

OBO's Directorate-Specific Industry Day: OPS

Meeting Transcript

May 16, 2024 from 2:00 – 3:00 PM EST

BUREAU OF OVERSEAS BUILDINGS OPERATIONS



MS. MEGHAN SEBOLD: Good afternoon, everyone. Good afternoon, and welcome to the U.S. Department of State's Bureau of Overseas Buildings Operations Monthly Industry Day hosted by External Affairs. We'll give everyone just 30 more seconds to get logged in. Welcome again and good afternoon. This is Industry Day, featuring the operations directorate hosted by External Affairs.

OBO is the single real property manager for U.S. governmental, diplomatic, and consular property overseas and sets worldwide priorities for the planning, acquisition, design, construction operations, maintenance, and disposal of overseas property. Our secure, functional, and resilient facilities enable U.S. Foreign Policy through building technologies, sustainability, art and culture.

We see these Industry Days as an opportunity to strengthen the relationships between OBO and industry partners. It's great to see so many of you here today from various firms who are eager to explore opportunities to collaborate with us. Thanks so much for being here.

In this Industry Day series, we're highlighting directorates within OBO so that our stakeholders get a full understanding of what we do. Today, we're highlighting the Operations Directorate, which has many offices that include Area Management, Art and Embassies, Fire Protection, Cultural Heritage, Residential Design and Furnishings, The Office of Safety, Health and Environmental Management and Facility Management.

Joining us from OPS is our managing director, Chelsea Bakken, Office Directors Darrell Dantzler, Tobin Tracy, Sharon Kroszkewicz, Dave Needham, and Ralph Delarue, Acting Director Marika Zadva, and Senior Curator of Art and Embassies, Imtiaz Hafiz.

Also joining us today are our partners at The Office of Procurement, also known as AQM, represented by Division Director Patrick Riley, Branch Chief Ed Baran and Contracting Officer Jose Vasquez. Our industry engagement advisor, Lauren Luckett, is also on the line and will be sharing helpful resources throughout the event, including a Slido link where you can submit questions throughout the event.

First up, we've got our OBO director, Ambassador Moser, a career Foreign Service Officer and lifelong public servant who's been an ambassador not once, but twice. He served as the U.S. Ambassador to Kazakhstan from 2019 to 2021 and the Republic of Moldova from 2011 to 2015. I want to make sure that he has gotten on before I pass to him. We're very grateful for his leadership at OBO, his insight that he offers every day and most of all, his sense of humor. And we hope that he will be joining us any moment. He was switching over from another meeting, so we'll give him one moment to jump on.

You know what? How about instead-- Chelsea Bakken, would you mind starting with your welcome message and overview of your directorate while we wait for Director Moser?

MANAGING DIRECTOR CHELSEA BAKKEN: Director Moser is coming into my office.

DIRECTOR MOSER: I am.

MANAGING DIRECTOR BAKKEN: Do you want to sit?



MS. SEBOLD: Oh, there he is!

DIRECTOR MOSER: I'll have to for just a second.

MS. SEBOLD: Good to see you! You made it.

DIRECTOR MOSER: Well, computer glitch.

MS. SEBOLD: It's been one of those days.

DIRECTOR MOSER: It's been one of those days.

MS. SEBOLD: Well, welcome.

DIRECTOR MOSER: Thank you.

MS. SEBOLD: I just introduced you. And thank you so much for figuring out a way to get on despite the glitches.

DIRECTOR MOSER: Well, there's always-- there's always someone else.

[LAUGHTER]

MS. SEBOLD: Indeed. Indeed. Well, I'll pass over to you.

DIRECTOR MOSER: OK, good. I'm very happy to be here today with all of you, and thank you for attending. These Industry Day events are very important and-- and for OBO because we really want to increase our engagement with industry at every opportunity.

And we made the decision to have ones with our different directorates, separate ones, and it gives people a chance to really get a little bit more in depth about the activities of each individual directorate.

You know, I want to tell you about my own personal feelings about Operations. When I came to OBO the first time, and I worked here from 15-- no, from 2015 to 2000-- and the beginning of-- of, actually, the middle of '18, I supervised Operations directly myself because it was currently without a director. And I actually hired the person that that took over. I was, at that time, the principal deputy of OBO. But I took up those roles. And I think that, in my own view, I look at Operations as really OBO's frontline soldiers.

They are the ones that interact the most with our posts overseas. They are the ones that receive the customer services complaint and take care of our overseas missions day to day.

And you're going to find that they have such a wide range of activities. You know, I am probably the only person in the federal government that in one morning can have a discussion at 9:00 AM about a mold issue in an embassy where we're going to have to take serious measures in order to eliminate the mold, and then go immediately into a briefing about an artwork that we're getting ready to purchase or place in one of our embassy collections overseas.

And now, this is the nature of our operations directorate but because the largest part of it is our facility managers. And they are truly our frontline troops because they are the ones that are actually assigned to all of our missions overseas.

And in fact, if when I talk to ambassadors, for those ambassadors that do not have a facility manager at post, it is the one position they say that they want more than any other because they realize that they cannot do the important diplomatic work that they need to do without having a facility manager to make sure that they have that efficient diplomatic platform that they need in order to conduct diplomacy.

So you're going to hear from the various parts of-- of the-- of the operations directorate, very skillfully led by our managing director, our managing director, Chelsea Bakken. And she's going to introduce all of her office directors who each have a very, very serious portfolio that is extremely important to our posts overseas.

So I hope that this will be a great opportunity for you to get to know-- to know OBO better. And I hope that it does pique your interest about what your company or organization could do to better interface with us. So with those words, I'll say thank you all for attending, and I'll give the floor, at least-- or not the floor, but I'll give my chair back to Chelsea.

MANAGING DIRECTOR BAKKEN: Thank you, sir.

MS. SEBOLD: Thank you so much, Director Moser.

MANAGING DIRECTOR BAKKEN: Wonderful. Well, it's great to be with everyone here today. Thank you, Ambassador Moser.

So as the managing director for the operations director, one of the things that I'm kind of confronted on on a daily basis is that we have a lot of different challenges when we operate our facilities that are very distinct from what it takes to design or to build or to purchase land or to sell land.

And that's just the day-to-day operations. And so one of the things that I like to observe about the operations directorate, and I think Ambassador Moser captured a lot of it, is that there's a lot of breadth to what we do on a day-to-day basis.

So probably the biggest line of effort has to do with, actually, our facilities maintenance program, so the repair and maintenance, whether it's the funding we send out to post, or the projects that we manage from Washington to-- to rehabilitate major systems and embassies overseas. But at the same time, we also have robust life and fire safety programs managed by two of the offices in the Operations directorate.

But we also have cultural diplomacy that we do through cultural heritage assets, through art collections that we both own and those that we borrow from American artists and place in the exhibits in our Chief of Mission residences. And then we have an always important role, to be constantly keeping tabs on our missions overseas and helping them answer the challenges they face with respect to maintaining their facilities.

So the seven offices in the Operations directorates all do really different things, which is why I'm not going to capture remotely everything they do. But as we go through each of them, I think you'll see just how interesting and broad taking care of our facilities is for OBO here in Washington. Thanks, and welcome. It's good to see you all today.

MR. EDWARD BARAN: Hello, everybody. My name is Edward Baran, and I am from AQM. I am-- I am a branch chief in the Facility, Design, and Construction Division, and I'm here with my colleague Jose Vasquez.

I'm a branch chief for the Major Support Branch within AQM. We're going to provide-- between myself and Jose, we're

going to provide an overview of the Facility, Design, and Construction Division, which provides procurement support for OBO's, for both their overseas needs and domestic needs, as well as some of the projects that we have that are currently under contract and also forthcoming.

So with that, the next slide, please. The next slide gives a general overview-- a map of the Department of State-- an overview of the map of the Department of State in terms of its offices. Next slide, please.

Both A-- AQM and FTCD fall under the A bureau, as well as OBO, also falls under the M Bureau, both under the-- Under Secretary for Management. Next slide, please.

So for AQM, we fall under APE, and the-- it's the Office of Procurement Executive. The office executive-- Office of Procurement Executive mission is 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. And then also, our executive vision is listed there. All right, next slide, please.

So for the Office of Acquisition, which provides, manages, and plans, and directs department acquisition programs, and conducts contract operations and support of activities.

And then the Facility, Design, and Construction Division, which we fall under, under the Major Support Branch, we establish acquisition agreements for logistics requirements abroad and OBO requirements with the private and public sectors. Next slide, please.

So for facilities and operations, I wanted to give a little bit of an overview of some of the contracts and services that we provide that fall within Operations. One of the larger IDIQs within operations is the International Maintenance Assistance Program, the IMAP. And there's also design, build, and renovation projects that are conducted.

And then other services include, as mentioned earlier, the art in the embassies, the Cultural Heritage Program, the Fire Protection programs, engineering support services, staffing services, administrative services, FE/BR doors, residential generators, technical and electrical services, roofing, information management services, preventative maintenance, and various other services and products. So next slide, please.

So with that, I'm going to turn it over to Jose, who's going to give a little bit more detail in terms of the procurement process. Jose.

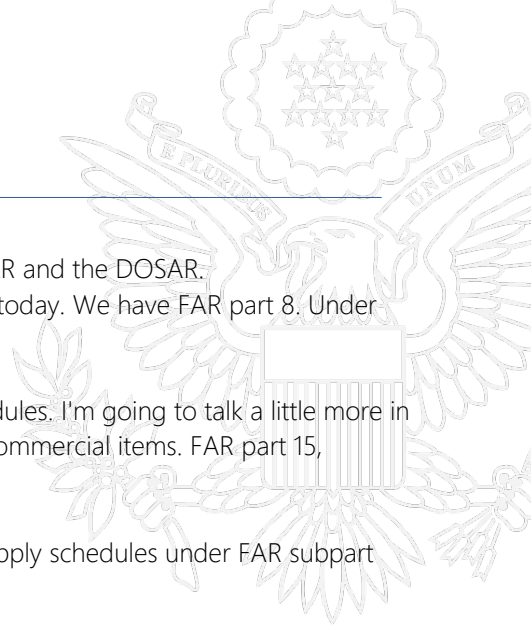
MR. JOSE VASQUEZ: Thank you, Ed, and welcome, everyone.

So in the next few slides, I'm going to speak to you about the various procurement processes that we utilize within FTCD.

So as you can see from the visual right here-- on this slide, you will see a visual of the various procurement regulations that we utilize for our procurement here at the Department of State.

The Department of State, like other federal agencies, has a multitude of regulations that we follow, the FAR, the Federal Acquisition Regulation, and the DOSAR, which is the Department of State Acquisition Regulation, or the mandatory acquisition regulations that we require to follow first and foremost.

But we also have the DOSAM, which is the Department of State Acquisition Manual. And this is a Department's



comprehensive manual of acquisition policies and procedures to supplement the FAR and the DOSAR. Next to the right of the slide, these are some of the areas that I'm going to get into today. We have FAR part 8. Under FAR part 8, we have required sources of supplies and services.

And then underneath part 8, we have FAR subpart 8.4, which is federal supply schedules. I'm going to talk a little more in depth. Then we also have the DOSAR part 2-- part 612, which is the acquisition of commercial items. FAR part 15, contracting by negotiation. Next slide, please.

So federal supply schedules, when it comes to federal supply schedules-- federal supply schedules under FAR subpart 8.4 are the center pieces. They are-- they are managed and directed by GSA.

GSA provides the government with a simplified process for obtaining commercial supplies and services. GSA schedule-- so on the schedule, vendors are required to publish what is called an authorized supply schedule price list. And that price list can contain certain elements of-- for the products and services--
[GARBLED AUDIO]

I believe that the price itself--

MS. SEBOLD: Jose, you're breaking up a little bit.

MR. VASQUEZ: I'm sorry. Am I still breaking up?

MS. SEBOLD: A little bit, yeah. Do you have another phone that you can use?

MR. VASQUEZ: I can move my computer around. Let's see.

What about now? Maybe I needed to switch places. Sorry about that.

MS. SEBOLD: OK, sounds better.

MR. VASQUEZ: Sounds better. OK, great.

But just keep in mind that the price list is not the contract itself. And also important to note, the GSA schedules use streamline procedures because this is great, because what happens is that reduces the administrative burden and procurement lead times. Next slide, please.

So on the federal supply schedules, it's also important to note that this is a schedule used in an electronic system called eBuy. And eBuy. Is online RFP system that allows agencies to post requirements, obtain quotes, and issue orders. And also important to note that certain parts of the FAR do not apply. For instance, part 13 covers simplified acquisition procedures. Part 14 covers sale bidding. And part 15 covers contract negotiation, and those parts do not necessarily apply to GSA schedules.

Now, to the right, you will see some of the-- some of the services that are-- some of the common applications that we have on the-- schedules that we have everything, from environmental services to professional engineering services to security solutions to professional services. Next slide, please.

Next thing we're going to talk about is commercial items. Corporate, well, it's a very important part of the FAR to

understand because the U.S. government is one of the world's largest buyer of goods and services.

And what part 12 does is FAR part 12 creates streamlined procedures that government agencies can use when procuring supplies and services such as the procedures set forth under FAR 12.6, which what it does is it allows us to combine the synopsis and the solicitation into a single document.

So also, very important to know that the acquisition of commercial-- commercial services plays a vital role in advancing and maintaining the mission capability of the Department of State.

As you can see on the slide, the services that we procure at the State Department covers a broad spectrum of requirements, from advisory and assistance services, information technology support, to maintaining equipment facilities. Next slide, please.

Then we have part-- FAR part 15. So on the FAR part 15, we use what we call the best value contingency. And as part of the FAR, the best value is obtained through the application of either a trade-off process or through what we call LPTA, the lowest price technically acceptable.

The lowest price technically acceptable for selection process is appropriate when best value is expected to result for the selection of the technically acceptable proposal with the lowest evaluated price.

On the other hand, the trade-off process is a proper one. It may be in the best interest of the government to-- because they don't want to offer to other than the highest-rated technical vendor.

So important to know that when we use a trade-off-- trade-off process, all evaluation factors and significant sell factors that will affect the contract work and their relative importance will be clear--
[GARBLED AUDIO]

--will also say whether all the violations, other than cost or price when combined, are either significantly more important than, approximately equal to, or significantly less important than cost of price. And so what this process do is this process allows tradeoff between cost or price and non-cost factors. Next slide, please.

So next, I'm going to go through a quick breakdown of how our solicitations are structured. So here at the Department of State, of course, we follow the uniform contract format, which has Sections A through M.

And so Section A is, basically, your standard form. It's either going to be an SF33 or a 1449 or among others, right? But what that does-- what that has, it includes the basics of the solicitation, like the solicitation number, the CEO's name and contact information, the contract office, the end user's information. And also it will tell you whether or not this procurement is set aside for small business or it's going to be an unrestricted procurement.

Section B, this is a very important area that you need to pay attention to because this is where pricing information is found. So this is where-- it's going to tell you what kind of contract type we're using, whether it's going to be a fixed price for the materials. So it's going to have a section that identifying our contract line items also known as CLIMs. Then you have Section C. Section C is the meat and potatoes of the contract. This is where we're telling you exactly what we want. And it's, normally-- it's going to be either a statement of work or a performance work statement.

Now, Section D, which is our packaging marketing, please pay very close attention to our requirements under Section D because OBO has some very specific requirements when it comes to piloting, trading requirements, shipping stuff

overseas. So it's very-- it's going to be key that you pay attention to that section because, again, OBO does have some very unique shipment requirements.

Section E, this is kind of-- Section E, which is the inspection and acceptance, this part kind of aligns how the government will inspect the items, how you deliver and the acceptance process.

Next, we have Section F, which is the deliveries and performance. And this-- you will find the place of performance, the period performance, required time of delivery, performance requirements, deliverable--
[GARBLED AUDIO]

--and such. Then we have Section G. This is another very important thing that I want you to pay attention to because this section is going to provide you with invoice instructions. And here at the Department of state, we utilize what is called the Invoice Processing Platform, also known as IPP.

This section will tell you about the information that an invoice must contain, how it should be submitted, and how it will be paid. So please pay-- pay very close attention to Section G. Next slide, please.

But Section H-- Section H is kind of like the catch all for sections. That's how I look at it because Section H is going to have things that might not particularly fit into the other sections. For instance, insurance reports, especially defense-based act insurance, also known as DBA, which is workers compensation insurance for overseas.

Then you have Section-- Section I-- Section I are you clauses that are going to be permanent-- putting into the contract and incorporates all relevant parts of the FAR and any clauses that are expected to be in the resulting contract. Next, we have Section J. Section J is the list of documents, exhibits, and other attachments. Please, pay close attention to Section J because this section might have additional requirements that you might need to submit along with your proposal.

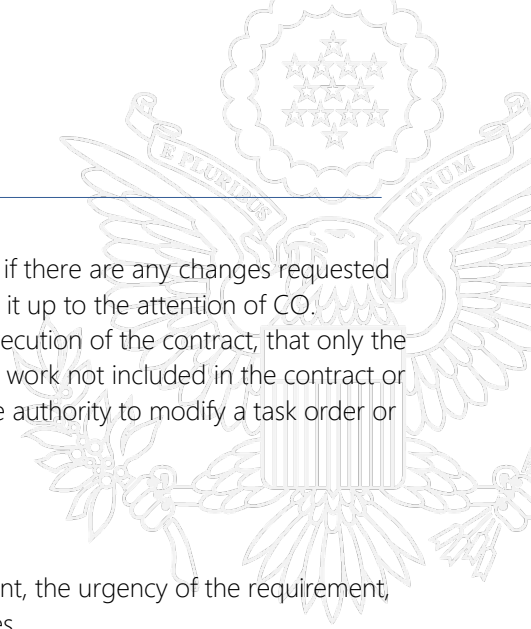
Then, we have certain Section K, provisions that require representations and certifications. This is another issue which I'd like to emphasize because it's very important to know that this section includes the elements of the contractor must certify when they're bidding on a contract.

Via Sam, all companies are required to review and update their representation certifications submitted to Sam at least annually and ensure that they're kept current, accurate, and complete. Representation certifications are effective for one year from the date of submission when it was sent.
[GARBLED AUDIO]

--instructions conditions, and notice to offerors. This section will specify how the proposals should be organized, the number of pages, the font size. It'll give you details on how your proposal should be presented and how it should be submitted.

Then you have Section M. Section M is, basically, your evaluation factors for a work. This section is going to lay out exactly how the selection process will occur. It will identify all significant factors and any subfactors that will be considered when awarding the contract.

This will also give you the evaluation criteria that we're going to be looking at, such as key personnel, technical management approach, relevant experience, past performance, transition plan, cost, among many other factors. Next slide, please.



So when it comes to project team authority and contract changes, please know that if there are any changes requested by anyone other than the CO, that the contractor shall immediately contract-- bring it up to the attention of CO. It is important to remember through the execution of the contract-- through the execution of the contract, that only the contracting officer has the authority to issue a modification and authorize additional work not included in the contract or task order. The contracting officer's representative or COR or ACOR do not have the authority to modify a task order or the contract terms. Next slide, please.

So product acquisitions and contractor selections.

So when it comes to our delivery methods, in addition to complexity, the environment, the urgency of the requirement, selecting the right strategy will also be based on constraints. And these are outcomes.

This is where we have to figure out how to narrow that, our potential contracting strategies. For instance, let's take our advisor and assistant services, right? While there are many contract offers out there that may apply from the ones listed above, something like advisor and assistant services might well be-- might be well suited for utilizing GSA subpart 8.4. Or it could very well fit into a FAR part 12, commercial items, or it could very well be-- can fit into an IDIQ under FAR part 16. Next slide, please.

So when it comes to contract selection and awards-- so we are committed to broadening the contractor pool by-- by hosting outreach meetings like this one. We conduct market research. We issue personalization notices. And we meet with contractors, either at conferences-- we meet in our office.

And also the Office of External Affairs and OBO, they have capability meetings with industry. If you're interested, please check out their website. And also, as previously mentioned, we—we use both PTA and the—and the trade-off process when selecting potential vendors. Next slide, please.

So as you can see right here, these are some of the many ideas that are coming out in 2024 and 2025. And you will be able to find these opportunities at sam.gov.

As you can see, we have everything from NAICS code 236220 for construction and office buildings, 541310 for architectural services, 541330 for engineering services, and 561710.

And if there any questions for any available opportunities to sam.gov should be directed to the individual listed on the announcement as those questions will not be addressed here today. Next slide, please.

Again, we have-- actually, we had a slide before that. We had some more idea queues, but it looks like we kind of did not include them. But no problem. Here we go. Sorry about that.

So you can see, here are some more opportunities that are coming up in 2024 and 2025. Next slide, please. Here again, some more opportunities that are listed in the different NAICS code and also that are coming up in 2024 and 2025. Next slide, please.

And last but not least, this is how you will find our opportunities. Our opportunities are released via sam.gov, GSA eBuy. And also, we utilize Unison Marketplace. In addition to that, we have also added the QR code for the original Procurement Service office in Frankfurt, Germany.

But note that sam.gov is the one-stop source for the U.S. Federal government contract opportunities. This is where our office, AQM, will post their contract and opportunities for all major capital projects as well as IDIQ competitions. OBO also utilizes the regional procurement center office located in Frankfurt, Germany. They have opportunities for projects below the \$10 million threshold and for non-diplomatic facilities that exceed the \$10 million threshold. Next slide, please.

And that concludes my brief. Thank you. And I will be followed by OBO Managing Director Ms. Chelsea Bakken,

MANAGING DIRECTOR BAKKEN: So hi, I'm back again. So all of the office directors, except for one who happens to be acting, are going to present. And it's no particular order, except it's alphabetical. So we're going to kick it off with area management and our acting managing director, Marika Zadv, who will tell a little bit about what area management does.

Marika, are you on?

OK, let's go on to the next office, Imtiaz. Can you kick off Art in Embassies?

MR. IMTIAZ HAFIZ: Thank you, and welcome, everybody. Thank you, Megan. Thank you, Chelsea. As Chelsea mentioned earlier, OBO, especially OPS, also has offices that deal with cultural diplomacy, and were one of those offices. We use art as a diplomatic tool.

We have been operating since 1963. Our responsibilities are in three main areas. We do permanent art collections for the new embassies and consulates that are being built.

So we find artists. We purchase artwork. We also commission artists to create pieces for the public spaces of the new embassy buildings. We also curate temporary exhibitions.

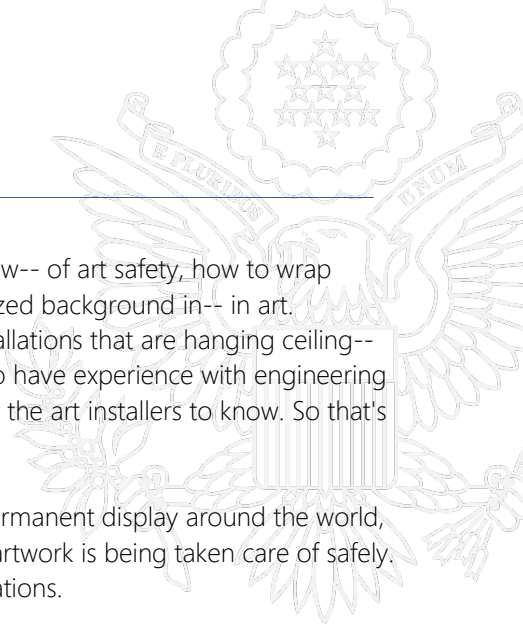
We work along with ambassadors to do loan exhibitions, where we reach out directly to artists and galleries to put together temporary exhibitions in the residences of the ambassadors which go out for their tenure, which is about, you know, three-- about three years.

We use all these exhibitions as public diplomacy. We-- we put together catalogs, and then we also do outreach as well with both permanent collections and temporary exhibitions as well.

So one-- in terms of the office, we have offices. We have curators, registrars. We have collections management as well. And we do procurement as well. Next slide, please.

So just quickly, you know, throughout art embassies, we've worked with over 20,000 artists. We've had over 2,000 temporary exhibitions installed, and currently there are about 80 permanent collections as well. Next slide, please. These are some of the areas where we do work with outside contractors and outside vendors. So we do not post for our needs. We have a list of specialized vendors that we work with directly. And all the vendors that we work with are very specialized in art, and they don't typically do anything else but work within the art field.

So some of the areas that we identify and we use contracts for are logistics. Every exhibition that we ship out abroad-- and all our exhibitions are abroad. So in that case, what we do is we hire an art-- an art handler to pick up the artwork, consolidate, crate, and then ship everything abroad.



So it has to be very specialized. The art handlers have to have knowledge of you know-- of art safety, how to wrap specific artwork. So it's something that's really important, that you do have a specialized background in-- in art. Similarly with installations, we require sometimes for-- for larger installations, for installations that are hanging ceiling-- from the ceilings or sculptural pieces, the installers really need to have-- they need to have experience with engineering as well as some architectural background as well. So I think that's really important for the art installers to know. So that's a really important aspect of it.

Conservation is another area because we do have so many hundreds of works on permanent display around the world, but also for the loan exhibitions as well. So we do need to make sure that our-- the artwork is being taken care of safely. If the damage occurs, we do reach out to conservators to help us remedy those situations.

The last-- one of the other aspects we're looking at is outreach. So with all the exhibitions, we do create, either publications, but we're also shifting into doing a little more videographers to document a lot of the collections, the artists' process, the installation process, a lot of aspects of how we put together the exhibitions and collections, and-- and also to make sure we use these videos as outreach throughout the life of the exhibitions and life of the collections as well.

And again, we don't post them. We have a list of vendors that we work with directly. So it would be great to get a sense of, you know, other firms that can do some of these similar-- similar types of work. Next slide, please.

And again, some of the specialized areas are big embassies. You know, we require experienced installing. We do-- we have a management specialist managing-- we manage contemporary artwork as well and various media through a lot of-- through the construction timeline as well.

The artwork, as I mentioned, is throughout the world. But the majority of, you know, the artists that we work with are in the United States as well. The installers are in the United States. But we do work with-- work with foreign artists and installers as well. Next slide, please.

And that's it for art in embassies. And we'll actually go back to Marika as Acting Director of Area Office Management.

MS. SEBOLD: Thank you so much, Imtiaz. And everyone is using Chelsea's office as the tech-- tech issues default. So

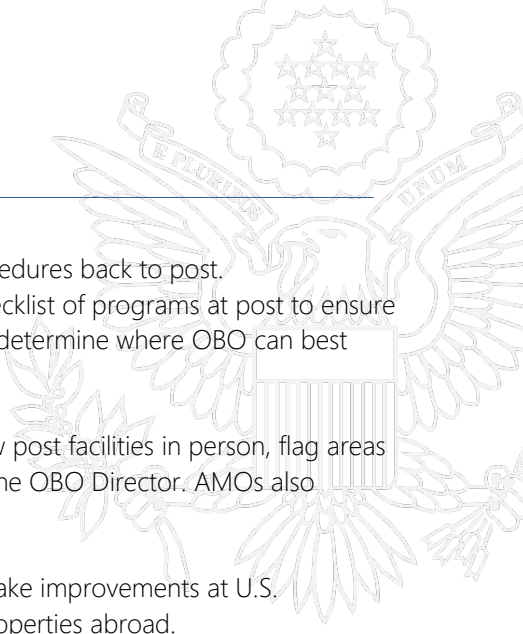
ACTING DIRECTOR MARIKA ZADVA: I ran up 12 floors to get here. [LAUGHS]

MS. SEBOLD: Thanks for figuring it out. Over to you, Marika.

ACTING DIRECTOR ZADVA: Thanks good afternoon, everyone. I am Marika Zadva, Acting Office Director for Area Management and full-time Division Chief for the AF region, the Africa region. I'm happy to be with you today. The Office of Area Management-- sorry, I guess next slide. There we go. The Office of Area Management has support staff, a resource and program management unit and area management officers, also known as AMOs, across regional divisions including Africa, Europe, Near East Asia, South Central Asia, East Asia, and the Pacific, and the Western Hemisphere. Next slide, please.

The AMOs primary functions include being the primary contact for overseas posts and to provide comprehensive, timely customer service. AMOs serve as the first point of contact for all OBO matters to their portfolio of countries.

Because AMOs are some of the few Foreign Service employees within OBO, they serve as their assigned post's primary advocate and internal negotiator within OBO. AMOs are responsible for appropriately translating and escalating post's



needs to OBO while also advancing and translating OBO interests, policies, and procedures back to post. AMOs regularly visit their assigned posts. And during these visits, AMOs review a checklist of programs at post to ensure compliance with regulations and procedures, identify problems and challenges, and determine where OBO can best leverage its resources.

The trips are not formal inspections, but rather an opportunity for the AMO to review post facilities in person, flag areas of concern, provide advice and training, and report on findings in the trip report to the OBO Director. AMOs also manage the minor construction and improvement program, which is known as MCI.

The MCI program is a mechanism for the Department to address deficiencies and make improvements at U.S. Government-owned facilities and residences, and in limited circumstances, leased properties abroad.

MCI projects make improvements to enhance the use of a property or to improve the property's overall function. OBO funds the MCI program annually at \$110 million for small construction projects that can range from a few \$1,000 to over \$5 million.

MCI funds projects that benefit the Department of State, such as densification of State offices overseas, accessibility, renewable technology, or improvements to USG-owned residences like the Ambassador's residence, Deputy Chief of Mission Residence, or staff housing, rather than projects funded by the maintenance cost sharing account, which are more maintenance focused.

AMOs receive, process, and prioritize project proposals from their posts in OBO's project management system and advocate for their funding. They attend project meetings on behalf of posts but do not play a role in contracting and do not work directly with vendors. That's all I have for you today.

MS. SEBOLD: Thank you so much, Marika. And we will continue on with The Office of Fire Protection. Darrell, are you on?

DIRECTOR DARRELL DANTZLER: I am on.

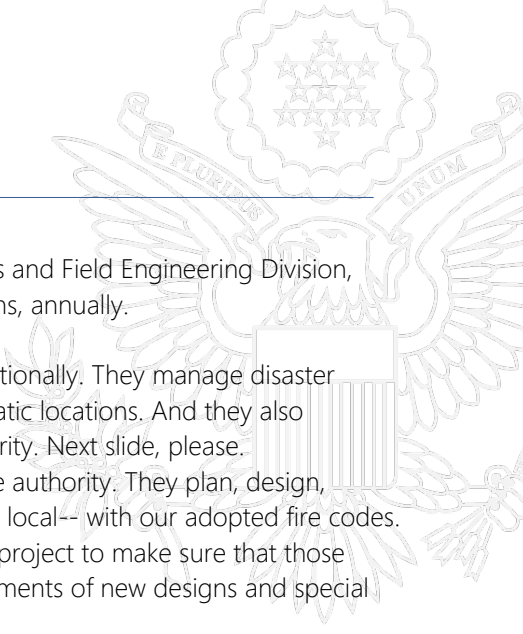
Good afternoon. Can you hear me?

MS. SEBOLD: I can hear you. I can't see you.

DIRECTOR DANTZLER: OK, here we go. Good afternoon, and welcome. I'm Darrell Dantzler from The Office of Fire Protection. And basically, what I'll do today is give you an overview of the program, including the roles and opportunities. Next slide, please.

The Office of Fire Protection develops and manages the Department of State's Fire Protection Program abroad. Our mission is to ensure proper fire safety and property protection. Fire operates three different divisions to get-- to accomplish the missions. Next slide, please.

The three fire divisions conduct very separate and different functions. We have the Fire Protection Analysis and Field Engineering Division. We have the Fire Protection Engineering Division and the Fire Protection Systems and Engineering Division. Next slide, please.



Let's talk about the individual divisions and what they do. The Fire Protection Analysis and Field Engineering Division, they're the group that go out and conduct fire safety inspections at all of our locations, annually.

They provide fire safety training and fire as a weapons training nationally and internationally. They manage disaster response and disaster risk management for any disaster impact in any of our diplomatic locations. And they also investigate all fires that occur at diplomatic facilities under the Chief of Mission authority. Next slide, please.

Fire Protection Engineering Division, that division is, basically, the fire protection code authority. They plan, design, review, construction drawings to make sure that the project is in accordance with the local-- with our adopted fire codes. They conduct field visits of construction projects at different time periods during the project to make sure that those projects are going according to the plans. And they also conduct engineering assessments of new designs and special material programs to determine how it impacts the Department. Next slide, please.

The Fire Protection Systems and Engineering Division, they conduct-- first of all, they're our commissioning agent. Whenever we accept new systems or new buildings, this division goes out and makes sure that the systems and divisions are operating appropriately.

They upgrade and retrofit old systems. They do consultations for anything like space planning, space usage, systems changing, and they also provide technical support and fire system parts worldwide. Next slide, please.

Some of the opportunities that exist within the Office of Fire Protection, we have indefinite delivery, indefinite quantity, which is IDIQs for the following. We have design services that we look for, fire and life safety design of fire protection systems.

We also asked for design reviews to review the designs to make sure they are in accordance with the codes. We have an opportunity for on-site project reviews. And basically, that's out in the field at the construction sites evaluating the projects.

We have facility evaluations. That's, basically, at the location as well, looking at facilities and evaluating the fire and life safety infrastructure. And last but not least, we have fire alarm replacements. That can include replacing conduit wiring, expanding the new system, increasing the coverage.

Some of the skills that we're looking for, a licensed-- licensed fire protection engineers and also NAISSET 2 certification, which stands for the National Institute for Certificate and Engineering Technology, NAISSET 2. Next slide, please.

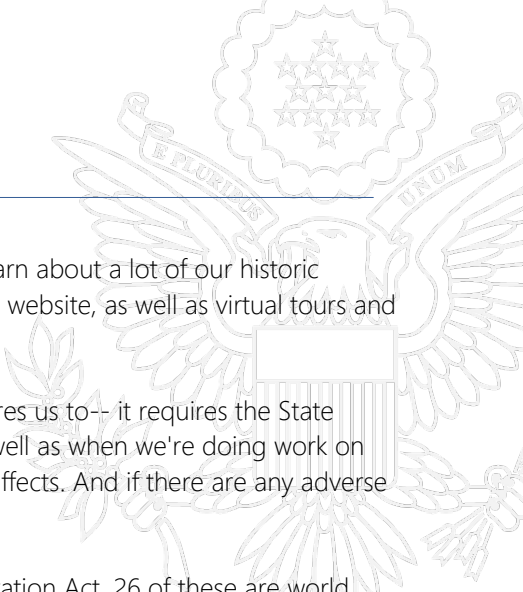
I'll turn it over to cultural heritage, Tobin Tracey.

DIRECTOR TOBIN TRACEY: Thank you, Darrell. Next slide, please.

Welcome, everybody. I'm Tobin Tracey, the Director of the Office of Cultural Heritage. And I just want to wish everybody a happy Preservation Month.

Our office is responsible for the stewardship of the Department of State's culturally, historically, and architecturally significant properties and collections. We are based, primarily, in Washington, DC, but we do have staff around the world in Rome, London, Paris, and Buenos Aires.

Our staff consists of architects, engineers, architectural conservators, historians, museum curators, collections managers, fine art conservators, and I think I said architects.



We maintain a public website-- it's oboculturalheritage.state.gov-- where you can learn about a lot of our historic properties. We have historical research, historical studies that we've done are on that website, as well as virtual tours and images of our collection around the world. Next slide, please.

Our stewardship falls under the National Historic Preservation Act of 1966. This requires us to-- it requires the State Department to document all of the historic properties that it maintains overseas, as well as when we're doing work on those properties, identify the work that's being done, review it, identify any adverse effects. And if there are any adverse effects, we help come up with some form of mitigation.

We have about 270 significant properties that fall under the National Historic Preservation Act. 26 of these are world heritage sites. 60 of them are designated by the host nation, either at the national level or local level. And we have a program within OBO, the Secretary of State's Register of Culturally Significant Properties, which has 44 properties on it. Listing on the Secretary of State's Register is an honorific listing. We look at it as our-- 270 significant properties is like the National Register in the United States. And the 44 properties on the Secretary's Register, we look at as considerable to a national historic landmark in the United States.

We are the proud stewards of the only national historic landmark overseas, the Tangier-American legation in Tangier, Morocco. It was recently added to the National Trust for Historic Preservation's 11 Most Endangered List this month. So I encourage you to go online and Google that and find out more information.

We have a nonprofit partner that is doing a fundraising campaign for that property. I will put in a plug for them at www.fundtoconserve.org, and you can find out more about that project.

How we document our projects to meet the requirements of the National Historic Preservation Act, we do it through research, historic studies, historic structure reports, cultural landscape reports, cultural significance studies. We also do it just through photo documentation, videos, and virtual tours and virtual reality, all of which you can find on our public website. Next slide, please.

Within our heritage collection, we have about 16,500 pieces around the world at 200 different posts. Our collection consists of fine arts, decorative arts, objects-- objects of cultural identity, and fixtures and finishes.

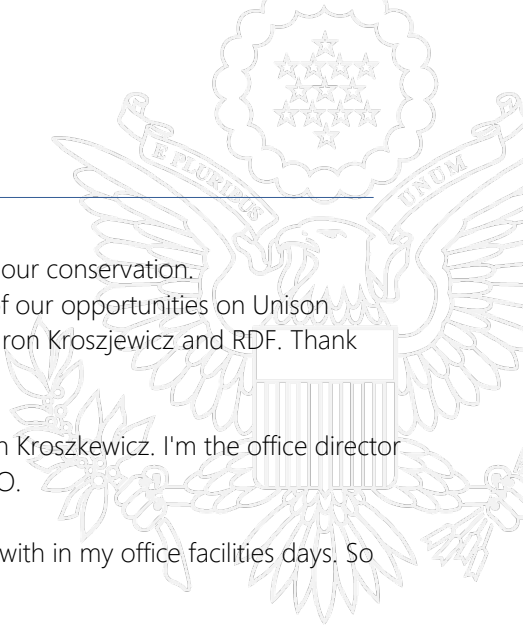
To help us take care of these pieces, we have developed a collections management plan that guides us and facilitates our supervision to museum standards. The difference between our collection and a museum is our collection is always out on display, and it is used. So that adds an extra level of care and responsibility to it for us.

We've also developed a comprehensive collections care manual. It's a graphic novel. We just released it this month. It's free to download, again, on our public website. We've already shared it with several other conservation organizations, small house museums, and other federal agencies.

We do most of the care of our collections through-- again, through research, photography, to catalog it, and through hands-on conservation. Next slide, please.

Some of the opportunities for us, we do use for our buildings-- we do use the OBO AE support services, IDIQ, to hire mostly architects and engineers to help us with our studies.

We do also use the GSA schedules, or we post individually on sam.gov for historians, photographers, videographers,



architectural conservators, fine art shippers, and fine art conservators to help us with our conservation. And along with the GSA schedules-- sorry-- the posting on Sam, you can find a lot of our opportunities on Unison Global, in their marketplace. Next slide, please. And with that, I will turn it over to Sharon Kroszkewicz and RDF. Thank you.

DIRECTOR SHARON KROSZKEWICZ: Hi, there. Good afternoon, everyone. I'm Sharon Kroszkewicz. I'm the office director for the Office of Residential Design and Furnishings and the OPS directorate and OBO.

I recognize a few of you from-- joining us today from some ANE firms that I worked with in my office facilities days. So welcome to the OPS side of the house.

As Ambassador Mozer mentioned, we are the day-to-day touchpoints for the support to posts around the world. On occasion, the interior designers from the Residential Design and Furnishings branch maybe part of the technical team for the NEC projects when there is a, what we call, a representational resonance included in the project. Next slide. The Office of Representation-- the Official Representational Residences serve as the primary platform for diplomacy abroad. These are the U.S. Ambassador's residences, Chief of Mission residences. CMR as we more commonly call them, the Deputy Chief of Mission residences, the DCR's, Consul General residences, CGS, and the U.S. Representatives to an International Organization principal officers' residence. Next slide.

The Residential Design and Furnishings Office provides the interior design and furnishings for these OBO-designated representational residences worldwide. We not only do this as part of an NEC or NCC project, but we're responsible for supporting these properties 24/7, around the clock, around every day of the year.

We must showcase furniture and furnishings supplied by U.S. Vendors which reflect a high standard for quality, style, and functionality. We refurbish these residences on an approximately 15 to 17 year cycle, pending funding from congress, not with the change of each Ambassador or occupant.

With proper care and maintenance, the furniture and furnishings are expected to last through the multi-year assignments of several occupants and their families. Next slide.

The OPS/RDF Interior Design Program, we're an in-house interior design service for the properties worldwide. We direct and provide whole-house functional space planning, lighting solutions, selection of interior architectural finishes, the specification and acquisition of furniture and furnishings. Again, that's with only U.S. Vendors.

We provide funding to posts for the purchase of major appliances for kitchens and laundry rooms. And we are dedicated to the preservation of these interior design and the maintenance of these established interior design schemes. And we provide a program of stewardship and policy guidance for what is provided in this support to these properties. Next slide.

The opportunities that are available in the RDF program lies mainly with our Representational Supplies Program. Our office is responsible for providing the formal tabletop place settings and kitchenware to support the representational resonance events in the properties.

We provide all formal tabletop place settings, purchased only from U.S. Vendors and manufactured in the U.S. They have to be both manufactured in the U.S. and supplied by the U.S. vendors. This is a congressional mandate.

These include the official formal chinaware. The next solicitation is due in 2026, the crystal hollowware with the next solicitation, due in 2028, and the sterling silver flatware, which is due in 2024, fourth quarter. Next slide. And then I turn that over to Ralph Delarue with Facility Management.

DIRECTOR RALPH DELARUE: Thank you, Sharon. Welcome, everybody. My name is Ralph Delarue. I am the office director for the Office of Facility Management. And as Ambassador Mosier said, my office is responsible for providing facility management services to our 280 or so diplomatic missions overseas. Next slide, please.

Under the Facility Management Office, we have four divisions that include-- and you can see the mission statement that we have in our office. Like my colleagues that have spoken before, we do the work so the diplomats can conduct all of the negotiations and things that need to go on overseas in safe and secure environments at all these diplomatic missions, whether it be at the ambassador's residence, like Sharon just laid out, or the embassy itself.

But the further that, under my office is for different divisions. I have the Facility Management Administrative Administration Division-- and we'll go through these a little bit more as we go along-- the Maintenance Support Division, Program Support and Asset Management and Transitions. Next slide, please.

Facility Management Administration Division provides all facility management support. Being American direct hire facility managers, we're always looking for more-- for more American direct hire facility managers. So if anyone on the call ever has a want to go overseas as a facility manager, has the skills and abilities, we're always looking. So I will put the shameless plug in for that.

We do-- the Facility Management Division does all the administrative and human resources to get facility managers overseas and their families-- to get them moved. We do the travel and funding and, as I just shamelessly plugged, the recruitment and mentorship as you join the program and get moving along. Next slide, please.

AMT or Asset Management and Transition group-- as you can see, it's a very busy slide. It does all of-- after the building is constructed and they turn it over to facility management, then we work with the rest of our colleagues on this call to do-- you know, to do the transition into the new building and to start the life cycle asset management portion of the program.

And we work through all of those total cost of facility ownership, things that go along with new buildings and old buildings as well, you know, the maintenance, and repairs, and the recapitalization, and then even the disposal when we bring a new building on board. Next slide, please.

Maintenance Support Division does our-- it's more the-- as I just-- as I just mentioned, it's more the maintenance of the building. It looks at condition surveys, benchmarking surveys, how we can do things better.

It runs our CMMs, our Computerized Maintenance Management programs. Also, it provides the funding for maintenance and repair and sometimes-- sometimes some small projects. Next slide, please.

Program Support Division does a lot of troubleshooting. When overseas posts have problems, they call in. We give them some engineering support for some of our equipment we have, as well as the-- we-- through their section, we provide hazmat services. Some places have asbestos in it overseas, and we work to get that remediated when we find it. Of course, Elevator Program, we have to certify elevator programs, roofs, International Maintenance Assistance Program, which is IMAP. Ed in the beginning, Baran in the beginning from AQM spoke about this.

This is our cleared American techs that work overseas in some of the places that our locals staff from overseas can't work in. You need cleared American techs, and the IMAP program takes care of doing maintenance and repairs where only Americans can go to.

Utility management is just what it sounds like. We work on chillers and-- and generators and some of these smaller-- smaller projects to keep-- keep the building functioning. Next slide.

Some of our opportunities, as some of my other colleagues have laid out, is we do have IDIQ contracts or Indefinite Quality-- Quantity contracts for facility management support services.

Because we have a deficit in the facility management program, we do contract out some third-party contracted facility managers that we assign to some post to pick up some of the-- the absences we have at post.

We do power systems and design build services for some small repairs that we do, BAS repairs, and small replacement projects when the building has been online. And the technology has moved on. We do replacements and, of course, some maintenance on that.

Asbestos training and abatement, as I mentioned, the training is important. We need to train our staff on how to handle asbestos or sometimes how not to handle it. Generators, water tank cleaning, environmental security, things that we get into.

Roofing, we do a lot of roof repairs, roof replacements, and we hire some Q&A-- QA people to help us manage that program as well. We do use elevator maintenance and repair contractors at times and water treatment contractors because we have places in the world where we have water treatment plants, and we need that extra support so-- at the place.

So those are some of the opportunities that I have in my office. I look forward to hopefully working with some of you. I hope you found my presentation valuable to you. Thank you very much.

DIRECTOR DAVID NEEDHAM: Good afternoon, everyone. My name is Dave Needham. I'm the safety, health, and environmental management director for Department of State. If I could have the next slide.

Our mission is really to try to help overseas embassies and consulates keep federal employees, family members, and locally hired staff safe in living and working environments.

We certainly have some of the traditional activities you would expect out of a safety function, including routine site assessments, training, and investigating mishaps. But we have to take kind of a different approach because in the overseas environment, sometimes the building codes are lacking.

There aren't any real safety and health standards, and there just is a lack of safety culture. So we had to kind of take a different approach. In the next slide, you'll see I talk about the risk-based programs we have.

We had to develop those for residences because we previously had fatalities from carbon monoxide, pesticide poisonings, and toddler drownings. So what we did in residences, for example, we came up with a certification system where the collateral duty safety officer inspects the property and has to make it safe prior to occupancy.

Another area that's been challenging for us is motor vehicles. If you've ever been overseas, you know you can get into chaotic driving environments, poor highway design, lack of law enforcement, bad traffic control, a lot of pedestrians all over the roadway.

So for the Department, this was-- for their overseas operations, this was the leading cause of fatalities and serious injuries at one point. And so what we did was we launched two initiatives. One's a safe driver and armored vehicle familiarization training.

You can imagine some of the environments we operate in. We have to be in armored vehicles, and they handle very differently than a regular vehicle. So we do training on those so people understand the capabilities of those vehicles. And we also installed event data recorders at selected embassies and consulates where we had a history of motor vehicle fatalities.

So the next slide, these are the two major contracts we have. Smith system currently has the Safe Driver and Armored Vehicle Familiarization Contract. They have their five keys, if you've ever heard of them before. So it emphasizes keeping cushion around the vehicle.

But it's a train the trainer approach. We train our motor pool supervisors in a regional training, then they go back to their embassy and consulate and then train all drivers at that post. Whether it's an American or local, national, they have to be Smith system-trained before they're given keys to a government-owned vehicle.

On the right is our Event Data Recorder Contract. Currently, it's Lytx. The program is called DriveCam. You can see the event data recorder mounted behind the rearview mirror on the windshield. That is a camera that faces in front of the vehicle and faces inside the vehicle.

It's triggered by force, either rapid acceleration, hard braking, impact, swerving. Those are all surrogates for risky driving. And so when it captures that event, then the driver is coached on how to become a safer driver. And hopefully, they return to driving and are safer. If they aren't, all of our drivers are held accountable for safe driving, including Americans. So the result of both of those contracts, we've been able to achieve about a 75% reduction in motor vehicle fatalities worldwide. And that's it for me. So I'll turn it back over to Megan, I think, for Q&A or Lauren.

MS. SEBOLD: Yes, thank you so much. Wow, we just covered quite the range as Director Moser and Managing Director Bakken said. OPS has a lot going on in this Department, so you stuck with us.

And very quickly, we're going to go through some resources for you. We talk about partnering with us in a contractor sense, but you can also work with us in your career path.

So there's a Civil Service, Foreign Service, Personal Service contractors, third party contractors, and internships that are always available. And if you go to the next slide, there's ways to keep in touch with us. You can join our talent network to be alerted when positions are opening up. We also post them on LinkedIn as a common one.

And for those of you who would like to have a conversation to present your work to, somewhere within OBO, we have what are called capabilities conversations. And you can register for one of those, and someone on my team external Affairs will reach out to you to schedule. And then please find us on all the socials, and keep in touch with us with us there.

And we'll move into our Q&A. I'm going to first call on Tobin because you were named directly. You mentioned some virtual reality that you offer. What about the metaverse and the omniverse? Are you-- are you interacting in these spaces with cultural heritage assets?

MR. TRACEY: Great question. We are slowly getting into the metaverse, but we do have a virtual reality app, OBO VR. It is a free downloadable app, and we've done two tours-- two exhibitions. So you can download, you can get your goggles out, and take a tour through the Paris ambassador's residence and see the exhibition that we did there. And then we also did an exhibition in Morocco with several pieces. Those-- the Morocco collection was actually a lot of loaned pieces. The Paris exhibit shows a lot of our own collections.

We're hoping to do more of that. We're actually right now are looking into creating a virtual reality through history for our embassy site in Rome. That site has collections and objects that date from 1 AD all the way to the present. And so we're hoping to create a virtual reality with avatars that take you through the history of that site from the beginning to to present. So check out OBO VR.

MS. SEBOLD: Very cool. Thank you for sharing, and we will send those resources out with follow up. I've got a few for FAC and SHEM. We'll start with ESG targets. Are ESG targets and energy savings a focus for your Departments?

DIRECTOR DELARUE: Yeah. Megan, yeah, thanks. Yes, energy savings is definitely a focus for the facility management office. We have a capability of looking at people's programs and trying to make adjustments on chillers and setbacks on BAS programs.

We would like to enhance that. We are looking at ways of doing it now, to be a little bit more proactive in that range. But we do it on limited capacity now in the back office. Thank you.

MS. SEBOLD: Thank you. And while I have you, how about indoor air quality measures? Are those also a consideration?

DIRECTOR DELARUE: Oh, absolutely. Indoor air quality is-- is a very big consideration for us. In all of our new embassies, we install very high-- very high-rated filtration systems, so the indoor air quality is among the best in the country when you're-- at least when you're at work anyways.

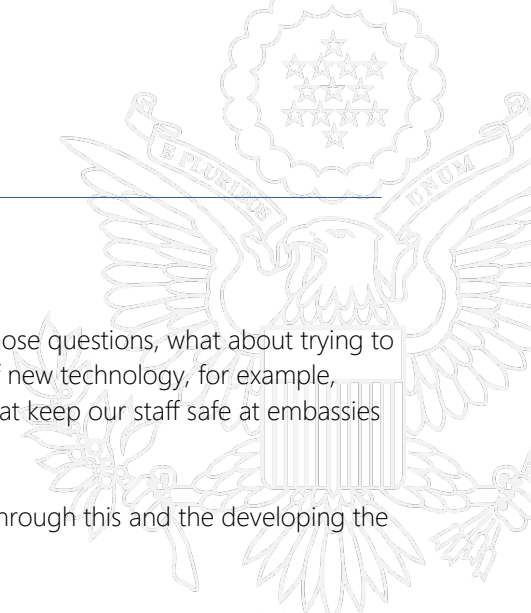
We have some-- we do have some bandwidth to make up on that. But we do-- we do monitor that and keep our eye on it and do the best we can with the filters.

MS. SEBOLD: And has that system been modernized recently? And how do you collect data?

DIRECTOR DELARUE: The system has been updated recently. As we build new, we put in new systems. We collect the data through the BAS system, of course.

And right now that's limited for Washington view at post. This is post-level views, but-- meaning at the embassy, there's views. We're hoping to be able to interconnect through-- to the missions from Washington to have a little bit more better view, but that's as we modernize here and in OBO.

MANAGING DIRECTOR BAKKEN: Megan, can I add a point on here?



MS. SEBOLD: Absolutely.

MANAGING DIRECTOR BAKKEN: So just kind of dovetailing off of actually both of those questions, what about trying to weave better energy resilience, renewables, et cetera, as well as taking advantage of new technology, for example, through systems like air quality monitoring and the kinds of systems that we have that keep our staff safe at embassies and at buildings that we build?

A lot of this comes into the design stage of our construction projects. The thinking through this and the developing the technology happens at the inception of the projects.

And then there's a certain degree to which we gain bandwidth to fit out systems when they come to end of life with better systems to the extent that it's feasible and practical at a given location.

And then I see Marika coming on because she's been a champion for an effort that we've used to bring small portable PV and battery backup systems into our residential pool. Marika, do you want to say just a little bit about that?

ACTING DIRECTOR ZADVA: Sure. So we recognize that there's a real need, and it meets a lot of the-- the Department's and the administration's goals in terms of resiliency and climate change goals, things like that.

We have obviously, you know, countries where electrical grids are unstable, where we pay very high fuel costs for generators, things like that. So going clean, using solar and battery technology, is a win in so many different ways. The problem that we have is, like, how do we do that in a way that doesn't overburden our teams at post? And trying to figure out what is the technology available locally, where we can be working with local vendors to supply and then maintain these systems at least and owned residences.

So we currently have a pilot program that we are running and evaluating just to try to get a handle of what's available on local markets overseas, what kind of technology are posts, you know, can get access to. And then we hope to be able to expand that over time.

It's a different scope than what the Department or what OBO does in terms of, you know, functional buildings and our embassy compounds, which are multi-million dollar, really big systems. These are small household systems and looking at how we can deploy those. Over.

MS. SEBOLD: Thank you. And Maria, while we have you, what is a typical day of an area manager? And what would be considered successes as an area manager and how they achieve-- make-- how they achieve success in their role?

ACTING DIRECTOR ZADVA: So that's interesting. Partially, it depends on what time zone of countries you cover. So for example, my region is Africa. Our days usually start early.

Some of my team members start meetings at 6:00 AM in order to meet with posts and have regular, you know, discussions about what their challenges are. And basically, the area manager is the liaison, as I mentioned in the presentation, between posts and then other offices within OBO. And so the communication with post is really important to know what their challenges are, where their pain points are.

And then, as you know, advocates for customer service, the area managers are supposed to try to lessen the burden at post and-- and try to find ways to make their jobs easier. So if they've been trying to work with another office in OBO,

and they haven't gotten an answer, you know, it's our job to follow up, try to get that answer for them. I mentioned the MCI program, which is small projects, things that improve the lives of things at post.

And again, it's not maintenance, it's not, you know, fixing something that broke. It's can we-- you know, can we upgrade a government-owned house to make it comparable to what we can lease on the local market so that we don't have embassy members living in, you know, houses that were last designed in the '50s with, like, you know, old showers and kitchens that aren't working anymore or things like that.

So area managers are really the key contact between posts and the other elements of OBO. And if we do our jobs right, the posts, you know, are happy because they have less work in terms of trying to get information out of OBO. They know where their projects stand. They get regular updates. And we try to be as proactive as possible in providing customer Service to our posts. Over.

MS. SEBOLD: Thank you so much. I've got another one for FAF. "Ralph, have you seen an increasing number of women taking on the facility manager role?"

DIRECTOR DELARUE: Oh, yes, I have. Yeah, I'm really excited about this. We have seen an increasing number of women. I think we have upwards of 15 now. I'm really excited about it.

I would-- anyone on the call that knows someone who has the skills and ability, I-- that's female, I would ask them to have them apply for the program or reach out to Megan so you can get a hold of me so I can help them to-- to-- to show them the way to to apply. Yes, I'm really excited about that.

MS. SEBOLD: Great, thank you so much. And while we have you, we've got one more about the budget. As-- as with many federal departments, we have requirements. How do you optimize your facilities' maintenance budget within those requirements?

DIRECTOR DELARUE: Well, we-- as we do total cost of facility-- facility ownership, we look at the needs that are before us and coming towards us and try to work with area management, for example, on who can fund a project, who is who is able to fund something, and whose office it sits in better.

But as far as optimizing the budget, we are constantly looking at-- looking at what is in front of us, some of the things that may be failing in front of us. But not only that, looking as far as five years ahead on, you know, creating that budget so we know what's coming.

MS. SEBOLD: Great. Thank you so much. I think this will be for AQM. We have a few questions about RFQ solicitations, subcontractors for our embassies. Is there a website like GSA or Unison where RFQs are posted? Or is this all sam.gov?

MR. BARAN: Yeah, this is Ed Baran. For most construction, major renovation projects, they would be posted on sam.gov for the embassies' input at the end.

MS. SEBOLD: And that would be true for subcontractor opportunities?

MR. BARAN: Well, the-- the solicitation would be posted on sam.gov. And within that solicitation, they-- they would give any kind of instructions for any required subcontracting.

MS. SEBOLD: Great. Thank you so much. And as a woman-owned and minority-owned small business, what's the best way to gain more visibility for their small business to AQM?

MR. BARAN: Yeah, directly to AQM, I'm welcomed to set up our capabilities, briefing with the vendors that would be interested, small business vendors, to meet. And also we have the offices, our small business office, which-- OSDBU, which serves as a liaison between SBA, the Department of State, and the small business vendor community. And so there's a couple of different avenues to get-- interface with either AQM or our office of small business, OSDBU.

MS. SEBOLD: Thank you, Ed. How about we take one more question. Ralph, I think this is going back to you, another question about facility managers. "What are the qualities that make facility managers effective, particularly when resources are limited?"

DIRECTOR DELARUE: The biggest quality that makes an effective facility manager, that makes any Foreign Service Officer effective is diplomacy, learning how to work with others. The diplomacy piece is not a cliché. As you get hired on in our jobs as a Foreign Service Officer, facility manager overseas, you get handed a diplomatic passport.

You're expected to act like a diplomat in and outside of the mission, meaning working with colleagues to try to come to solutions and, you know, not-- not being, you know, not flexible. So I think that's the biggest quality for a facility manager.

Of course, we hire with your experience and technical skills that you need to have, the the background education and experience you need to have. Of course, that is a large part of the job.

But the biggest quality is being that diplomat and working up and down and through the organization to get the job done that we-- that we need to do.

MANAGING DIRECTOR BAKKEN: Can I add one more? What is really specific to the Department of State or the experience of being a Foreign Service Officer or Foreign Service specialist is the willingness to find yourself in a whole new environment two years later where nothing quite works the same as they did at your last post, and you have to be, like, going, I want to figure this out again. I want to figure out the same things in a different context.

And it's really important because the people who love that change, you know, doing kind of the same work most of the time, but love that change, thrive being Foreign Service officers and serving abroad and taking care of our facilities or engaging diplomatically.

So that's another key. But I couldn't echo Ralph's more. His first three critical elements are absolutely important, and then adaptability is the other.

DIRECTOR DELARUE: Flexibility, absolutely. 100%.

MS. SEBOLD: All right, well, we are at time. Thank you all so much for being here. Thank you to Director Moser and

Managing Director Bakken for hosting to all of our presenters for your time and expertise, to my team in External Affairs for putting this together and working with all our tech issues.

I hope you all have a great day. We'll be following up with the presentation, more of your questions answered, and a

survey. Take care.

