent success.
- The Department is working to expand the pool of contractors to promote competition and the best outcome for the U.S. government.

## Contract Award

- Best Value Trade-off: Focus on Past performance, Project Management, & Team Capabilities.
- Lowest Price Technically Acceptable.



# OBO IDIQ Opportunities with NAICs and Estimated Recompete Year (1 of 3)

## **236220 - CONSTRUCTION OF OFFICE BUILDINGS**

- DB & DBB (General Construction) IDIQs - 2025\*
- UNCLASS CHU IDIQs - Late 2024\*
- Worldwide FE/BR IDIQs - 2024
- Rapid Engineering & Construction\*

## **541310 - ARCHITECTURAL SERVICES**

- Earthquake/Seismic IDIQs - 2024
- Domestic AE IDIQs - 2028
- Worldwide Design Service IDIQs - 2024\*
- SPC Design IDIQs - 2024\*

## **541330 - ENGINEERING SERVICES**

- Scheduling/Claims IDIQs - 2024
- Value Engineering IDIQs - Late 2025\*
- Cost Estimating IDIQs - 2027
- AE Support Service IDIQs - 2025\*
- TPC Engineering Services IDIQs - 2026\*
- BAS Technical Support - 2024
- Environmental Engineering IDIQ - 2025
- Commissioning IDIQs - 2024
- A/E Roofing - 2024

## **561710 - EXTERMINATING AND PEST CONTROL SERVICES**

- Pest Management - 2025



# OBO IDIQ Opportunities with NAICs and Estimated Recompete Year (2 of 3)

## **238210-ELECTRICAL CONTRACTORS AND OTHER WIRING INSTALLATION CONTRACTORS**

- Telecommunications - 2026
- Engineering and Electrical Services IDIQ - 2024

## **561210-FACILITIES SUPPORT SERVICES**

- IMAP - 2025
- Facility Management Support Services - 2024
- Construction Repair Services - 2025
- Construction management Support Services - 2028
- Fire Alarm Maintenance - 2025
- Residential Generators - 2025

## **562910- REMEDIATION SERVICES D/B ENVIRONMENTAL REMEDIATION**

- Asbestos Abatement - 2024

## **561612- SECURITY GUARDS AND PATROL SERVICES**

- Construction Security Monitoring Services - 2024
- Cleared American Guards (CAGs) - Late 2024
- Construction Surveillance Technicians(CST) services - 2026

## **238220- PLUMBING, HEATING, AND AIR-CONDITIONING CONTRACTORS**

- Environmental Security Protection System Filters – 2024/2025



# OBO IDIQ Opportunities with NAICs and Estimated Recompete Year (3 of 3)

## **238390- OTHER BUILDING FINISHING CONTRACTORS**

- System Furniture Installation Services - 2024

## **238320- PAINTING AND WALL COVERING CONTRACTORS**

- Water Storage Tank Remediation - 2025

## **238160- ROOFING CONTRACTORS**

- D/B Roofing Services- 2024

## **541380- TESTING LABORATORIES AND SERVICES**

- Shielding- 2026

## **561621- SECURITY SYSTEMS SERVICES**

- Technical Security Services Installation- 2024

# How To Find Opportunities

All Major Capital Projects,  
Standalone Contracts, and IDIQ  
contract opportunities will be  
publicized at:

[www.SAM.gov](http://www.SAM.gov)

**\*Firms MUST be registered in SAM  
when submitting under Phase 1**

Regional Procurement Service  
Office Frankfurt:





# 5.0

## Introduction to OBO and CSM

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Tracy Thomas | Managing Director | CSM



# 6.0

## CSM Office Presentations

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# 6.1

## Office of Construction Management (CM)

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Roman Tellez | Director | CM



# Office of Construction Management (OBO/CFSM/CM)

## CONSTRUCTION MANAGEMENT (CM)

Recommends and implements **project execution strategies, policies, and procedures** for the management and oversight of design/build and other construction and develops **appropriate contract period of performance** for all design/build and design/bid/build projects.

The Office of Construction Management (OBO/CFSM/CM) advises the OBO Director on the management and execution of capital construction and major noncapital projects, as well as manages the funds associated with the construction of these projects. CM develops **appropriate contracts** for design/build and design/bid/build construction projects and plays a role in reviewing design drawings and specifications.

We will ensure a construction management program that facilitates professional, safe, and ethical delivery of our projects.



OBO's  
Construction  
Program

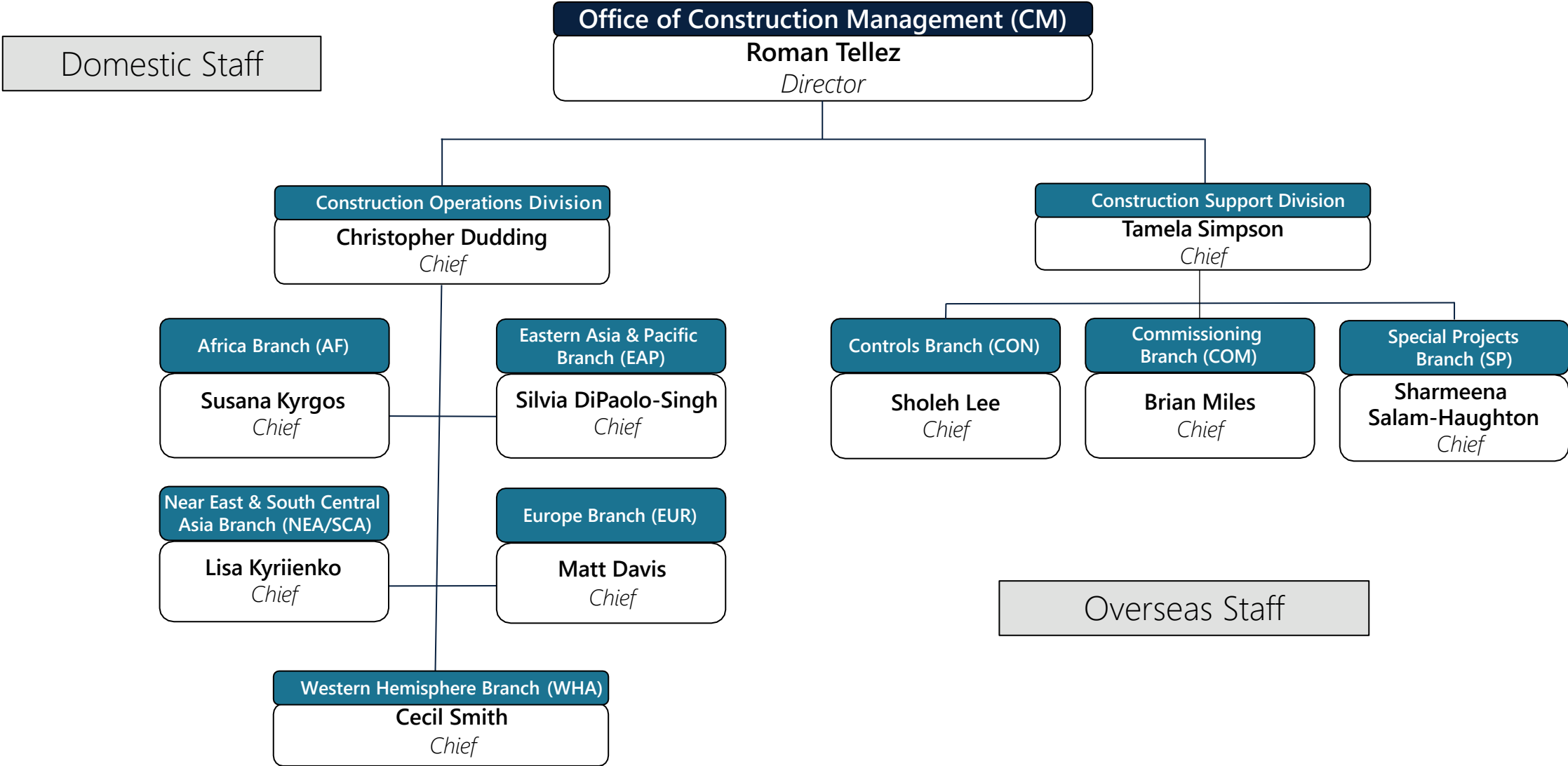


Capital  
Construction  
Projects



Noncapital &  
Major  
Rehabilitation  
Projects

# Construction Management (OBO/CFSM/CM) — Org Chart



# Construction Management (OBO/CFSM/CM)

## Office of Construction Management Staffing Overview



### AUTHORIZED STAFFING

Civil Service: 32  
Foreign Service: 131  
Personal Services  
Contractors: 91  
Third Party Contractors: 99  
Re-Employed Annuitants: 5



### TOTAL ON-BOARD

Civil Service: 28  
Foreign Service: 127  
Personal Services Contractors: 61  
Third Party Contractors: 72  
Re-Employed Annuitants: 2



**Total Domestic Positions:** 121(FS-34, CS-32, PSC-41, TPC-9, REA-5)  
**Total Overseas Positions (varies):** 278



291

*Total On-board*

67

*Total Vacancies*

# Capital Construction Projects

Projects that involve the construction of **new major facilities** and those that **receive specific authorization and appropriations** in the OBO budget.

A new embassy compound/campus is referred to as a **NEC** during its construction and as an **embassy compound** after its commissioning and occupancy. A new consulate compound/campus is an **NCC** during construction and a **consulate compound** after occupancy.

**New chancery or consulate buildings (NOB)** are offices of the ambassador/consul and other sections and agencies that require a controlled access area (CAA). The NOB also includes non-CAA areas for consular and public affairs activities and all general work areas.

## Non-office support facilities in the compound include...

Marine Security Guard  
Quarters/Residence  
(MSGQ/MSGR)

Compound Access Control  
(CAC) or Compound Access  
Pavilion (CAP) facilities

Utility buildings and utility  
infrastructure

General Service Office (GSO)  
warehouse, shops, or motor  
pool

Recreation facilities, e.g.  
tennis courts, gyms,  
swimming pools, etc.

Parking/parking garage for  
official embassy vehicles  
and a portion of the staff

House on compound, when  
required by Diplomatic  
Security (DS)

Chief of Mission Residence  
(CMR) or Consul General  
Residence (CGR)

# Noncapital & Major Rehabilitation Projects

## Noncapital Projects

Projects that involve renovating, upgrading, or improving **overseas facilities**. There are two types: **post-managed** and **Washington-managed**. Many types of noncapital projects are funded through a variety of functional programs. Some of these are managed by post, while others are managed by specialized programs within OBO.

### WASHINGTON-MANAGED

Projects that are usually too complicated for post and require Washington-based OBO management and support of design or construction, including a **stand-alone construction contract management team, typically on-site**.

The combination of Washington, D.C.-support in on-site presence minimizes impact to post resources and operations.

### POST-MANAGED

Projects that are the responsibility of the post, including **M&R Restoration**, that are approved by the operating offices within OBO, Diplomatic Security (DS), and the Bureau of Information Resource Management (IRM). Funds are allotted to the overseas post.

## Major Rehabilitation Projects

Major rehabilitation projects are the **principal type of noncapital projects managed by OBO/CFSM/CM**. Many overseas facilities are more than 30 years old and require maintenance.

These projects include **continuing maintenance, repair and rehabilitation, and major improvement** of the USG-owned and long-term-leased facilities.



A site inspection in Addis Ababa, Ethiopia



# U.S. Embassy Vientiane, Laos





# U.S. Embassy Niamey, Niger





# U.S. Embassy Nouakchott, Mauritania

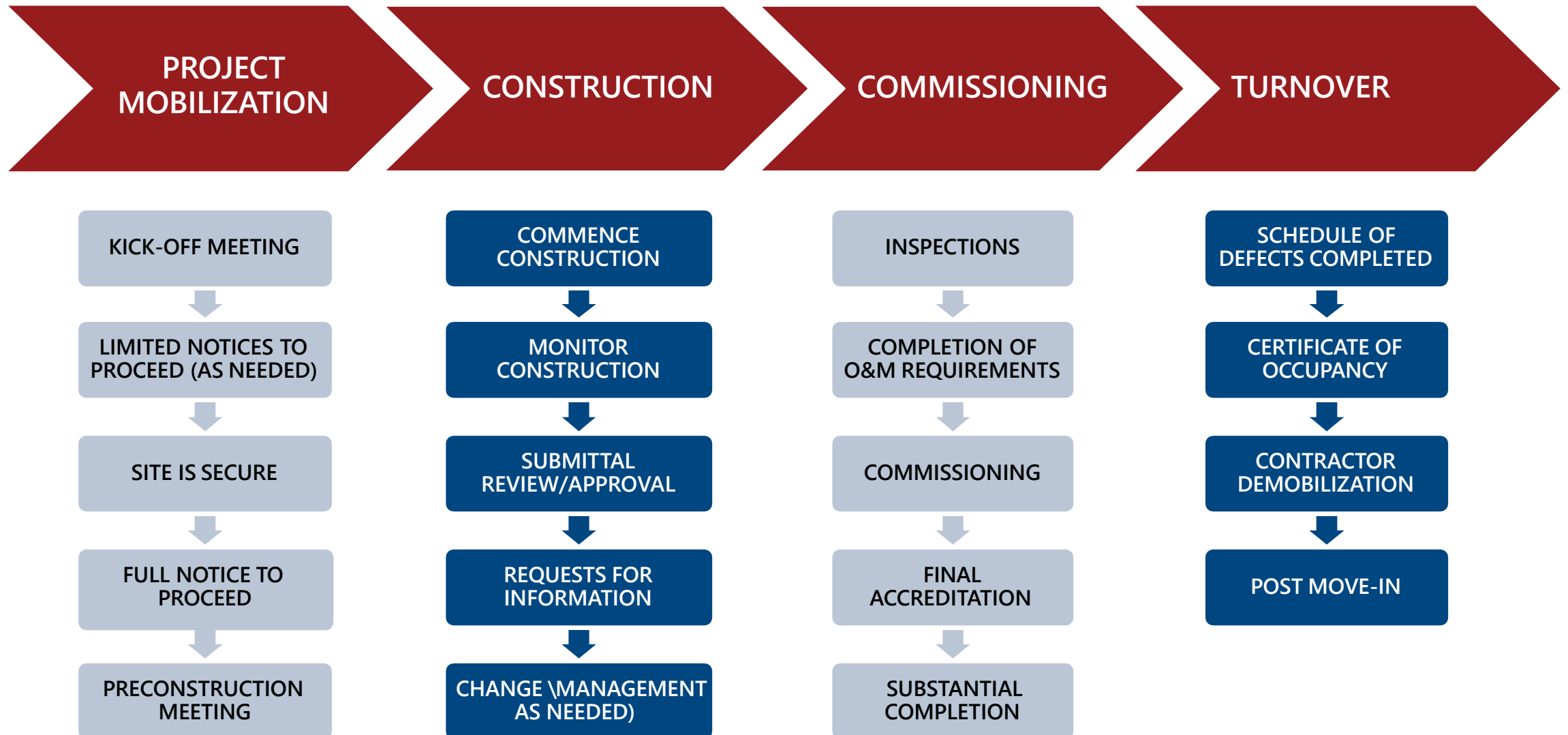




# U.S. Embassy Tegucigalpa, Honduras



# Construction Management Post-Award Flow





# Key CM Tasks

## Pre-Award

- OBO Core Project Team
- Technical Evaluational Panel Member
- Construction supervision and durations estimates
- Duration Estimates
- Division 1
- Pre-bid Site Visits

## Post-Award

- Core Project Team Lead
- Contracting Officer's Representative for Design-Build and other support contracts
- Integrated Design Review Management
- Project Administration and Management
- Construction Risk Management
- Lead Coordinator between Post, Headquarters, other DoS Bureaus, other USG agencies, Contractors, and host nation agencies and related entities

## Miscellaneous

- Security Standards Committee
- Professional Groups
- Outreach Events
- Internal and External Briefings
- Country Team
- Host Country Engagement

# Construction Management Initiatives

- Risk Management
- Lean Construction
- Formal Partnering
- Pull Planning



# Areas of Opportunity

- Worldwide Professional Engineering Services (site staff – IDIQ solicitation in 2026)
- Schedule and Claims Analysis Services (IDIQ solicitation now)
- Commissioning Services (IDIQ solicitation now)
- Personal Services Contracts (rolling on Monster.com)
- Partnering Services through our General Contractors
- Construction, Design-Build, and Design-Bid-Build Services
- Construction Phase and Design Intent Services



# 6.2

## Office of Security Management (SM)

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David Sparrowgrove | Director | SM



# Office of Security Management (OBO/CSM/SM)

The Security Management Division's (SM) mission is to ensure that all appropriate physical, technical and procedural security measures are incorporated into every OBO project design for U.S. diplomatic facilities, and to manage construction security programs that prevent physical and technical penetration and safeguard against mob violence and terrorist attacks.

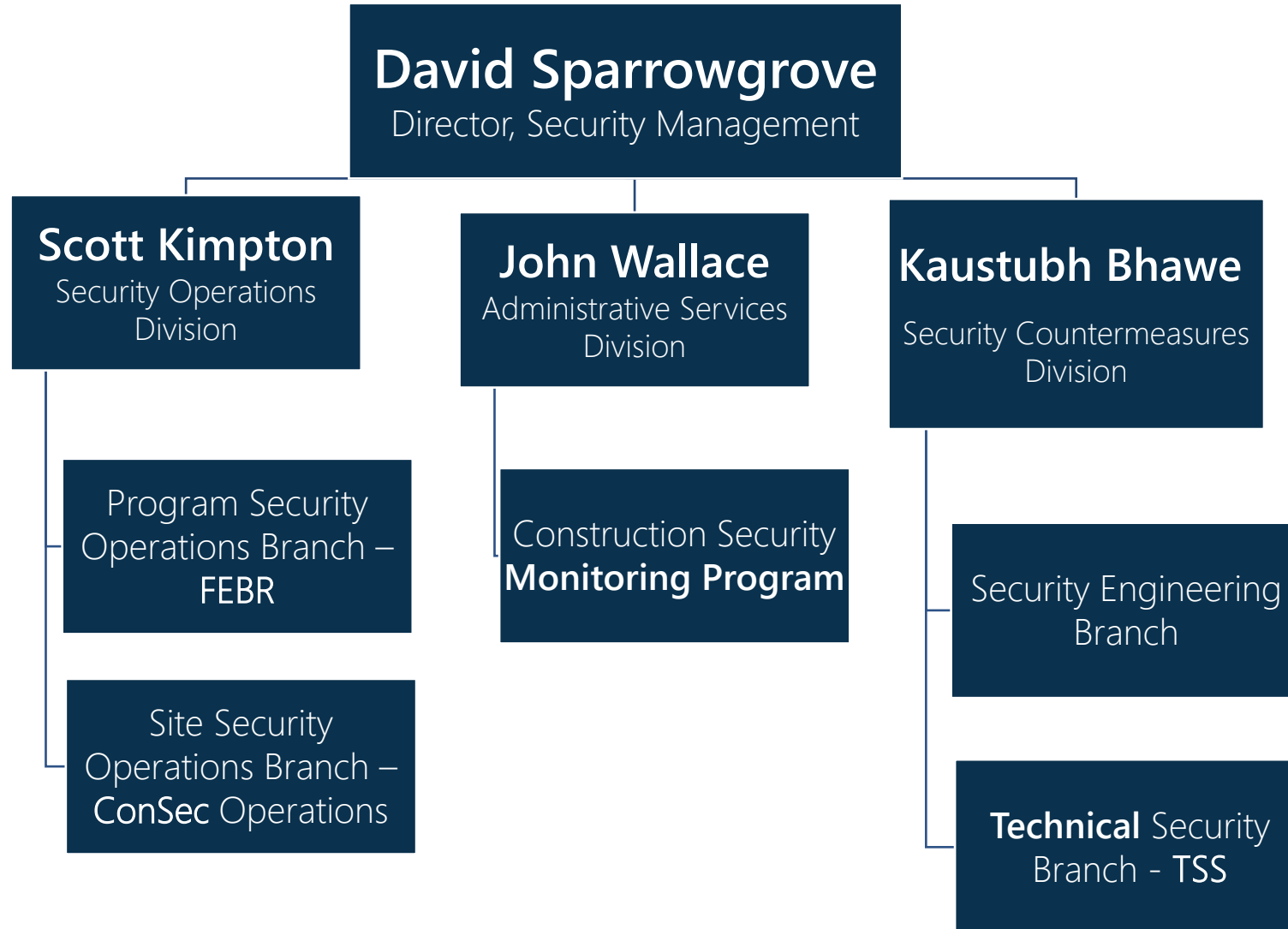
## Three Divisions

**Security Operations  
Division**

**Administrative  
Services Division**

**Security  
Countermeasures  
Division**

# Security Management (OBO/CSM/SM) — Org Chart



# Security Management (OBO/CSM/SM) — Office Roles



# Physical Security Upgrade Projects

OBO executes physical security upgrade projects via the Compound Security Upgrade (CSU) program. These upgrades include:

- Major CSU projects – Procurement depends on size and scope of work
- Smaller CSU projects – competed among existing general construction IDIQ contractors
- FE/BR / Vehicle barrier replacement projects – executed with specialized IDIQ contractors

**CSU Projects using  
General Construction  
IDIQ contracts**

**FE/BR and Vehicle Barrier  
Replacement Projects with  
specialized IDIQ contracts**

**Anti-Ram Vehicle  
Barriers**



# FE/BR and Vehicle Barrier Replacement Program

All U.S. Diplomatic facilities have Forced Entry / Ballistic Resistant (FE/BR) doors, windows, louvers and hatches, as well as Anti-Ram Vehicle Barriers. These specialized products must meet Overseas Buildings Operations and Diplomatic Security performance standards and testing criteria.

OBO uses specialized IDIQ contractors to execute lifecycle replacement projects for FE/BR products and vehicle barriers

**FE/BR Rated Doors,  
Windows, Louvers,  
and Hatches**

**Anti-Ram  
Vehicle Barriers**

**New (2023)  
FE/BR Certification  
Criteria (Rev H)**

# Technical Security Systems Program

All U.S. Missions are protected with **Technical Security Systems (TSS)** that must be installed by qualified cleared staff or contractors. The TSS includes Surveillance, Detection, Deterrent, and Emergency Notification.

## TSS Categories

### Design:

The TSS designs are developed by the U.S. government and/or the contractor, depending on the project.

### Design Review:

Reviews the contractor submitted designs for compliance with the government provided requirements.

### Procurement:

The contractor procures the TSS equipment in accordance with a government approved TSS equipment list.

### Installation:

The contractor installs the TSS in accordance with TSS designs and the government requirements.

### Inspections:

Conducts inspections of the contractor TSS installations for compliance with the government provided requirements.

# Construction Security Monitoring Program

OBO projects use Cleared American Guards (CAGs) and Construction Surveillance Technicians (CSTs) as part of the construction security monitoring (CSM) program where required by the construction security plan. On average, we issue roughly 25 new task orders annually and manage 65 task orders at any time. We currently have four active contractors.

OBO/CSM/SM also provides Site Security Managers (SSMs) via a personal services contractor program.

## CSM Categories

Currently supporting  
83 OBO projects  
worldwide with 362  
personnel deployed

45 Site Security  
Coordinators (SSCs)  
and Team Leaders  
(TLs) deployed

147 Cleared American  
Guards (CAGs)  
deployed

170 Construction  
Surveillance  
Technicians (CSTs)  
deployed

UNCLASSIFIED

# Areas of Opportunity

- **Forced Entry Ballistic Resistant (FEBR) Products**
  - Diplomatic Security approved products (doors, windows, louvers)
  - Installation / lifecycle replacement projects (IDIQ Contracts)
- **FE/BR/Blast Resistant Emergency Sanctuary Structures**
  - Modular, scalable, DS-approved/certified
- **Technical Security Systems (TSS) Design, Design Review, Procurement, Installation, and Inspections**
- **Construction Security (ConSec) Monitoring Program**
- **Construction, Design-Build, and Design-Bid-Build Services**





# 7.0

## Q&A

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# Who We Hire



## Civil Service (CS)

Federal government employees within a wide range of disciplines



## Personal Services Contractor (PSC)

Directly contracted government employees without the same benefits as CS



## Foreign Service Specialist (FS)

Specialized professionals that represent the US and conduct diplomacy domestic and abroad



## Internships

Temporary employees working to gain skills (paid and unpaid)

# Connect with OBO

**in** USDOS-OBO

**@** @STATE\_OBO

**ig** @STATE\_OBO

**f** FACEBOOK.COM/STATEOBO

**✉** OBOExternalAffairs@state.gov

**globe** STATE.GOV/OBO

## Working With Us

For Capabilities  
Conversation  
information, please  
register at:



## Careers

Join our talent network  
to receive  
communications about  
OBO opportunities  
and events:

