

OBO's "Reverse" Industry Day: Desbuild Incorporation

Meeting Transcript

November 21, 2024 from 2:00 – 3:30 PM EST

BUREAU OF OVERSEAS BUILDINGS OPERATIONS

MR. JAMES RODRIGUEZ: Good afternoon, everyone. Welcome to the U.S. Department of State's Bureau of Overseas Buildings Operations, or OBO, as we lovingly call it. This is our monthly Industry Day, hosted by yours truly and our team, External Affairs. My name is James Rodriguez, director of External Affairs.

And today is our final Reverse Industry Day of 2024. This is an opportunity where we listen and gain insights from our industry partners, many of whom we've had the privilege of working with many, many years. These Industry Days have been a really critical part of OBO's ongoing commitment to maintaining transparent communication and building strong partnerships with our contractors and collaborators.

For today's event, you'll first hear welcoming remarks from our principal deputy director, Douglas Dykhouse, followed by an introduction from Mitch Miles, OBO's managing director of Construction Management and Security Management. We are fortunate to have our trusted partner, Desbuild Incorporated, leading today's discussion. In attendance from OBO, we have representatives from the Office of Construction Management, the Security Management Office, along with colleagues from the State Department's Office of Procurement and the Office of Small and Disadvantaged Business Utilization.

Throughout the event, Lauren Luckett, our industry engagement advisor in External Affairs, will share valuable resources in the chat and, at the end of the presentation, will facilitate the Q&A session. Next week, we will send out a copy of today's presentation, along with the survey, to collect your feedback. Without further delay, it is my honor to introduce OBO's principal deputy director, Douglas Dykhouse.

Douglas joined OBO as principal deputy director in April 2022. He's been a member of the Foreign Service since 2000. He has held various leadership roles, including deputy director of the Executive Office for the Bureaus of Near-Eastern Affairs and South and Central Asian Affairs and management counselor at Embassy Budapest. His overseas postings also include Kabul, Zagreb, Mexico City, and Ashgabat. Thank you for being with us today, Douglas. Over to you.

MR. DOUGLAS DYKHOUSE: Thank you, James. And good afternoon, everyone. Thanks for joining us today for OBO's Reverse Industry Day, hosted by External Affairs, as Jay mentioned. Today's events mark the culmination of a year-long effort by our External Affairs team to increase transparency and strengthen collaboration between OBO and our industry partners.

I want to thank the entire External Affairs team, especially James, his deputy, Meghan Sebold, our industry engagement specialist, Lauren Luckett, for their dedication and commitment to delivering monthly Industry Days that consistently provide relevant and valuable information. These Industry Days have provided valuable opportunities to communicate our strategic priorities and share project insights, ensuring our partners have a clear understanding of our needs and expectations.

Ultimately, the goal is to support mutual success, aligning OBO and our industry partners to deliver facilities that advance U.S. diplomacy worldwide. I want to express my gratitude to Desbuild for leading today's discussion. Our work is undeniably demanding, and working on existing facilities has another level of complexity, presenting unique challenges that require thoughtful planning and coordination.

I'm eager to hear Desbuild share their experience and discuss the challenges they have faced and the solutions they've implemented to succeed when working on existing facilities. But before we move forward, I'd like to introduce OBO's

new-ish managing director for Construction and Security Management, Mitch Miles. Mitch joined the Foreign Service in 2006 and currently holds the rank of counselor in the Senior Foreign Service.

He has managed multiple projects, including the \$600-million new embassy in Brasilia, also working in Vilnius, Minsk, Geneva, and Addis Ababa. He also held senior leadership positions supporting projects in London, The Hague, Hyderabad, Jerusalem, and New Delhi. Mitch, the floor is yours. As soon as he gets off mute.

MR. MITCH MILES: Thank you, Douglas.

MR. DYKHOUSE: Yeah, thanks.

MR. MILES: There we go. There you go. All right. Thank you. James mentioned that today's event underscores OBO's ongoing commitment to fostering open communication and collaboration with our industry partners. We are excited to welcome the multiple-disciplined construction firm Desbuild Inc., a partner who has played a crucial role in helping OBO achieve its mission through their work on both new and existing compounds since 2000.

Today, they will discuss the challenges and the innovative solutions they implemented while working on the new U.S. embassy in Wellington. Desbuild has completed several projects in occupied and fully functional embassy compounds and new embassy locations during the past 23 years. These projects have been for new buildings at existing compounds or renovations.

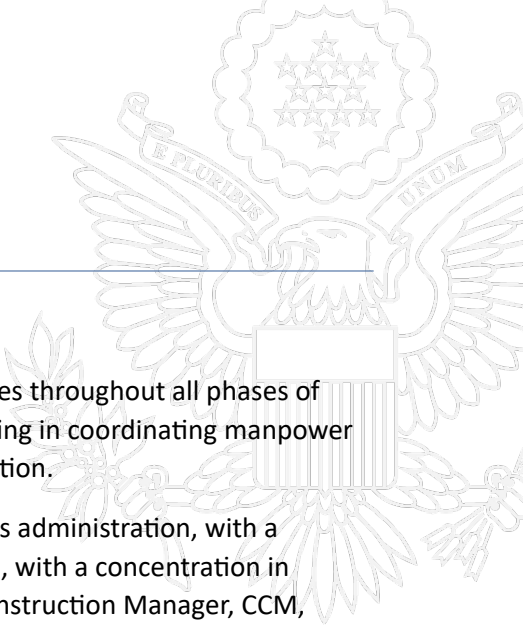
Today, they will provide an overview of how they completed a comprehensive renovation and seismic upgrade of the U.S. Embassy Wellington, New Zealand. This project encompassed a 32,000-square-foot facility, situated on a 1.3-acre compound. The work involved extensive interior and exterior renovations, executed in carefully planned phases to ensure efficient and uninterrupted progress.

I'm pleased to introduce three key representatives from Desbuild Incorporated. First, we have Ananth Badrinath, co-founder and director. Ananth Badrinath, also known as AB, founded Desbuild in 1993. AB has a master's degree in civil engineering and has been in the construction industry for over 40 years. He oversees multiple projects, both CONUS and OCONUS, for Desbuild.

He manages DoD projects in the Washington, D.C. metro region and other military installations on the East Coast, from D.C. to Key West, Florida. He worked as a project manager for a large multinational firm in India, Larsen & Toubro Limited, managing heavy industrial projects before moving to the United States in 1990.

Next, we have Prakash Hosadurga-- Hosadurga, my mistake, co-founder and director. Prakash is one of the founding members and directors of Desbuild Inc. since its inception in 1993. He has master's degrees in building engineering, sustainable studies, and construction management. With over 40 years of experience in construction and institutional construction, he has extensive experience in construction management and design-build projects and has been on the OBO Construction/Design Build Program for 25 years.

Finally, Aaren Salido, chief operating officer with Desbuild, joins us. Aaren has over 17 years of federal construction experience on domestic and international projects, totaling approximately \$1 billion in value. As the chief operating



officer of Desbuild, he has extensive experience managing and procuring various trades throughout all phases of design and construction, project controls and budget oversight, quality control, assisting in coordinating manpower and site logistics, and overseeing submittals, lead, and other construction documentation.

Aaren has a bachelor's of science in civil engineering and two masters, one in business administration, with a concentration in leadership and organizational learning, and the other in legal studies, with a concentration in construction law. He has also attained industry certifications, such as the Certified Construction Manager, CCM, Certification and LEED AP.

Today's event is more than just a sharing of experiences. It's about exploring how we can collaborate on our projects and meet the evolving needs of U.S. diplomacy. Thank you again for being here and for your commitment to our shared mission. With that, I will now hand it over to Desbuild.

MR. ANANTH BADRINATH: Thank you, Mitch. I'm Ananth Badrinath. Desbuild has been in business for, like Mitch said, more than 32 years now. And we started working for OBO in the year 2000. And in the due course, we have done some new consulate buildings and also extensively worked on existing compound multi-phase construction and new buildings in the existing compounds.

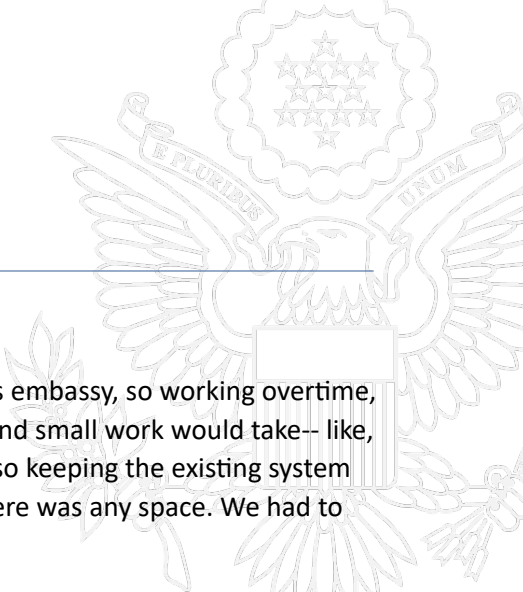
And what we have realized that it has been extremely challenging when you work on an existing compound where the embassy is fully functional and you have to meet the needs of the consulate which is in operation. Our first project was in the year 2000 for complete renovation of the U.S. in Chennai, India, which was a phased construction, limited area. It was about 1.5-acre site.

And it was a great learning experience. And the PD was-- Mr. Brian Haskell was really instrumental to guide us on how to do OBO projects. These were very challenging, unlike any projects we do for other DoD agencies which are within the United States. We picked this particular project in Wellington for today's presentation because this was one of the most challenging projects in an occupied facility, what we have done over the last 23 years.

When we closed the project, it was about \$55 million in size. The challenge what we had was soon after this job was awarded, there was a major earthquake in New Zealand. And almost 70% of the buildings in Wellington had some kind of damage. And every building, including this U.S. consulate, even though it was fully designed, had to go through a review and certification by some local structural engineers to ensure that the building was safe and what we were going to proceed with was doable.

More than that, this was the first time we were doing a job where the renovation was also being done in some classified areas, and we had to create some swing space. We had not realized that doing a swing space is-- as much effort is needed as building a new classified space which goes through the certifications, which are required for any new embassy compound also.

In addition to that, there were other challenges, like finding workforce. After the earthquake, there were hardly any workforce locally available. And at that stage, we had to bring TCNs, get them cleared. And the scope of this work was several piles, around 300 piles, around the building.



And the most challenging part of this was there were residential buildings around this embassy, so working overtime, over the weekends, or planning work after work hours, it was very much restricted. And small work would take-- like, not to produce noise or thing would be very challenging on how we could do it. So also keeping the existing system operational. Storage-wise, on a 1.3-acre site for a classified cleared project, hardly there was any space. We had to manage with small shipments.

So this job, finally, we were able to hand over in April 2020. I will now turn it on to Mr. Aaren Salido, our chief operating officer, who was involved in this project. And he can go ahead with more specifics what was-- how this was accomplished. Next.

MR. AAREN SALIDO: All right, thanks, AB. Yes, my name is Aaren Salido. I'll go over some of the more detailed portions of the project and walk through some points that we've encountered and some solutions that we came up with to get the project completed. Like both Mitch and AB said, the project is a 32,000-square-foot facility in a 1.3-acre compound.

The entire facility, interior/exterior, was renovated. And we had to do all of that within phase construction. Next slide. For the exterior work, as AB mentioned, there's 300 drilled piles around the perimeter of the building. Additionally, we had to install a new concrete facade, terracotta cladding around the building, new entry canopies, site utilities work, improvements to the parking, and new barriers interior-- sorry, new vehicle barriers and anti-ram, anti-climb boundary walls. Next slide. As well as an interior-- we pretty much touched every square foot of the space. Architectural, MEP, sprinkler, fire alarm improvements, upgrades, seismic upgrades as well, technical security, physical security upgrades in both cleared and uncleared spaces. In addition, we added a three-stop elevator to the facility. Next slide.

So for this presentation, I'm going to keep on going back to communication and coordination. That was the biggest item that we wanted to present to you guys today. That's not just between Desbuild and OBO. That also involved the post as well, facilities management, et cetera. Everyone was involved in the communication and coordination.

Not just on a, quote unquote, "typical construction project," additional information was needed as all these spaces were constructed within the compound, including the swing spaces, which we need to communicate beyond a schedule or even a weekly meeting, a regular meeting, where constant, consistent communication was needed in order to properly move from phase to phase, but also with construction activity, whether it be structural work or mechanical MEP upgrades, all this to minimize any disruptions to the post mission and post operation.

Again, this was an active facility. And we were constructing, as best as possible, during, after our working hours to make sure there wasn't any issues-- let me say, minimize any issues with that operation, but also having to properly, as best as possible, continue the construction activities. And that all needed to be communicated, not just with emails, not just meetings, but further documentation and plans, which I'll get to in the next coming slides.

And, yeah, so the coordination between all parties was needed in order to effectively go through each phase properly. Next slide. Phasing. So this project was a six-phase project, including-- with those phases was the construction of two swing spaces, a uncleared space and a cleared space. That was all being done in coordination with the post's activities during extended hours, off hours, weekend hours.

With phasing, this was designed by the designer of record and incorporated into the design documents. And each phase in our schedule had to be scheduled out so we could ensure what major activities, particularly noise-making activities, were communicated to the post. And so we needed to schedule our activities around such issues, if they were to arise.

Within each phase, we detailed every activity that would come up based off the construction documents but allowed us room for either unforeseen or any input from the post, whether it be certain weeks or days that needed to be considered to have no work or low work activities, in each phase. With the phasing as well, bringing in the post, not just right when we were about to turn over a section or a phase of previous phase, but it had to be communicated significantly in advance to ensure the people move, the equipment move was coordinated with facilities.

This was very difficult for us to make sure not just the personnel and the occupants of the embassy was communicated, but also moving down to our subcontractors, vendors, and material deliveries, making sure we had the proper materials for each phase. And I'll get to some more ways that we've found ways to mitigate any issues.

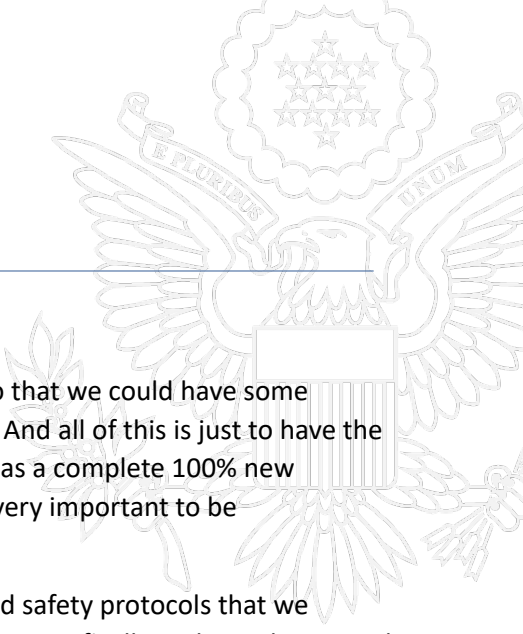
But the phasing, I think the biggest thing we need to detail is that though there was the phasing's diagrams in the contract documents, these areas and sections needed to be constantly, continuously communicated with post personnel to ensure they were all ready for their move into each phase of construction. Next slide. One way we helped to communicate and help facilitate, you know, this communication was through very detailed work plans.

Each work plan was detailed for every major definable feature of work, in particular, with the mechanical, electrical AP activities. Work plans were detailed and coordinated with OBO. OBO would also share these plans with post and facilities so they could have a better understanding beyond the contract documents of what would be affected. These detailed work plans also would be coordinated with our site utilization plans. Our site utilization plans, as AB pointed out, needed to be communicated because of the small area around the compound that we were working with.

So the work plans were detailed to ensure a couple of things, particularly that we had concerns from the post, like air quality and dust control. We highlighted means and methods of how we were going to control such things during the construction so that the construction area wouldn't affect occupied areas where operations were going with the embassy.

Delivery schedules and trying-- and this not only with the embassy functions, but also with the city of Wellington as well, coordinating those deliveries to ensure we have enough equipment and materials to continue the phasing and not have any delays on the project, but also not affect any important visitors or any incoming personnel that was coming to visit for the post mission.

We also procured a offsite warehouse for unsecured materials or materials needed for the uncleared spaces. That also helped us with the site utilization and minimizing any disruption and take up less space so that post could continue to operate. Our work plans also included how we were going to manage waste. That's both within the facility and outside in our laydown areas.



Again, the site utilization plans and work plans were a living document, as they say, so that we could have some flexibility with whatever posts needed and OBO needed to continue their operations. And all of this is just to have the understanding from the construction personnel that it is still an operating facility. It was a complete 100% new construction site. So the visual clutter and just proper job safety and cleanliness was very important to be communicated and included in our work plans. Next slide.

As most know that the working in an occupied embassy, there is very high security and safety protocols that we needed to take into account in our work plans and our daily operation. But above that, specifically in the embassy, with security items, we had to ensure proper workflows, as well as access areas for secured work. This was very important both to the RSO, but also with OBO as security management.

So site access controls to ensure that we maintained the security protocols. We, you know, brought in additional cleared escorts as needed, sometimes above and beyond, in our opinion, to ensure that we had access controls-- controlled, sorry, between the noncleared and cleared work. This was also-- we utilized this security activity to also reinforce our safety, making sure people are not going into the wrong areas for the work. That's for both post personnel, as well as our construction personnel.

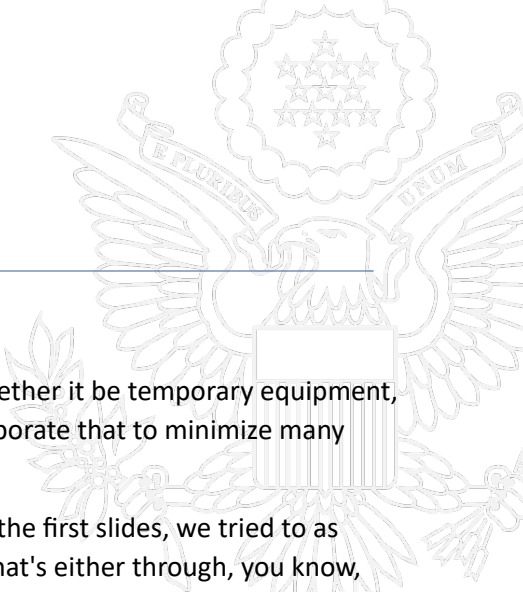
We used, well, clear signage, kind of maybe more above and beyond normal safety signage, as required, to ensure that we were, A, safe, B, secure, and making sure the right materials were going to the right project. And more importantly, we communicated mostly from the RSO that some of the areas that we were in and around had sensitive areas, and we reinforced that with our construction personnel to ensure those protocols were maintained during each phase of the activities. Next slide.

Utilities and Outages. A lot of the challenges that we were having on this facility and in many facilities is keeping the existing utilities running as the construction activities progressed. Several times, there was unforeseen or unknown infrastructure that we had to take into account before outages were implemented.

So to improve this in our phasing, we made sure we tried to get ahead of as much of the surveying work between phases or in advance of going to another phase and highlighting that and coordinating that with both facilities, as well as the DOR, to ensure that we're not taking utilities out and disrupting any operations for the post. So when we found out things that we weren't aware of, we would either continue doing survey work, do outages to inspect off hours to ensure no regular operating functions were disrupted.

And we also ensured that we had to protect any existing infrastructure that was needed that was for work in a later phase that were traversing the current phasing plan. The outages, again, whether it would have been off hours, weekend work, weekend work, and off hours, those activities needed to be coordinated well in advance and not just a week or two ahead.

On many occasions, advanced notice was up to, you know, 30, 45 days, depending on whatever the affected system would be. And not only we'd put in our schedule and our look-ahead schedules. We tried to consistently communicate this with OBO, any outage, so that that could be communicated to the post. And one of the other items that was



particularly important to maintain with the HVAC system. And in order to do that, whether it be temporary equipment, temporary heating/cooling systems or equipment that was needed, we tried to incorporate that to minimize many impacts to the post. Next slide.

Flexibility and Occupant Feedback. Again, communication, like I brought up in one of the first slides, we tried to as best-- both OBO and Desbuild tried to accommodate post as much as possible. And that's either through, you know, understanding and communicating what was happening in the next phase and what we needed to do to make that transition easier and less disruptive as possible.

Even if it's a certain section of the building that needed to be a little bit-- would need to move a little bit later, we tried to work around that. And again, the only way we could get that done was the proper communication with post. Additionally, if there was additional requests to perhaps change the phasing, change the affected areas, that was also discussed and presented and bringing in the designer of record to see if suggested changes--

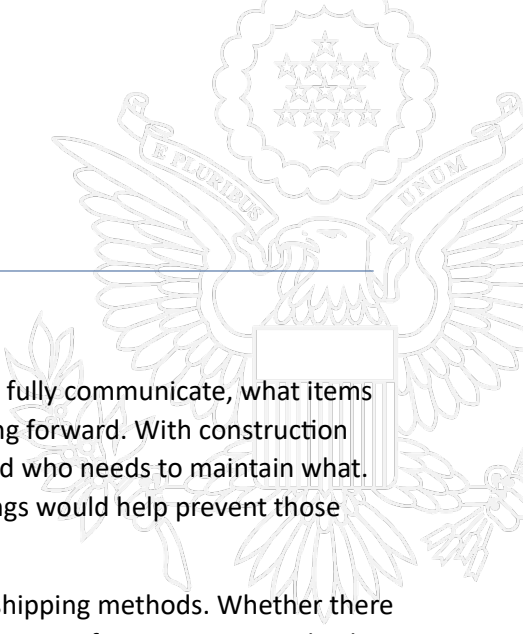
Or changes to what areas are going to be affected or moving a phase here and there, advanced or delayed, that was also brought to our attention in advance so we could plan with the DOR and OBO to ensure if something was or was not possible. But the only way we'd have gotten that done was to make sure all of us, including post, had that open line of communication, yeah, and ensuring all the options were reviewed and looked at before anything was changed. Next slide.

And this is just for overall challenges and how we-- some specific items how we overcame them and some solutions that we had. Particularly with the continuing of the MEP TSS telecom work in these occupied spaces, I think one solution that we had was to have an on-site telecom tech. Even though that's not typically spelled out all the time, on this job, because it was an occupied, secured facility, that was very important to have a tech on-site during the construction of all phases.

If a system went down, instead of waiting or having someone come in, it was a lot-- those items were easily addressed or more swiftly addressed for the post with a subject-matter expert on-site. Additionally, with the certifications, particularly with the secure swing spaces, getting that coordinated well in advance before because that would affect the next phase.

And that sometimes would take a month, if not more, in advance to coordinate the travel with the certifying personnel, whether it be fire alarm, or life safety, or security, et cetera. That was a challenge that, you know, as phases moved along, we were making sure the projected dates of those certifications to ensure that the schedule could continue was done well in advance and coordinated with all parties.

Facility operations and post construction, as well as the phased warranty, again, open communication, understanding, and even having additional means of-- of explaining what was going to be part of the turnover, understanding what equipment was going to be affected and when the area was certified would be under warranty. A lot of times, that stuff, especially if the closeout of a project does not get communicated well--



In this particular case, because it was six phases, we had to fully document, as well as fully communicate, what items were going to be part of a warranty or what the facility would have to maintain moving forward. With construction activities, sometimes that gets a little-- there's a little gray area what needs to be-- and who needs to maintain what. So having that additional per-phase kind of communication, coordination, and meetings would help prevent those issues.

As previously said, storage limitations. As AB mentioned earlier, we utilized different shipping methods. Whether there have been smaller shipments, air shipments, secure shipments, et cetera, on-site. SAA space for secure materials, that had to be implemented in order to get certain phases completed and certified.

So creative ways of figuring out both the delivery schedules and how-- you know, especially in a country like Wellington-- in New Zealand, excuse me, the delivery times and schedules were something that we needed to incorporate-- the contractor had to incorporate well in advance and get that organized, whether it be just-in-time deliveries or having things stored for the next phase for a little bit longer time.

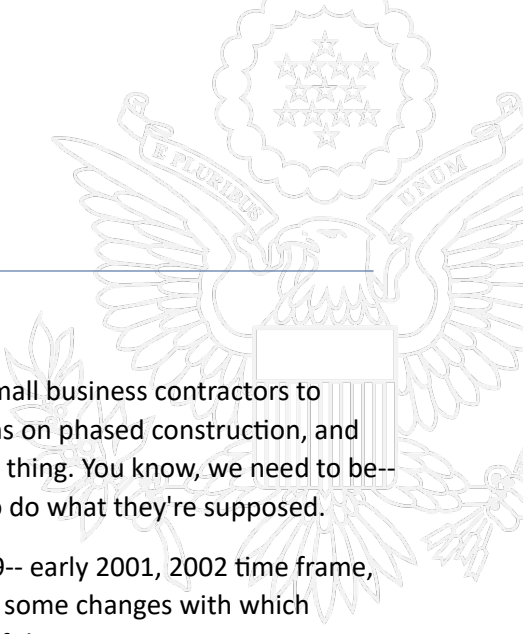
Time for cleared personnel. Again, we're working in an occupied space. Each post, I know, has a unique background and security checks, but we needed to ensure that, especially with local workers, that we had enough time in that clearance process to make sure we had the right personnel, the right amount of personnel for the phased construction.

Yeah, so overall, these items here and what was mentioned in previous slides, you know, it was a very challenging project. The bottom line seemed to be-- that would work for everybody was clear communication, open communication, and well-detailed plans to communicate with everyone to ensure the phasing, as well as the facility turnover construction, was executed properly. So with that said, I'm going to turn it over to Prakash for some closing remarks for our presentation.

MR. PRAKASH HOSADURGA: Hi. Good afternoon, everybody. This is Prakash Hosadurga. I'm one of the directors of Desbuild Incorporated. And one of the things-- before I start my closing statement, I just want to, you know-- on this job at New Zealand, we want to give a big thanks to John Sly, who came in as a at a later stage in the project, who was able to convince the post to make our suggested phasing changes with which we were able to truly, you know, get the last probably 50% of the job-- of the project itself done within about 25% of the time. I mean, he was really instrumental in making that happen.

I mean, one other thing, you know, I just want to thank OBO for providing this opportunity to present our pointers on, you know, the phased and occupied spaces. You know, I'm assuming that there are some aspiring, you know, small business contractors who might be listening in or might listen eventually. And I just want to give some advices.

Those who want to be doing, you know, business is a very unique opportunity to work in renovations of OBO projects overseas. One of the things the small business owners need to understand is they need to get involved. They need to be-- it's not like, you know, leaving it to the field personnel and sit in their office back home. It's not going to work, you know, unless they are getting in there, meet with the end users, meet with the OBO team, with the resource and make sure the get involved. That's the only way this phased construction can get done.



So, I mean, that's one of the things that I just want to, you know, let all the aspiring small business contractors to understand. They need to think outside the box, you know, come up with unique plans on phased construction, and make sure the end user is not in any way inconvenienced. That's the key to the whole thing. You know, we need to be-- there should be no inconvenience to the end user. And that way, they can continue to do what they're supposed.

I just want to talk about one small project we did in earlier-- you know, way back in 19-- early 2001, 2002 time frame, you know, one of the jobs we did. It was, you know, like, in how we had to-- we made some changes with which everybody benefited with it. This is the job, you know, where we did the renovation of the American Center in Mumbai, India. It was a seven-story building.

The phasing was such that-- you know, the job involved construction of two apartments on the top two floors and renovation of the six floors plus one ground floor, seven floors below and one floor on top, two apartments, the top floor. And all the work in the six floors plus the ground floor just involved the-- it had just overhead work, in a sense. We had to do some fire alarm, lights, some ceiling work, and new sprinkler system. Basically, there was no work done below.

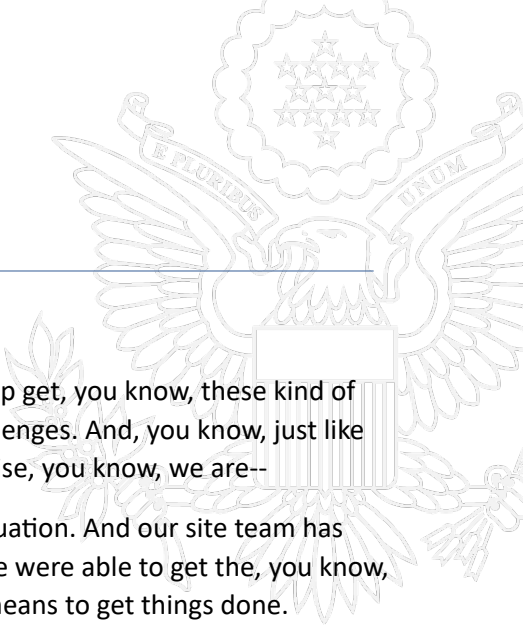
And then one of the big key issue was, you know, the project had a duration of 450 days. And the way the phase was written by the designer-- this was a design-bid-build project. The way it was designed was we had to finish the two apartments up on the top floor. And then those two apartments would be eventually used as a swing space for all these floors. And every floor, people had to relocate to the top floor.

And then we found out with the lead times on the products and everything, it would take us a good amount, maybe 75%, 80% of the total duration of the project, in finishing these two apartment buildings. And also, the big issue was the sound. Like, you know, this was a concrete building. You know, we had to install sprinklers and, you know, a lot of electrical work up in the ceiling, basically. And it would-- so much noise was there.

And the end user management office was really, really worried about it. So we huddled right after the pre-comp, and we ended up, you know, changing the work sequence that were-- we offered to provide two crews, one crew, which was working all night times, providing all the adequate protection for their desks and everything and then install all the sprinkler lines and fire alarm and the lighting. And then once-- the day crew would be working continuously with the apartments on the top floor.

And it so happened, you know, the management office loved it. They said, hey, this is-- we don't have to move. And then, you know, we're able to continue to work. And as long as we kept it clean-- and we promised that we would do it. And fortunately, you know, the contracting officer, David Wuhan, was still there for the pre-comp. Bless his soul. He said, hey, that's a good idea.

And then we did the schedule. And overall, we were able to knock off two months on the overall schedule. It was a win-win for everybody. And then we executed it, and it came out perfectly fine. And that's the kind of things-- like, you know, that happened only because of the PD and the management office and the contracting office. Everybody worked together. And they all had the ultimate goal to get these things done, along with the contractors.



So I just want to-- that gave us one of the examples in how getting involved would help get, you know, these kind of projects, you know, completed. And every job has got its own, you know, unique challenges. And, you know, just like Aaren and AB explained how they handled that unique job down in Wellington, likewise, you know, we are--

Currently, we are having a project down in Cyprus right now. And we had a similar situation. And our site team has come up with some unique, you know, ways of getting things done, you know. And we were able to get the, you know, CMR residence done in record time, you know, by coming up with unique ways and means to get things done.

Now, that is one of the things I just wanted to let know all these contractors who are working on these occupied spaces. You know, always think outside the box and then come up with plans. And, you know, sometimes it gets accepted. Sometimes, you know, we might not be thinking it right. But however, you know, we always-- it doesn't hurt, you know, offering such-- you know, making such suggestions and making it happen.

So again, I just want to thank OBO for providing this opportunity to come in front of everybody and provide our pointers on this phased construction and occupied buildings. Thank you again. On behalf of Desbuild, I thank OBO. you know, for everything. And you've been great, you know, providing this, you know, continuously guiding us on how this industry has developed. Thank you very much.

MS. LAUREN LUCKETT: Thank you, Desbuild. I'd like to invite our OBO subject-matter experts to come up and give a-- join for the response. We've got Roman, Andrea, and Chris Harris here as well. Roman, why don't we start with you?

MR. ROMAN TELLEZ: Sure. So thank you very much. Thank you, Aaren. Thank you, AB. Thank you, Prakash. I'll say, I'm probably in a good position because I happened to be here in Washington, D.C. and working on that Wellington project while it was going on. So it was a nice trip down memory lane.

And I think, you know, one of the things that was not really emphasized by Desbuild is the fact that this was a design-bid-build project. So they did not come in as the designers of record. They came in with some plans that were already worked up by our architect of record, our designer of record, which included the phasing plan. So there was definitely a lot of give and take that had to happen between how the project was envisioned and what the actual conditions on the ground were.

It's a very good realization of the fact that you go, you work in an occupied building. You know, there's a project where you work on an occupied compound, but you're building something new on an empty part of that compound. Still difficult. Then you really up it when you say, we're going to go inside an occupied office building, and we're going to redo this office building. And everything about how we're going to redo it has already been prescribed by the design documents we have.

So I do have a great appreciation for all the work that Desbuild did in working with us, with working with our project directors, Jerry J. and John Sly, and trying to figure out, well, there are things that nobody knew when these drawings were done up. We've found them now. How are we going to deal with it? And the great sensitivity that they had to-- the fact the embassy still had to do business. We still had to represent the United States of America to the government

of New Zealand, and we had to look good while doing it. And it was a difficult job that was pulled off very well. So I'll take a break there. And who's next? Chris?

MS. LUCKETT: Thanks, Roman. Yep, Chris, if you'd like to add anything.

MR. CHRISTOPHER HARRIS: Yeah, no, I'll just echo that was a great presentation, so thank you to Desbuild. I really think it outlined a lot of the challenges we all face anytime we're working on an operational compound or, you know, even more so with an operational facility. Particularly when you've got heavy phasing, you've got inclusion of swing spaces through those multiple phases. And then on top of all that, you're trying not to be too disruptive to post, and you still want to execute the project.

That can be-- and I think this was touched on. It can be even more challenging if there are sensitive spaces involved, particularly tied up within those swing spaces. Could lead to more phased inspections from our subject-matter experts, which I know Desbuild experienced and touched on quite a bit. What we're really talking about is accreditations, a phased accreditation approach. And we actually have to work with a separate bureau, DS, in order to do that, which would allow us to move folks into their permanent location, really, as soon as the spaces are ready.

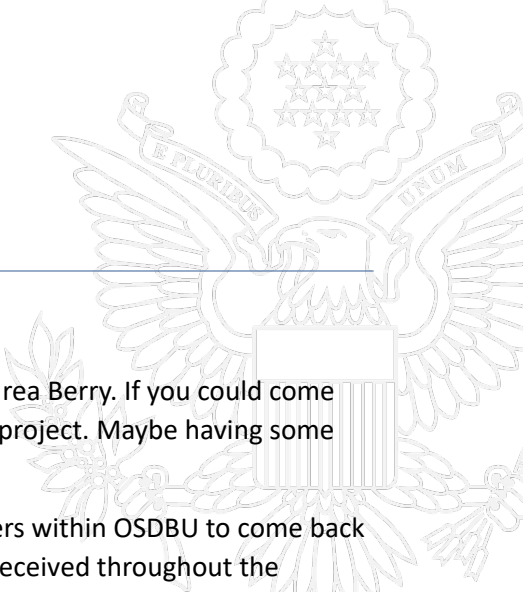
I would say that our office, SM, you know, we try to be very involved during planning so that we can capture all the security requirements that would apply to that project. We work really close with the regional security officers that Aaren touched on. We try to capture all the operational security concerns that might be forecasted, and that can be totally different than building a brand-new facility, right?

So we do all this so our contract documents are as clear as they possibly can be, and there's no, you know, security surprises, if you will. All of this gets documented in our Division I contract specifications, so things like site access, screening procedures, what kind of temporary security systems we're going to have. Aaron touched on secure storage areas. Where is that going to be located? You know, many of these considerations are documented and outlined in our specifications.

Desbuild also touched on relationships. You know, we'll often ask for a CSM, or a construction security manager, on the contractor side, and then having that individual work really closely with our SSM, which is a site security manager, that we deploy to the project site to manage the day-to-day operational security. That relationship is pretty critical, even more so in an operational compound because our SSMs have to work even closer with those RSOs.

Time for clearance of personnel was also touched on. That's another thing that's outlined in our specifications. That's kind of what I'm referring to when I talk about vetting. We'll generally have a timeline in our specification, how many days you can expect that it may take to fully vet or clear that personnel and be able to support the project and work on the project site.

But, yeah, I thought that was all great information. We're here to help and support the project. Of course, no two projects are going to be exactly the same. But, you know, I'm just within one of the four branches within the Office of Security Management. We've got security engineers. We've got TS engineers. We've got DS agents and others all committed to helping the project succeed. So I think I'll stop there, but appreciate the presentation from Desbuild.



MS. LUCKETT: Thank you, Chris. Next up, we've got Wellington's facility manager, Andrea Berry. If you could come online, we'd love to hear a little bit about your thoughts on the presentation and the project. Maybe having some technical difficulties. So to keep things moving, next slide, we can go to the Q&A.

So at this point, I'd like to invite Desbuild, our OBO subject-matter experts, our partners within OSDBU to come back online. Please come back on-screen. We're going to field some questions that we've received throughout the presentation. And just a reminder to everybody attending, we have-- I've been dropping into the chat the Slido link.

So we're eager to hear your questions. But to kick things off, the first one that we have is from an anonymous submittal. How can suppliers of industrial and electrical products support OBO? I don't know. Do we have any reps from AQM or OSDBU who want to jump on this? Or maybe Roman? I know you work with vendors. Is this something that you could field?

MR. TELLEZ: Yeah. Certainly, there's several opportunities. I work in the Construction Management Office. And from the projects that we manage, usually, these vendors, they work through our contracting partners. So having a relationship with the companies such as Desbuild or whoever it may be that's working on our project.

At the same time, I don't know if we have any representatives on from our Office of Design Engineering, but they have several programs that they operate, where they work more specifically with vendors for specific projects. So it's not the larger-scale construction but some of the smaller-scale, for example, a chiller replacement. So we have those various type of opportunities. And I think the place that you'd be looking is at sam.gov, where we put up our different opportunities for bidding.

MS. LUCKETT: Yes, you are correct. Everything gets funneled through sam.gov, and you're able to follow OBO and the Department of State through their. OK, so the next question. Another firm interested in doing work with not only the federal government but other construction companies.

So my company wants to start doing health and safety training for construction companies and the federal government. What is the best way to pitch these companies? I don't know. Desbuild, if you want to jump in on this one and let us know how you find-- or if you have it in-house or if you work with-- outsource any of these--

MR. HOSADURGA: Yeah. We do outsource safety. And many times, you know, we have many safety consultants we have, especially on difficult projects in both CONUS and OCONUS projects. I can provide you the name of our safety officer, Don Cooney, and then his contact information. They can contact him directly.

And definitely, they can-- you know, for a lot of navy projects and OBO projects, we do hire outside consultants on a need basis. We do have safety officers, CST's, in our company, but sometimes we do need-- for some special projects, we do use outside consultants. Should I send you the contact for whom they should contact, or how does it work?

MS. LUCKETT: Yes, you could say the name right now, and then I'll be sure to include it in the follow-up email, where we provide the deck and the recording and all the other collaterals.

MR. HOSADURGA: OK. And, you know, our safety officer, his name is Don Cooney. And you have his email and everything, and you should be able to provide it.

MS. LUCKETT: That's great. Thank you very much. Another question that came in, I know this was touched on during the presentation, but, Desbuild, in your opinion, what was the most challenging aspect of working on an existing site? You mentioned many different challenges that you had to overcome, but if you had to name one, what would that be?

MR. BADRINATH: My opinion is, one thing is, what we have learned from especially this occupied facility is you have to have a technical security technician and a telecom guy because if anything goes wrong, even in the existing system, the first thing they will come to, a contractor, not knowing where the problem was until proven wrong, where otherwise you're guilty.

So we have to have a TSS guy no matter what because that is the most important thing. We cannot have a occupied Embassy without a nonoperational TSS system. So we have learned a non-Wellington throughout the duration of the first few months. We practically had a qualified TSS telecom guy throughout the life of the project.

Because this is an occupied facility, there is a continuous problem with these things, and maintenance of HVAC and all can be managed, but then when it comes to security, telecom, and fire alarm, these are some critical items for which we had to have somebody on site all the time. So in my opinion, that is one of the most critical things on this occupied facility.

MR. SALIDO: I'd like to add that with the phasing-- and I know Roman brought this up-- the phasing was done by a design firm way before construction even started, but also the phasing, both on coordinating between the interior, what's going on the interior and the exterior, and seeing how that all effect affected each other in real time, in real life, that's not really detailed in the drawing.

And so new surprises come up when you're transitioning into a new phase or even during a phase where some of that does not really coordinate with the function of the embassy, so that things, you had to be flexible and also be making sure all the components, security, even access and traffic and occupant disturbances, are all coordinated between the phasing, how the exterior went, as well as the interior phasing of that job.

So that was proven to be really, really difficult, and making-- 'cause, again, it's great, clean, on a drawing, but in real life that doesn't necessarily be as effective, particularly with the post personnel.

MR. HOSADURGA: Yeah. Anyway, my opinion, the biggest thing is the access issues and on the occupied thing-- occupied post, and the loss of personnel, if you lose a key employee and bringing a new employee. That is when the biggest thing. I know it's the same issue everywhere but in a occupied post and you're in the middle of something and sometimes you lose a personnel, a keyman installer.

What's the personal reason they have-- they get out of the country? It has happened to us, immediately bringing in somebody, that's the biggest challenge we have faced. And one of the biggest problems we have faced is if there is--

every post, every project OBO cannot provide a PD. And then without a PD, a lot of times decision-making will be delayed and we end up spending more time in waiting for an answer than actually getting the job done.

So that is one of the biggest challenge we have found on smaller projects. On larger renovation projects, OBO provides - PDs will be on site, and we are able to get with them and then get decisions quickly. And many, many times, we have waited for days before we get an answer. I mean, the loss of time. And then we have to sit and work on a lot of year for that loss of time. That becomes a very tricky issue.

MS. LUCKETT: Great. Thank you. Another one question in here is, how do you assess the condition of an existing infrastructure before starting a project? Are there site visits? How many trips? What is scheduled?

MR. BADRINATH: There is only very limited information, what you have. The architect also would have had few days to go look at it while doing a-- bridging documents or if it's a design build. In a two-day site visit on a 30,000-- 40,000 square feet consulate which is occupied, you cannot go and check everything. So based on the bridging documents and the two-day site visit, whatever information we can gather, that's fine, but then after that, we do a initial site visit after the award and that is the time we get to know more about the existing conditions.

And there is anything which stands out drastically, then we go back to OBO and then inform them this is not what was shown on bridging document or our earlier site visit, rather than first designing and then dealing with it. So as far as possible, during the first site visit after the award, we try to explore whatever it is, open up many ceilings, many areas to find what the existing conditions are.

MR. HOSADURGA: To add in the point of there, we have one of the idea is where-- another idea is where FEVR installation, during the initial site visit, they do allow us for a small, destructive exploration. That's a good method especially on FEVR projects. You do need to know how the anchoring in existing FEVR, whether they have embeds, built embeds, around everything which we should be able to use or not.

Those are the things which they allow us, but otherwise what as AB said, it's a very difficult task and we have to make certain assumptions during our site visits about the existing-- depend on as-built drawings as much as possible, and then try to assess as best as we can, and then make some assumptions in our bid process.

MS. LUCKETT: Somewhat piggybacking on that one, what strategies can be deployed to minimize disruptions to ongoing site operations?

MR. HOSADURGA: In my opinion, the best way is get with the obvious presence, have meetings with the management team, the FMO office. The FMO office would provide key information about the existing infrastructure. They have the best knowledge, especially if somebody facility manager is there on a site on that post for more than three years, and he would have a great knowledge.

But if he is also new, many times he don't. But they also have a lot of places we have seen. I remember we were working in Muscat and then we were working in Chennai all the time. On both the jobs, the local, the help for-- who

works in the facility management section, they are really resourceful. They are-- they would provide the best information of the existing infrastructure.

When we go to the site visit, sit with them. Walk the job with them. That is one of the key, especially on the electrical HVAC side, they have always been a great help provide the existing-- how the routing of the existing chilled water pipelines or anything. And they have the-- and they have been-- none of them are working in the post for many, many, 15, 20 years. They have given us great insight and we have utilized that information in our pricing and analysis, essentially.

MS. LUCKETT: Thank you. We have one in here. How do you ensure compliance with both local regulations and organizational standards?

MR. BADRINATH: If it is coming for the construction itself, in any design-build job, we always hire a local architect who makes sure that our U.S.-based architect is coordinating. The local architects will give all the inputs and also help us on the permitting process and all that, and give the feedback to the U.S.-based architect as to what the compliance codes are and things like that.

And that is coming for the engineering part of it with anything related to compliance with the local labor laws and all. So we always end up hiring a local law firm or a accounting firm both for the VAT and for the compliance with the local regulations, the labor laws, and all that, who gives us all the inputs and guides us what we need to comply with. That covers both the technical and the nontechnical sides of compliance of the local code requirements.

MS. LUCKETT: Thank you. What steps do you take to communicate effectively with tenants or employees working on site?

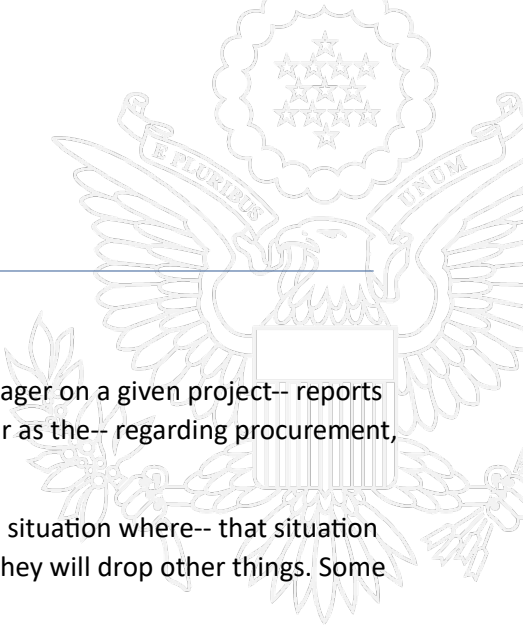
MR. SALIDO: I think the work plans that I presented in the presentation, they not only provide the descriptions but those details, including some drawings or some kind of photographic kind of things, help communicate to people that are not technically, construction, technically, knowledgeable. So those detailed work plans are very effective for post personnel to understand what's going to be affecting them and their space at a certain time.

MS. LUCKETT: Great. Thank you. Another one came in. How do you manage conflicts or competing priorities between different project teams?

MR. HOSADURGA: I need to understand the question again. What exactly, the question?

MS. LUCKETT: How do you manage conflicts or competing priorities between different project teams?

MR. HOSADURGA: Yeah. That's probably-- I'm assuming that is a question to the home office. I mean, I'm assuming-- And, actually, we have such-- the way we have worked is we have teams and we have senior project managers and then of course, Aaren is the COO, but we have different teams.



I mean, that team reports to only that senior project manager-- to onsite project manager on a given project-- reports to only that senior project manager, and eventually everybody reports to Salido. As far as the-- regarding procurement, and-- logistics and procurement, that-- it is always a first come, first served, basically.

But however, we do understand that sometimes our procurement team would have a situation where-- that situation when they miss something, or something is lost in shipping, and they had to airship, they will drop other things. Some other loading is there on some other shipping which is going that particular day.

If emergency comes, which is-- not that it does not happen, it does happen. And they will stop it and then get-- attend to this emergency which has come up and they will handle it. But otherwise, it is always-- they will handle it as the material requirements come in date-wise. They will attend to that. That-- I'm assuming that's the question? I mean, how-- and then that's how the best we could answer.

MR. BADRINATH: Yeah, what led to that, logistically, what we do, every job has its own purchase order, and in our warehouse, the bins are there, so the material goes to that specific job. It is not mixed and taken off from one job and put to other job or no priorities, like that.

So the job, specifically, if it is ordered for one particular job, we make sure that those material goes to that job and there is no priority, that the job in Wellington takes priority over job in Cyprus or something now. And every job has its own purchase order, its own project team, and that's how it is managed without any conflicts.

MS. LUCKETT: Thank you. Next question is, how do you identify potential risks or hidden issues in existing structures?

MR. HOSADURGA: I think we answered the question. We, as I said--

MR. SALIDO: Yeah, I think-- sorry to interrupt, Prakash-- yeah, so like I said, I think I brought up earlier, prior to an existing phase construction, we would go in earlier in the phase, obviously coordinating with the post and OBO, to get into some spaces earlier so we could find and identify any issues prior to actually starting the construction activities.

Also, as we brought up previously, any as-built information, whether it been a project from a year ago to a project that the post did 10 years ago, any in all that information needs to be reviewed and brought up, traditionally go through the RFI process beforehand, and all that stuff to make sure things are identified.

But again, going back to the coordination and communication, if you could get in there early and have any, I guess, nondisruptive work for surveying that helps to minimize any issues or even solve the issues before construction in that space or in that occupied space occurs. So earlier the better, the better planning, the better coordinating upfront, helps mitigate those issues.

MS. LUCKETT: The next one, which is also our last one, is for our OBO team. What common mistakes do you see contractors make on existing site projects? What are the common mistakes that you-- you may see them?

MR. TELLEZ: You wanna start, Chris?

MR. HARRIS: Yeah, sure.

MR. HOSADURGA: We are not talking about Desbuild, I'm sure.

[LAUGHTER]

MR. HARRIS: No, I think Aaren touched a little bit about on site utilization plans, right? And how post wants to see how everything is gonna be worked and structured. But for our office for security management, it's also really important to understand just holistically how the security works on a project. And we've seen on a few projects where changes are kind of made in the field unilaterally with how we're gonna control certain spaces or move certain cameras to adjust angles and whatnot. And that's not always communicated on an update to the site utilization plan.

And so we could make a visit to the project site and see how things have sort of changed a little bit from a security perspective, maybe not quite as what we were expecting, or something that should have been fleshed out a little bit more thoroughly with [INAUDIBLE]. And then also just planning, I think. We're talking a lot about phasing, and I know it's complicated by the fact that we've got one contractor providing the phasing plans for a project like this and then Desbuild takes over and has to kind of run with that.

But in instances where we've got a design-build project, the phasing from start to finish really needs to be thought through, and a really good plan needs to be put in place in order to understand how those swing spaces will work, particularly with some of our sensitive areas and what that looks like. And when folks can have realistic expectations of being able to move into their spaces, right? And how we can coordinate with other bureaus to allow that to happen. So I think those would be, from a security perspective, some things that we see a lot on our operational compound.

MR. TELLEZ: Yeah. The way I put it is, I think a lot of the mistakes, not just with our contractors but ourselves also, OBO, is just underestimating the amount that we do not know. So this really comes through in these occupied buildings, especially Wellington. It's a facility that dates back to the 1950s, I think, or maybe early 1960s. There is just a tremendous amount of stuff that happened in the ceilings or under the ground behind the walls that we didn't know.

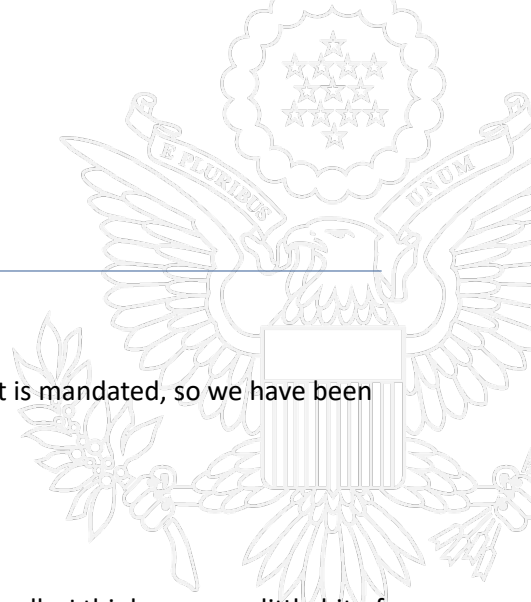
And probably on both sides of the aisle here, we underestimated the amount that we didn't know. Where the mistakes start to compound, though, is that ability to react once you figure out, hey, this is something nobody realized was going to occur, that ability to react, to respond, and start to-- you always start out behind and you've got to work your way to the front.

How do you get out ahead of the problem? And that's where I've seen a lot of the struggles happen, in that ability to respond and be tactical and strategic and how you're going to nip that problem. Now that you've found it, how are you gonna get ahead of it and nip it? Yeah.

MS. LUCKETT: Great. Thank you. And as soon as I said that was our last question, we got a bunch more.

MR. TELLEZ: Cool.

MS. LUCKETT: We'll-- [LAUGHS] --this one is for Desbuild, regarding software. Was there a particular software or softwares that you use to communicate more effectively?



MR. BADRINATH: Only communication with government is through ProjNet, and that is mandated, so we have been using ProjNet for all communications with OBO.

MR. HOSADURGA: Now it's going to change.

MR. BADRINATH: Now it's going to change too. Yeah, go ahead, Aaren.

MR. SALIDO: Yeah. No, we just use the standard construction software, P6. And internally, I think we use a little bit of some internal software, document control items. But yeah, nothing in particular too specific. We did, obviously, for some coordination drawings, had to use CAD and RVT files to get those files over to, obviously, for any coordination, but at that time, nothing specific.

I know from the last presentation there's a lot more technology now that can be utilized for this particular scope, but for this project, the standard construction software, the Primavera, the ProjNets and all that, were utilized.

MS. LUCKETT: OK. Next question is about fining and local authorities. What kind of experience can you share on building in locations where local authorities-- where the fining of local authorities can be prevalent?

MR. SALIDO: You said "fining," like fines?

MS. LUCKETT: Fines, yep, accruing fines. Well, hopefully you're not getting any fines. [LAUGHS]

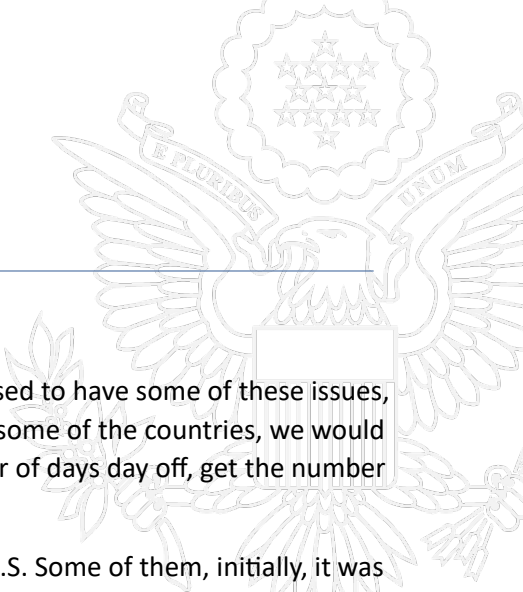
MR. HOSADURGA: No, we're not getting-- yeah--

MR. BADRINATH: But the permitting process is one of the most challenging. We had this both in Wuhan and Shanghai where sometimes it was more political or whatever we can say, I don't want to say that, but one day we had a permit, next day they can come and say that, no, you don't have permit to proceed. So we-- basically, this is all worked out by the local architect whom we hire or the permitting expediter.

So he is more knowledgeable about the local codes, what we need to do, the permitting process and all. Other than that, we have not been fined. Yeah, there is, on the occupied facilities, one thing we have to keep in mind, is the government will not accept any protests by the local labor or something. And the local labor in some of these countries, they know that if they come and protest in front of the consulate for any reason, they can get whatever they want.

It happened to us in Dhaka. And media is there to cover those things, so we had to pay them off, whether they were-- it was a valid reason or not, to get them out of that space. We had to pay them and clear them up. But we deal with these kind of issues very rarely, but it can happen. So this happened recently in Dhaka. Like I said, Bangladesh.

MR. SALIDO: I think you-- just, when you have, like AB said previously, you have a good relationship with your legal consultants or your accounting firms, they help smooth that and clarify all these issues so you don't run into a fine situation, particularly where there's, I would say, a complicated or complex tax laws, whether it be for VAT, Value-Added Tax, labor taxes, all that stuff. Just make sure you have a trusted firm or consultant on board that know and understand those regulations so fines are minimized on that aspect as well.



MR. HOSADURGA: That is, to add what they say, we-- initially when we started, we used to have some of these issues, especially on the labor side of it, some of the-- wherever the labor laws are strong in some of the countries, we would not be knowing the payment for the holiday, and number of holidays they get number of days day off, get the number of days they get off for-- compared to the number of days they work.

And there-- some other countries, there are more number of days they get off than U.S. Some of them, initially, it was not that we got fined, we got the notifications that we were not complying, but we fulfilled that by paying the local laborers. But in [INAUDIBLE], we ensure that we hire an attorney the day we mobilize, we hire an attorney and an accountant. They know the law of the land, and we never gotten into the fine situation at all.

MS. LUCKETT: OK. So the next question is about small businesses. What specific roles do small business partnerships play in successful projects?

MR. HOSADURGA: We started as a small business. And then-- and we've-- some of the larger jobs which we did for OBO, we worked as a minority partner in a large business, and then we worked with them. Well, I don't want to say it was a great success. It worked out. We were able to finish both the projects working under them.

But now, we are-- actually, we are mentoring one small business currently. So far, we have mentored four or five companies. The best way for any small business to do is to get into a mentor project agreement with a large business who are successful in doing work, whichever agency they want to choose. And then that's the best way to grow into a bigger-sized small business company.

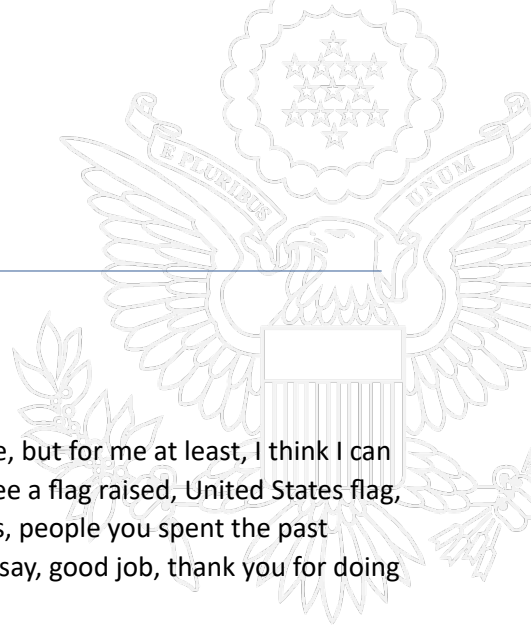
We understand the requirements of agencies, what they need as prequalifications some of the small business companies cannot meet. So the only way they can do is get into a Mentor-Protege Agreement and then move forward, and then present the mentor-- the joint venture, as a small business. And then they can go ahead and learn the ropes, and then eventually be on their own.

And many of the small businesses whom we have mentored, they have gone on to become very successful. One of them, they do more business than what we do. So it is-- that's the only way to do it, in our opinion.

MR. BADRINATH: And if there are any subcontracting opportunities people are looking for, they should be self-performing the job rather than they becoming another general contractor. It becomes cost prohibitive for us and also for our client if-- to meet the small business, if we take a subcontractor who is again subcontracting to a third party, then it becomes very expensive. So long the subcontractors who want to come and work on these as a subcontractor rather than a prime, if they are self-performing, definitely there are areas we can consider for certain portions of the work as a subcontractor.

MS. LUCKETT: All right. Next question is for OBO. What are the top three qualities of a successful NEC building experience? For those of you on, "NEC" is embassy for all of our attendees. Sorry to be using our internal slang. [LAUGHS]

MR. TELLEZ: Yeah, the top three qualities for a successful-- what was the rest of that sentence?



MS. LUCKETT: Embassy building experience.

MR. TELLEZ: Successful embassy building experience. I think the-- gosh, I'll miss three, but for me at least, I think I can summarize it down to one, is that you get to the end of that project, you're able to see a flag raised, United States flag, raised over a brand new, beautiful building, you can look at your contracting partners, people you spent the past several months or years with, and be happy with each other. Look at each other and say, good job, thank you for doing this.

MR. HARRIS: Yeah, to totally agree with Roman, I'm going to give the boring security answer. But I think, from our perspective, it's producing-- I'm speaking for design-build projects, right-- producing a compliant design that meets all of our security requirements so we can start construction as soon as possible, and then compliance with our Division One specifications that outline who can work where, what our security expectations are, the type of deliverables we expect to see back from our contractors.

And then transparent, open line of communication between, like I think I mentioned, our-- we're going to have a construction security manager on the contractor's side who works very closely with our site security managers. And we're going to have PMs that need to work very closely to our project directors. So that relationship building and transparency on the job site is huge as well. But I'm sorry I gave the boring answer of security compliance, but that's kind of where we are. It's really-- it's a lot of times the long pole in the tent. So the sooner we can get that box checked, the better off the project will be.

MS. LUCKETT: OK. We've got time for one more, and I know we've touched on this throughout the presentation and a little bit on the Q&A, but I think it would be very important to hit it home right before we wrap up. What are the critical success factors in keeping these projects on time to code it specifications, budget, safety, what are the key factors that Desbuild and OBO would think would count to make this project successful? So I think this is a really good question just to wrap it up on.

MR. HOSADURGA: Yeah. From our side, good documentation from what we get from the designer if it is a design-build project. Most of these renovation projects are like that. Good documentation is that if the designer has done his job, less we have to do, and the less we'll-- the disruptions, we put the RFI process, and then that converts into RFP, and that's when the job gets slowed down.

MR. BADRINATH: Now the thing is, whoever is entering this field, they need to learn logistics. No matter what, we end up shipping almost 80% to 85% of the materials from the U.S., and it is very difficult to find local products which are in compliance or to get the paperwork to show that it is in compliance with the U.S. Standards.

So if the materials are not there in time, you have your overheads or daily cost of operations on these overseas jobs, is so high that people are sitting there waiting for the material. So logistics is one thing people have to master on these projects. If the logistics is handled well, we believe that, yeah, it can be done efficiently on time.

MR. SALIDO: And then just for this project specifically, we had good relationships with local contractors, developing those relationships. A lot of the requirements for an OBO project, they're not used to. So they-- a lot of the contractors

we worked with the most were willing to learn, willing to adjust to what their standard means and methods of application or installation. So developing those relationships were key to getting a lot of the projects-- a lot of this project done on successfully.

And reiterate what AB said, understanding the logistics, understanding those times and how that affects your construction project. You don't wanna be sitting around waiting for things to get off a boat or anything like that and messing up your sequencing and your overall project schedule. So yeah, I would say, develop your relationship with your local contractors, local workforces as well, so that things could be handled on a local level more efficiently.

MR. HARRIS: Yeah, I agree with everything Desbuild said, that also just having a really strong QA/QC program that you can be confident in is a major benefit and much appreciated on the OBO side, so just wanted to add that.

MR. TELLEZ: Yeah, and I would just paraphrase what Prakash said earlier in his advice to people who want to get into the business. You've got to be involved. You can't just sit in your chair and expect things are going to get done. You've got to be involved and out there talking, and asking the questions, and helping to find the answers.

MS. LUCKETT: Great. That's-- those are fantastic answers, and perfect place for us to wrap up. I'm gonna turn it over to the Director of External Affairs, James Rodriguez, to close us out. Thank you, everyone.

MR. RODRIGUEZ: All right. Thank you, Lauren. Well, we've come to the end right on time, and I gotta say that those last couple of answers were great advice, not just for working with OBO, kind of life in general. So thank you for those.

So I just wanna thank-- one more time, I'm gonna thank Desbuild for being with us and participating in the event today, to my OBO colleagues for also participating, to the External Affairs team for putting this together, particularly Lauren. She's done a great job.

And finally, I want to thank all the participants, all the people that got online and had these great questions and wanna learn more about what OBO does to support diplomacy. So with that, thank you all very, very much, and I wish you the best weekend. And if I don't see you, a happy Thanksgiving as well. Thank you.

MR. BADRINATH: Thank you.