

UNITED STATES DEPARTMENT OF STATE

BUREAU OF OVERSEAS BUILDINGS OPERATIONS

INDUSTRY ADVISORY GROUP

WASHINGTON, D.C.

HELD ON

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FROM

11:09 A.M. TO 1:00 P.M.

P R O C E E D I N G S

MS. MUNIZ: I'd like to welcome everybody.

This is very exciting, a big meeting for us. Our meetings are not typically quite so large, but we have a new group and it's a new day. And so I'm very excited to welcome you all here.

As many of you know, this is the inaugural group, our industry advisors. We have had an Industry Advisory Panel. We're moving to an Industry Advisory Group. The panel was about nine members. The group is now 30. And we're very excited to work with you over the next two years.

For those of you who don't know, this group includes architects, engineers, landscape architects, construction executives, real estate developers,

critics, graphic designers, facility management experts, academics, and sustainability experts.

We're really, really pleased that you're here, so I'd like to thank you again.

The purpose of today's meeting is to welcome you on board. I think there will be an afternoon session where you'll be hearing from the OBO managing directors who will walk you through our program in a lot more detail.

But this is the public portion of the meeting where we invite folks from industry, from the Hill, from our building, and from the government community to talk about our program and to hear about some of the work that we've been doing.

I think we should probably start with introductions. Well, let me first go to Connie.

Connie Hines, if you could -- where is Connie? Connie, if you could start.

MS. HINES: Good morning and welcome again

to the sequel IAG for OBO. There are a couple of areas I'd like to cover.

First, as you may have noticed on your way in, you cannot be -- you cannot be in the building unescorted. We have a number of escorts outside. If you should have to leave the room for any reason, someone will pick you up and take you where you need to go.

Additionally, please make note of the four exits, one behind me and the other three. You may keep your phones, your iPads, your laptops, but please do turn the WiFi off and don't expect to receive any calls in the building. They won't come in.

Thank you so very much. Enjoy.

MS. MUNIZ: Thank you, Connie.

Again, a lot of new faces around the table, so why don't we start with introductions. Why don't we start sort of at this end of the table with Leo.

And I want to remind everybody, I think

Connie did, turn on your microphone when you're speaking so that the court reporter can catch you.

MR. HESSION: I'm Leo Hession. I'm the OBO managing director for operations.

MS. EKPUK: Marion Ekpuk, acting managing director for planning and real estate.

MS. TOWNSEND: Heather Townsend, deputy director.

MS. MUNIZ: Lydia Muniz, director.

MR. HOCHULI: Jurg Hochuli, deputy director of resource management.

MR. TOUSSAINT: Joe Toussaint, managing director for program -- program development, design, and coordination. That's the design and engineering and project manager.

MR. RUMPF: Eric Rumpf, construction facility and security management.

MR. JONES: Casey Jones, design excellence.

MR. BALD: Sunil Bald, architect, Studio

SUMO, New York and professor at Yale University.

MS. BEHA: Ann Beha Architects, Boston.

MR. BLACKWELL: Marlon Blackwell, architect, Marlon Blackwell Architect in Fayetteville, Arkansas, and department head at University of Arkansas School of Architecture.

MR. BROWNING: Bill Browning, sustainability, (indiscernible), New York and Washington, D.C.

MR. GALEN: Timur Galen. I'm a managing director at Goldman Sachs.

MS. GRIFFIN: Toni Griffin, founder of Urban Planning and Design for the American City and director of the JMX Bond Center at City College of New York.

MR. NEWMAN: I'm Ed Newman, construction manager with Heery America here in Washington, D.C.

MR. OPPENHEIMER: I'm Nat Oppenheimer with Robert Silman, structural engineers from New York City.

MR. RODGERS: Bill Rodgers, CEO of GoodCents, Atlanta, Georgia with facilities.

MR. SCARPA: I'm Larry Scarpa, architect from Brooks and Scarpa, Los Angeles.

MR. SCIAME: Frank Sciame, F.J. Sciame Construction and Development, New York City.

MR. SWIFT: I'm John Swift. I'm an engineer with Cannon Design.

MS. TSIEN: Billie Tsien, architect, New York City, with Tod Williams Billie Tsien Architects.

MR. WHITTAKER: Last but not least, Jim Whittaker with Facility Engineering Associates, CEO, president, and right here in Washington, D.C.

MS. MUNIZ: Thank you.

Again -- excuse me. Again, I noted that this is a different configuration than we've had in prior years, a larger group, so we're now the Industry Advisory Group, not the Industry Advisory Panel.

But I think the most notable change is that

rather than having four meetings a year, we're going to an annual meeting, but we're going to be having a lot of interaction, small group meetings, design reviews, project reviews, constructability reviews throughout the process of our design, development, and construction of process -- of projects. So we will be working very closely together.

I wanted to highlight for everybody a few of the things that are going to be happening sort of in the -- in the nearer future, but look forward to collaborating on all these things in the coming years.

Plans are underway for reviews for our new embassy in Mexico City and a residential facility in Paris.

We're also hoping to have a number of our new advisors assist us with the Green Guide. We have a Green Guide now. We're revising it. We're looking to the next generation and look forward to folks' input on that.

We'd also like to have people help us look critically at our lessons learned and our post occupancy evaluations to understand to the degree that we might be able to improve those programs. I think they're fairly strong, but we could always use -- there's always room for improvement.

And we will also be asking folks to meet with our value engineering group which reviews all of our projects.

We also have some very good construction partners in our program. I won't name anybody by name, but I think folks know who they are. But we really would like to increase the pool of contractors who do work with us.

We know that the environments in which we build are sometimes challenging, difficult, everything from finding the right workers to getting materials in country to -- to getting Visas for the people who need to come into country to work with the contract.

So our work isn't routine for many of the strong contractors that we would typically do work with in the states and so we want to convene a roundtable, have a conversation about how we can attract a different pool and a larger pool of contractors to work on our projects and really look forward to your -- to your help in that regard.

Lastly, the annual meetings that we're going to be having, as I mentioned, from now on are going to cover all of the things that we have done the prior year and sort of lay out the agenda for the type of work that we would like to do in the coming year.

And, you know, we welcome sort of an open conversation about ideas, topics that we might cover, things that we might -- we might improve, and we'll be doing that again on an annual basis, but are open to discussion if we need to do it a bit more often.

I'd like to walk quickly through some of the bureau's accomplishments this year. Later I'll sort

of go through a quick presentation that goes over, you know, our inventory, what it is that we do, but right now I'd like to just sort of let you know what we've been -- what we've been up to this year.

In many respects for us it starts with real estate. We need to find sites on which to build to the degree that we're not rehabilitating existing buildings.

So in the last year, we have -- our acquisition team led up by Marion and reporting to Heather have found sites, have closed on sites in Seoul, in N'Djamena, in Beirut, and in Koror.

I think Beirut is an important one. And some of you in the design community may have seen the FedBizOpps that we have out on the streets which close -- closes at the beginning of May for design services in Beirut.

We awarded design services, Mexico City to Todd Williams and Billie Tsien who is here and Davis

Brody Bond, it was a joint venture, and to Michael Maltzan for a residential facility in Paris.

We have recently completed the selection of IDIQ firms for new construction and those are as follows: Ennead Architects, Miller Hull Partnership, Richard and Bauer Architecture, Shop Architects, Skidmore, Owings, and Merrill.

IDIQ firms were selected as well for design services for major renovations. Those are Beyer Blinder Belle, BNIM Architects, Krueck & Sexton Architects, Weiss Manfredi, and Zimmer Gunsul Frasca.

So it's a -- it's a good new group. And I think many of you may have noted really some sort of new faces doing work with us. So there's a lot to learn because I think there's -- there's a risk to -- to new work and to bringing on new folks.

So all of us have a steep learning curve, but we're very excited about the group. We feel they're very, very strong.

We right now have a short list for major rehabilitations -- for the major rehabilitation of the U.S. Chancery in Athens, very exciting project, a Gropius -- originally a Gropius building, a more recent annex on that project, but we'll be getting out with a short list soon and with the final selection soon after that.

And, again, as I mentioned, there is a design services solicitation right now on the streets for the new embassy in Beirut. It's going to close May 1st. It's a project that we're going to be moving relatively quickly on. It's complex. It's large. But because of its location, for security reasons, it's important that -- that we really keep -- keep this one moving and moving quickly.

Construction awards this year: B.L. Harbert International for preconstruction services on the U.S. Embassy in London and for the embassy in Jakarta, Cotonou and Mbabane;

American International Contractors for the new U.S. consulate general in Jeddah, and a new office compound for the American Institution in Taiwan, Desbuild, Incorporated, and REC International Joint Venture for a new annex facility in Moscow;

ACC McKnight Construction Joint Venture for a new housing project in Port-Au-Prince and Vistas Construction of Illinois for the Brasilia Consular expansion project.

We also have an IDIQ on the street and submissions have been received which we are reviewing for design build IDIQ, so sort of a lot of change and I think a great opportunity for us to bring on the best.

And I just want to note here again a lot of new people, a lot of new faces, and we're trying to attract new -- new companies, new construction companies, but we're all very serious and I'm very serious about holding everybody accountable and making

sure that we're getting the absolute best work from the people who are working for us.

We've recently dedicated, so this is sort of at the -- at the tail end of some of our projects, a new annex facility in Manila, new U.S. embassies in Dakar and in Libreville, and a consulate general in Surabaya.

We have work underway to have groundbreaking ceremonies in Laos, in Oslo, and in London.

As many of you know, in the aftermath of the tragedy in Benghazi, a lot of people were looking hard in particular on the Hill about what it is that might be done to make sure that people are in safer facilities.

As a result, OBO received an additional \$1.2 billion in appropriated funding above our regular appropriation.

In the out-years, so starting in FY '14, we are requesting that our construction account for new

construction be plussed up to \$2.2 billion from its sort of flat-line number which was in the neighborhood of \$1.4 billion.

That was the recommendation of the Accountability Review Board and really what it reflects is the program had stayed flat since its inception in 1999, so it didn't -- it didn't sort of account for -- for escalation in particular in the construction industry which can be relatively steep.

And so folks were seeing and my colleagues from diplomatic security who are sitting right -- I like to have the security guys right behind me -- who are sitting right behind me were -- were concerned that the number of embassies and the number of people that we were able to get into safer facilities was declining every year because our dollar just was not going as far.

So this effort and this request to -- for additional funding on the Hill is really to address

that -- that sort of decline.

I also want to hit on a couple of program highlights. Many of you know what we were calling our design excellence initiative. We renamed it the excellent -- excellence initiative for U.S. diplomatic facilities.

I think, though I've been talking about it for about a year or well over a year, the program is -- focuses on much more than simply design. There are all kinds of things that these facilities need to do from providing space for our Foreign Service, U.S. government, and local staff to work overseas, representing the U.S. overseas, providing secure facilities, providing facilities that are sustainable and that can be operated economically in a time of declining resources.

There are a lot of things that we need to achieve with these facilities and we need to maintain them for the long term.

So the program is really about how to do that sort of cradle to grave as best as we could and doing the best work again from sort of site selection all the way to maintaining these facilities, so excellence in diplomatic facilities, not design excellence anymore.

We really transitioned from the standard embassy design to what sounds very similar, design standards, but as many of you will see, these design standards are meant to be more flexible.

So, in other words, they're -- they're things that the State Department needs and that the folks who work in embassies and consulates need and so we're able to describe in these standards what those things are, you know, how a consular area functions, what size office people should have, what are the security standards that you're going to need to meet, what are our operational standards for support facilities.

So it's sort of much more of a kit of parts to help designers and engineers understand our needs, our standards so that they can develop from there without sort of reinventing -- reinventing the wheel in the program every time.

We welcome your looking at that and looking at it critically. It's a very large document. It's comprehensive and like many documents of that type, I think it might -- it might be confusing. There might be some -- some portions of it that aren't perfectly clear.

And as folks look at that, it would be great to get your positive feedback or negative feedback as it might be, your constructive feedback on how we might improve future generations of it.

The guide to design excellence or to excellence, sorry, is under final review and we plan to -- to release it this summer, so really in the next couple of months.

Also on our program side, Art in Embassies celebrated their 50th anniversary. So last year the celebration -- in the celebration, Secretary Clinton recognized five American and international artists. It was a really a great event. Those artists include Jeff Koons, Cai Guo-Qiang, Shahzia Sikander, Kiki Smith, and Carrie Mae Weems.

Each of these artists have demonstrated an enduring commitment to the Art in Embassies program which provides works for all of our embassies and consulates around the world as well as providing collections for ambassadors in their residences. The residents are -- residences are used for representational purposes.

So, again, the secretary presented this -- this medal of the arts, State Department Medal of the Arts for their outstanding commitment to the Arts & Embassy program and to really our cultural exchange through that program.

We also have a project afoot to build a fund to conserve the State Department's treasures abroad. So we have, as I mentioned, a number of ambassadors' residences, vast art collections, furniture collections. All of these things are not inexpensive to maintain.

And the thinking was that if we could work with private donors and set up a nonprofit entity that could provide funding for the maintenance and preservation of some of these really wonderful pieces that represent American history and American history abroad that we would be ensuring that these assets are there for generations to come.

And -- and you'll be hearing about that and -- and it's an effort that -- that we're really shooting off now.

We also continue to incorporate environmentally sustainable technologies. Again, it's not just to be green, which is important, but it's

also that these embassies can be and consulates can be expensive to run.

And in a time of diminishing resources, I think it's -- it's incumbent on us to come up with the best technologies, to work with engineers, with designers, with sustainability experts to make sure that we're making these embassies as efficient and as economical to operate as possible.

All of our buildings now are achieving LEED silver and we're sort of looking back at existing buildings and seeing what we can do to sort of increase their sustainability as well.

I now go to a portion where I was going to introduce -- excuse me for my pause. My -- my boss, Under Secretary Kennedy, I'm going to introduce him, but he had a very, very busy morning as he often does with emergency meetings. There he is. So let me -- let me introduce him.

Again, we'll cover more of the OBO program

in -- in a bit later today and then this afternoon for the panel members or the group members that goes into much more detail about our organization.

But it's really my pleasure to introduce the under secretary for management and my boss, Pat Kennedy. Let me tell you a little bit about him.

He's a career foreign minister in the Foreign Service. He had served as under secretary for management since 2007. In his role, he's responsible for all of the people, the resources including budget and finance for the department, all the facilities, the technology, consular affairs, logistics, contracting, and last but not least security for the department, and he serves as the secretary's principal advisor on management issues.

Pat has been a tireless supporter of OBO, tireless supporter, but he really also is a tough boss. He holds us accountable. He wants us to do our best work. He wants us to make sure that we continue

to put people into safer facilities but that they're facilities that work well and are great examples for our colleagues who do their work and live their lives overseas.

Pat.

MR. KENNEDY: Thank you much, Lydia.

I'm very truly delighted to welcome all of you here to the State Department this morning in the first meeting of the new OBO Industry Advisory Group.

We've relied upon a group of experts for over ten years now under a different title, but we've renamed it and expanded participation in line with OBO's renewed commitment to excellence.

The State Department has a very, very large mission overseas and a very, very good, incredibly good staff in the Office of Overseas Buildings Operations. One of the problems, though, is we -- we are never going to and nor does Lydia and I desire to literally do all the design and all the construction

ourselves. That is simply taking on too much work.

We have a responsibility to the secretary, the President, and the American people to make sure it is done right. We're only going to be able to do that in partnership with you and many others around the United States who can bring to us the best ways forward in architecture and engineering and all the other disciplines and obviously in construction as well.

And we're going to continue to seek input from group members and we have to and will rely on your expertises. You bring a great depth of knowledge and experience in architecture, engineering, sustainability, planning, real estate, construction, and facilities management.

As you know, the State Department maintains a robust presence around the world at 285 locations and OBO provides the platform from which the department and dozens of other United States

government agencies execute their national security missions daily of helping to build and sustain a more democratic, secure, and prosperous world.

The 1998 embassy bombings in east Africa were a watershed moment in embassy security.

Following these attacks, Congress enacted the Secure Embassy Construction and Counterterrorism Act, SECCA for short.

And since the enactment of SECCA through significant efforts of the men and women in the Bureau of Overseas Buildings Operations, over 13 billion in construction projects have been awarded around the world resulting in a hundred completed facilities that have moved over 28,000 American and Foreign National staff of the U.S. government into safer and more secure work environments.

We have accomplished these projects with the strong support from you in the private sector. We contract with firms to design and build our embassies and consulates, as I said, as well as to implement

security improvements.

In light of the security situation the department faces worldwide, private sector companies are absolutely vital in helping to keep U.S. government staff and those many others who visit our buildings in safe and secure facilities.

Over the past three years, OBO has embraced a renewed commitment to excellence. This design excellence initiative is building upon its success and will provide a more holistic approach to the design, construction, and maintenance of U.S. diplomatic and consular facilities abroad.

This comprehensive support -- excuse me -- this comprehensive process will support the utilization of best industry practices, technologies, and staff abilities to maximize the taxpayer investment and fulfill OBO's mission of providing safe, secure, and functional facilities that represent the United States to host nations.

I am heartened to see how well attended today's meeting is and by the number of you in this room. I can tell you that we are very, very welcoming of your effort to join with us and to play your role.

I am confident that working more closely with industry, as Lydia has noted, through design and construction reviews will result in facilities that are outstanding in all aspects.

OBO has developed a strong greening program at a time of surging energy prices, especially overseas where many countries can only depend upon fossil fuel, and increasingly limited access to fresh water resources. Conservation is of paramount importance in our facilities not only for its environmental merits which are very real but also because of the economic savings we can and must obtain.

You all read the newspapers. You all follow what goes on in the national budget. When the state -

- when sequester came into place, OBO's budget went down as well, but yet our mission of providing safe and security -- safe and secure facilities did not change and the efforts that we are making in the greening area are incredibly important to us so that we can reduce our operating cost and continue to carry out the national security missions we have without cutting into those missions because of stagnant budgets and rising -- and rising costs.

OBO's green team includes participation by technical experts in various building fields to establish a strong framework for designing high performance facilities, successful compliance with federal sustainability mandates, and stronger American missions abroad.

I know they look forward to collaborating with industry to ensure the department maintains its role as a leader in sustainable initiatives and I also ask you to remember the collateral benefit. Many,

many people around the world look upon American embassies as symbols of America.

And if we can do buildings that are green and have sustainable technologies incorporated into them, the thousands of visitors from highest levels of governments down to the lowest will see our buildings as a symbol of what American ingenuity, American development, American practices can do.

And I think it's an advertisement both for the United States as a society and maybe an advertisement for many of you because when someone asks who designed this or who built it, we're not shy about telling them.

Over 14 of the department's facilities have earned certification in the leadership in energy and development design, the LEED. Green buildings rating facilities in Brazzaville, Dubai, and Monrovia earned the prestigious rating of LEED gold and others are under submission to LEED for further designations.

These buildings are designed to reduce waste sent to landfills, conserve energy and water, be healthier and safer for occupants, all while lowering operating cost at a time of increasing fiscal constraints.

The work of OBO's real estate professionals, design managers, engineers, cost estimators, project managers, construction project directors, and facilities managers allow our diplomatic and consular colleagues the freedom to do their jobs in safe facilities around the world and in doing so advance U.S. national security.

As our partners in this process, you and industry and your involvement is essential to the work that we do. The facilities your companies and firms design, engineer, and construct on behalf of the American taxpayer must maximize the federal investment and provide the highest quality return.

The 42 projects under design or construction

represent enormous opportunities in the coming year for OBO and the entire department. And, as Lydia said, following the tragedies in Benghazi, the Congress has given us a plus up for this fiscal year and we have every indication that we will receive a plus up in the fiscal year budget that the President has just submitted to the Congress as well.

There is no doubt that we must forge ahead on our national security responsibilities and the increasingly more complex and dangerous security environments that we all face.

I very much look forward to your involvement and contributions to deliver complexes that represent the best in American architecture, engineering, technology, art, and culture.

Thank you very much for being here. Thank you very much for your time. And I now turn you back over to Lydia and Heather and the rest of the team who are actually doing work while I sit in meetings.

Thank you all very much.

(Applause.)

MS. MUNIZ: Thank you.

I'd now like to move on to introducing our keynote speaker for this session who is sitting right back there, Majora Carter.

Majora Carter is an internationally renowned urban revitalization consultant, real estate developer, and Peabody Award winning broadcaster. She's responsible for the creation and successful implementation of numerous green infrastructure projects, policies, job training, and placement systems.

Her long list of awards include honorary degrees, accolades from groups as diverse as Rupert Murdoch's News Corporation, John Podesta's Center for American Progress, Goldman Sachs, and the MacArthur genius fellowship.

Some of you may wonder how -- how does sort

of urban revitalization fit into OBO's mission. Later after Majora's presentation, you will be hearing from our project folks who will be going through some of the projects that we're doing around the world. I think one of the notable examples that comes to mind is London.

So we were able to sell properties in a very valuable part of London, use the proceeds of that funding to buy in a redeveloping part of London and we have now sort of revitalized a really vital part of the city and have become a magnet that is bringing more people in, housing in.

So it really is an opportunity for us to invest in urban environments, but it's also an opportunity that benefits the U.S. taxpayer to the degree that we're able to go into neighborhoods and afford properties that -- that otherwise, and afford secure facilities that otherwise would not be achievable for us. So I think it's -- it's -- it is a

very important example for us.

Majora has continually set new standards of excellence in projects in her south Bronx community while she expands her reach nationally and internationally. Her philanthropic and professional interests have all worked towards increasing economic potential and self-esteem in low income people and neighborhoods everywhere.

We're excited that in addition to being our keynote speaker she's kicking off today what we're calling the excellence dialogues which we hope will become a forum for innovative industry professionals and academics to talk about current industry issues and trends with the OBO staff.

Let me turn it over now to Majora. Thank you.

MS. CARTER: Thank you.

I am very, very honored to be here in the cradle of diplomacy and the fact that this is really,

I think, the -- the national space where we create this environment for people to engage and dialogue that doesn't tear down but actually builds up so that people can continue to do that.

And -- but I want to get you up to speed to where -- to how I got here actually. I'm an urban revitalization strategist and -- but I think you need a little bit of background to understand like where I go.

So these are my parents. They were domestic political and economic refugees. They were fleeing terrorism during the American Jim Crow era down south from South Carolina and Georgia. They were part of the great migration of blacks that moved up north during that period in search for a better life.

They ended up settling in a place called Hunts Point which is the southeastern most section of the south Bronx in New York City. And at the time, it was a mostly white working class community. It was a

walk to work neighborhood which meant that people literally walked from the residential area into the industrial area where there were lots of manufacturing jobs. My neighborhood had so much of it, in fact, it was known as little Pittsburgh, steel in particular.

And later on, folks from down south, you know, blacks from down south and then black and brown folks from the Caribbean followed suit, again all looking for their great American dream.

White flight happened and the highway construction boom happened where it was often -- the people who were doing the master planning for this country in terms of transportation often didn't give any real consideration to how people actually lived in those communities.

So the Bronx in particular which was in between Manhattan and West Chester became this spaghetti network of highways where people who lived in thriving communities were often told they'd be

given a month before their building was going to be torn to the ground to make room for a highway.

Obviously this isn't the first financial crisis we've ever been in in this country. The term redlining which is where bank administrations would draw red lines around areas where they were not going to make any kind of investment actually helped lead to the Community Reinvestment Act of 1977, you know, which helped to reduce the amount of illegal housing discrimination.

But what happened to your properties when you were unable to find investment or financing to support the -- its development, whether you were a business owner or a homeowner, something, you know, was bound to fall into disrepair.

Oh, and this is around the time that I came into being. I like to consider this one of my earliest networking events. I actually remember this conversation that I was having with Santa Claus

telling him that the Easter Bunny said I was a very, very good girl and he should hook me up, you know, when the time came.

But this is what I grew up with. Remember this -- I grew up in an era of pretty significant financial disinvestment. Landlords found it much more profitable to torch their own buildings, commit arson because that was more profitable than trying to find financing investment that was absolutely not going to be forthcoming.

And so to see this kind of thing happening probably up until the time I was ten, and this is what -- this was the residue of what was left, we were -- we felt and we heard on the nightly news that our community in and of itself was a war zone.

And I knew a little bit about war because my brother had actually served two separate tours in Vietnam. And, you know, he was taken away from me for a good portion of that time.

So when he came home when I was seven years old and I finally got my big brother back for what I thought was going to be forever, he was killed the next door -- the next neighborhood over, you know, as a result of the drug wars that were going on in our communities at the time.

And so it really made me think that we were going through this financial disinvestment that paved the way to the economic and the social disinvestment of what happened when you've got policies that aren't necessarily in line with where people need to be for their own growth and development. And we lived -- and I lived through that.

And so much in my experience that I went through domestically actually parallels what many people around the world go through in what could be called lightly inhospitable situations.

And so I don't care if it's south Bronx or -
- or Bangladesh or Belfast or Baghdad, you know, the

point is it -- all of that has really helped inform the kind of work that I do today.

And my approach is all about problem solving in communities and the approach is enabling greater expectations in places where most folks don't have any. Enabling greater expectations in places where people don't have any.

And it's kind of like diplomacy where you create an environment that builds up rather than tears down because nobody and I do mean nobody rises to low expectations.

And so these were the -- this is a representation of the kind of expectations that folks had for our community as a regional sacrifice zone that provided much of the waste and power generation and sewage treatment infrastructure that wealthier communities around New York City could afford to avoid.

We happened to be a poor black and Latino

community and thus politically vulnerable. So this is what we got, the waste, the power, and also much of the truck traffic.

So what we wanted to do, you know, with the work that I've been developing over the past decade and a half or so is why don't we create an infrastructure of health and well-being.

And so this doesn't look like much here, but this actually start off -- this was the beginning of that kind of transformation in my own mind of what could potentially be in our communities.

You know, I was getting these -- while I was working on one hand to help our city and state understand that we needed a much more comprehensive solid waste management plan, we also kept getting these notices from the U.S. Forest Service via the New York City Parks Department to develop and help restore underperforming rivers, you know, within -- within the country.

We had the Bronx River in our community and, actually, I had never seen the Bronx River because there was all sorts of industry that lined our waterfront. And I knew we had one only because I saw it on a subway map, but never seen one in person.

And so when I got this notice, I kept -- you know, it kind of made me think that I need to go and find this place. And, fortunately, my dog helped me do so and pulled me into what I thought was just another illegal garbage dump in the neighborhood.

Turns out that it dead ended at the Bronx River and I realized that that dump could become the beginning of my community's waterfront transformation and thus our community transformation.

And so this is after one of the cleanups. I'm somewhere in the middle if you can see behind many of the tires that we pulled out that one cleanup. And this -- and so this was the beta version of that project.

You know, we -- we -- I talked to anybody who would listen to me and even some folks that didn't and -- until they turned around eventually, so everyone from community groups to local businesses to much bigger businesses to city -- parts of city government, and really worked to create this kind of beta version.

We got a little tiny seed grant, used it as sort of just the seed money in order to move it into a bigger version. We refined some programming, you know, got people out on the waterfront that most of us didn't even know we had.

And then through -- through that type of effort, we were able to attract other resources, the big bucks basically. And we got a \$3 million appropriation from the city to develop it into -- you know, from this into this.

And so the Hunts Point Riverside Park, you know, is now this incredible place. And just imagine

what it would -- what it was like. You come from a place where you're told on the nightly news public and private perception that nothing good will ever come from your community and you see it in the aesthetics of it. You see it in the development there. And you understand that something different could happen in that community.

So having something that looks like this absolutely does reflect back on you. It helps to breed the culture that you can become something and live beyond the expectations of what someone once thought of you including yourself sometime.

And I loved it so much I got married there back in 2006 and this is the dog that led me there, my girl Zena. And it wasn't just this incredibly beautiful place for me to get married -- oh, and I loved the fact that we are now a national award winning park for excellence in design.

So we also wanted to take this -- this kind

of model and work it into kind of you connect our communities, you know, into places that, you know, that allow it to be seen, you know, in different ways socially, economically as well, sort of stabilize the community, you know, from the outside, you know, and in and the other way around.

So I got -- I found out about a Federal Highway Administration proposal called CMAQ which stands for congestion mitigation and air quality and they were looking for projects that reduced congestion and improved air quality.

And we wrote a \$1.25 million proposal that was the largest infusion of planning dollars ever in my community for a positive purpose. So believe me, we got plenty of money to figure out how big our sewage treatment plant could be built, but we never got something that was designed to create the kind of health and well-being for us exclusively.

So designing a greenway that was a dedicated

bike and pedestrian path that provided opportunities for physical, you know, active recreation in a community where so many of us are either diabetic or obese, that's really important, also in terms of the traffic calming device because it just provides a great place for that as well.

It's green infrastructure, so storm water management and air quality as well. So, again, looking at another way what is the infrastructure of health.

And so these were -- this was the beta version, you know, of our projects, you know, really just simple sort of traffic calming, you know -- you know, neck downs and things like that with a couple trees in the middle. This became much more of the intensive infrastructure that we were able to bring to the local community as well and even more.

And, again, this kind of project plays the role of connecting people because as you build out

places like this, people want to be outside more.

That also increases security in a community as well.

So that's a really important thing.

And also the connectivity. This piece of the -- of the greenway is going to connect, you know, our -- a skinny little 11-mile network of greenway, but it's a linear part, so it's not like one big one.

And -- so this piece will connect us to what is much -- a much larger park within the New York City park system, about 400 acres called Randall's Island. And when this path is completed, we will be connected again. We won't be this isolated community as we often are and considered apart.

And definitely last but absolutely not least, we wanted to help people in our local community understand and have both a personal and a financial stake in improving the environment for themselves.

And when you come from an area with a close to an almost 30 percent unemployment rate, a real high

incarceration rate based on the fact that folks are having a hard time finding jobs, this is infrastructure that has to be developed.

And so I started one of the country's very first green collar job training and placement system specifically around ecological restoration, so things like learning how to clean up contaminated land, you know, starting first on wetland restoration on the river, urban forestry management, and later on green roofing.

And we were able to do this type of work in a really -- in a fantastic way because we work specifically with folks who had significant barriers to employment. So those are people who were generationally impoverished or folks that cycle in and out of our criminal justice system.

And so for someone, you know, everyone in this room, you know, who has an understanding of what it's like to take initiative to learn how to be a team

player or learn how to follow when you need to in order to get the job done, but if you haven't had those kind of experiences growing up or even knowing, you know, how to look busy when your boss is around which, of course, I'm sure you never have to do because you're always really busy, you know, these are the type of things that have to be taught to folks, you know, who don't have that kind of experience.

And that's why we were able to boast this kind of placement rate when most job training programs in the country can barely do half that, so -- and especially with the kind that we worked with which we're very, very proud of as well.

So -- and also what's also really important about the types of work that I showed you is that these -- these things actually do provide the kind of, again, that infrastructure of health.

The University of Illinois' laboratory of landscape and human health has absolutely critically,

you know, linked the idea of being in natural spaces and improvements in quality of life, you know, mental well-being, lower crime rates, just lower stress, you know, lower stress levels for people.

So these are the kind of things as we think about green infrastructure in our communities that we want to see more of as well.

And so I'm -- I'm sure you're all familiar with -- with Homeland Security and -- but honestly for the general lay person, it doesn't make us feel much more secure because it doesn't -- it doesn't have that kind of thing with -- within its culture at least for the lay person.

And -- but hometown security is a project that I'm working on developing which is all about how do you do sustainable built environmental transformation on the project level, but mostly on the real estate development level which is where I'm moving into right now and -- so -- because we really

believe that people shouldn't have to move out of their neighborhoods in order to live in -- in better ones.

So I want to show you, you know, a couple things that might actually help create the kind of -- of dialogue around building, you know, in embassies. I know that's a big thing of what you want to do.

Like this might look really familiar and like you may wonder, you know, what are they building, you know, a barrier wall or, you know, what are they protecting themselves from, you know, or preparing themselves to do.

And just to get a sense of scale, these are pretty high blocks, you know, more -- about -- more than ten feet tall separating something from something and -- but, actually, what -- these are workers doing this work and, you know, clearly it's a big project as we go forward, but it also could involve women and children.

I mean, I think the women could have done the construction actually that you saw earlier easily, but definitely these type of things or what exactly are they building.

And this is what they were working on. This is called the Omega Center for Sustainable Living. It's done -- it was done up in Rhinebeck, New York and it's a conference center, a retreat center for a thousand plus people.

And the idea is that they had this aging septic system and they wanted a way to sustainably do their waste water instead of building something that wasn't great. And right now this particular system which actually generates all of its own power to run the thing handles about 52,000 gallons of waste water each and every day.

To date, they've done 25 million gallons of water, you know, and purified it. And it cost about \$4.1 million and a big portion of that was just making

it so it could be a learning center because it was obviously much cheaper if it weren't.

So this type of infrastructure when you think about it, you know, could actually -- if this was the face, you know, of -- of an embassy, a piece of infrastructure that also had the potential to -- to provide a service, storm water management and/or -- and/or waste water treatment, you know, to an embassy and it was this beautiful green thing that people could be a part of, and this is just a schematic of what actually happened, you know, sewage goes into the holding tank, anaerobic digester, constructed wetlands, indoor tropical plants, sand and gravel and out comes clean water.

And these were the -- all the folks that worked on it from Vienna Architects, you know, down to all the rest of these folks. But, again, it was a really incredible structural group of people that made this type of work happen.

And, again, the infrastructure piece of all of this is so important because you do want to, you know, have as light a footprint as possible and it provides an infrastructure project as well.

But it all -- and it provides an opportunity for a security barrier without looking at it. I mean, that thing is beautiful and it gets even more beautiful the more you know about it.

And it's local accessible technology. It can support the local groups within that area for business development as well and facilitate local hiring as well.

And having something like this, this -- when you create -- imagine if this is the kind of image, you know, that meets and stays with visitors, you know, as even -- when they visit or even just walk by an embassy, you know, even -- even in -- especially, you know, in a conflict zone.

You know, think about creating that

environment where people feel that they can afford to be generous, that they are kind and open to dialogue because that's the way something like this could make you feel.

People should feel as though they don't have to move out of their neighborhood to live in better ones. But in creating the kind of spaces where you're -- where you're again building people up instead of giving them the infrastructure and the environment where they feel as though things need to be torn down.

I am really encouraged by the State Department's willingness to engage in this -- this conversation and I would be very, very honored to work with you on it.

Thank you.

(Applause.)

MS. CARTER: And I think we've got time for some questions. And are we going to the mic over there?

MS. MUNIZ: Any questions?

MS. CARTER: Oh, hello, sir.

VOICE: (Indiscernible.) I clearly see embassies are really special facilities --

MS. CARTER: Yes.

VOICE: -- for (indiscernible).

MS. CARTER: Uh-huh.

VOICE: Clearly very, very important to (indiscernible). My question is really how do you balance sustainability, (indiscernible), and security needs for these embassy buildings? (Indiscernible.)

MS. CARTER: Sure.

VOICE: How do you balance them?

MS. CARTER: All right. It's -- it's honestly coming from a community like the one that I'm from and working in communities, you know, that are considered the kind of regional sacrifice zones where things are done in those areas so that other -- so that, most frankly, people who could afford to avoid

them do, it is incredibly important to think about how do you insist and incorporate the I -- the -- the benchmarks of sustainability in every design so that everything has a multiple, you know, use as well.

So a building like this isn't just a pretty building. It's designed to provide infrastructure. It produces its own energy. It -- it manages storm water. It provides opportunities for education. It -- it does things, you know, that, frankly, a regular old brick and mortar building just cannot do because it doesn't have the kind of -- of impacts in terms of that -- what happens when people aren't in contact with nature, but it provides that opportunity.

And, frankly, I mean, I love the idea of, you know, of green building. I'm on the board of the U.S. Green Building Council, the national board, so I obviously believe in that.

But one of the problems that -- that I actually have with green buildings is that it

sometimes takes -- puts the building over the entire -
- the -- the performance of the building itself over
the performance of the entire community. And I think
that in and of itself is a problem which I'm working
on as a board member.

So I can do that because the idea -- a
building is, frankly, only as strong, you know, as the
community in which it's in. So what are we doing to
create the kind of environment and atmosphere where
people do feel as though they are contributing
something to the development of that community, to the
development of that building even, and -- and how do
we, you know, set it up economically, socially, and
environmentally so that sustainability is not just,
you know, a cute green building that happens to be
LEED, you know, platinum?

Like could care less about that. I'm much
more interested in how do we develop the opportunities
for human beings to develop and feel as though they

can participate in conversations that are going to encourage diplomacy.

VOICE: (Indiscernible) --

MS. CARTER: If I could add to that because

--

VOICE: -- you know, how would you react to -- how would you (indiscernible) --

MS. CARTER: Wait. I'm sorry. I missed --

VOICE: Resilience.

MS. CARTER: That is resiliency. When people feel as though they actually have a -- have a vested interest in the development of their community, that is resiliency. From a -- from a very real level, that's what resiliency means for me.

People who are -- who feel ostracized, you know, from a particular area or even their own community, that's the -- the sure sign of lack of resiliency. That's what poverty does. That's what, you know, people who are traumatized by conflict,

that's how they, you know, live their lives. They -- they act alienated because they are.

But when you create an environment that allows people to feel invested in it as though it's for them and its beauty reflects back on them, that helps increase opportunities for resiliency not just for the physical structures but for the people themselves.

MS. MUNIZ: I think -- I mean, that is a very interesting point and I don't know that we always sort of approach our -- our designs in that way.

But I think part of your question was also about sort of these -- these different requirements. So we have requirements for sustainability. We have the -- the requirements that -- for functionality from the people who use these buildings and we have security requirements.

I believe very strongly that none of these are mutually exclusive.

MS. CARTER: Right.

MS. MUNIZ: We have a lot of designers in the room and I think good designers love the challenge of tell me what you need and let me figure out the puzzle. Let me figure out how to do it as best as I can.

Joe might be able to add a few words. We -- we had a group who worked on a study that we call an epic study, the epic study, which is really looking at how we can address security in our perimeters on our compounds in ways that are innovative and ways that don't always feel as abrupt and ways that contribute positively to the community in which these buildings are.

And all of -- all of this work was done towards meeting all of those requirements, but meeting it in a way that -- that felt very different to both the occupants of those buildings and to the people who walk by these buildings every day.

MS. CARTER: Uh-huh.

MS. MUNIZ: On another note related to sustainability, I mean, what's interesting in our line of work is that we have buildings everywhere around the world and there are some environments where being able to manage, you know, storm water treatment, for example, reducing use of water, all of those things makes us more secure and more --

MS. CARTER: Right.

MS. MUNIZ: -- more sustainable. To the degree that we're able to operate sort of on our own to a degree if we have to --

MS. CARTER: Uh-huh.

MS. MUNIZ: -- really helps -- helps the embassy or the consulate in terms of its functioning.

Joe, I don't know if you'd like to add a little bit about -- about the epic study.

MR. TOUSSAINT: Yes. I think in short what we did is we looked at several -- four different

projects that we have completed, not necessarily recent projects, but going all the way back to Athens which was done in the '50s, '60s.

And we tried to see -- we worked with our colleagues in diplomatic security to see how we could take just the -- the aspect of the security, the perimeter security of the project and treat it another way because what we were doing is we were sort of falling into this default pose of -- of the stand-off perimeter wall.

And, actually, when you look at the function of the security, it's many layers and serving different functions and it is, after all, the front face of the facility and it not necessarily has to be the front face. It can be a side face. There can be differences between the different layers of presentation that the compound would give to the -- to the public, to the neighborhood.

So we -- we looked at that and we came up

with different concepts that we called sort of the epic principles that we're trying to now apply to other projects.

You'll see London, for instance, shortly and you'll see that that's -- that has -- that's accomplishing the same level of security, but it's taking advantage of other requirements that are in the project for sustainable features that are built into the security mechanism and so forth.

So this, I think, is what I'm hearing, the opportunities that are there --

MS. CARTER: Uh-huh.

MR. TOUSSAINT: -- that we should be taking advantage of --

MS. CARTER: Right.

MR. TOUSSAINT: -- achieving the same -- not sacrificing one for the other but letting them sort of have a synergy among themselves so that we get a better product in the end.

And as Lydia says, you know, that's -- that's a challenge. We as -- we as the -- as the sort of the client are in a wonderful and a responsible position to give that to the design community, let them challenge other ways to come up with other ways to skin this cat.

Oftentimes we don't spend that much time on these and we're open to that now, I think, more so than maybe in the past.

MS. MUNIZ: Yeah. All of life is a design challenge. It is. But we can all do something about it.

So thank you very much.

(Applause.)

MS. MUNIZ: Thank you.

I'd like to start now with a brief sort of overview of -- of what OBO does and a little bit of our history, but this is really an introduction to three case studies that we're going to be presenting

about our work which will sort of take you again
cradle to grave what -- what do we do, how do we start
our products, how do we design them, how do we build
them, how do we maintain them, what do they look like
and feel like over time.

But for those of you who are new, I just
wanted to give you an idea of what we do and -- and
how much of it we do.

Next slide.

So we have 275 missions overseas, 169
embassies, 91 consulates, branch offices, and 10
missions to foreign countries. For example -- or
other than to foreign countries. So, for example,
missions to the UN and other international
organizations such as the OSCE -- OSCE, the OECD.

We currently have diplomatic relations with
190 countries, so these facilities and all of the --
the properties that we manage, that we purchase, that
we design, that we maintain are in all of those

countries.

We have 70 million square feet of property that is made up of leased property, government owned, and both residential and office space. And we currently have 42 major projects in design or construction.

Next slide.

I just wanted to give you an idea of our inventory, again very varied. You have the consulate in Barcelona, the embassy in Manila.

Next slide.

An ambassador's residence in Hanoi, staff housing in Tokyo. Again, we have embassies, consulates, shops, warehouses, office support annexes, cultural heritage properties, and staff and residential housing.

So it really covers the gamut of facilities and really the size and complexity from your -- your sort of high-rise residential compound to -- to stand-

alone residential facilities.

Next slide.

I just wanted to walk you very quickly through the program's history. So in the early years, the Tangier Legation is the first -- the first diplomatic property overseas and was given to the U.S. by the Sultan of Morocco in 1821.

The majority of our -- of our early buildings were like the Tangier Legation. They were - - it was really an adaptive reuse of an existing building.

The Rome Chancery, another good example of adaptive reuse. This is the Polotso Margarita. It was built in 1980 and it was purchased after the second World War with reparation dollars and was formerly the Italian Queen Mother's residence.

The Paris Chancery represents sort of the shift. The Paris Chancery which was built in 1932 and designed by Delano & Aldrich was the first of our

purpose built embassies, so really a building that was -- that was designed and constructed with -- with our needs and our requirements in mind.

So this next era is an interesting one for the State Department and I think in some ways can mirror on -- on what we're trying to achieve today.

So the modern era in our buildings, and -- and some folks love these buildings, some don't, but -- but was really a crucial period. And the reason it was crucial is that there was really a deliberate effort to bring on the most talented architects and engineers to work with the State Department and to -- to create examples that we thought spoke of American openness, American ingenuity, American culture.

And this was really to counter Soviet influence during the Cold War, so it was really at a point where we felt there was a message that we needed to get out about America that was a very positive message at a time that felt very precarious and

dangerous for many people.

And I think that in many ways we're in that same -- in that same place. We operate in environments that are hostile, that are complicated, but there's so much that's wonderful about our country and great about our talent and our culture, and we want to be able to communicate that same message as we move forward with our building program.

Again, the buildings that you're seeing, the New Delhi Chancery was an Edward Durrell Stone building that was done in 1959. London was an Aro Sananin (phonetic) building that was done in 1960, and the Athens Chancery was designed by Walter Gropius in '61.

Next slide.

So the next significant building period -- and, again, sadly this sort of influx of resources has often come in the aftermath of tragedies. It -- it's sort of the way it works. People forget about the danger that many of our staff face and live in and

work in overseas until something tragic happens.

So what we call the Inman program when there was a significant spike in funding came after the bombings in Beirut and Kuwait. There were 16 new buildings that were built. You see sort of an example of those buildings there.

They included Oman, Bangkok, Bogota, Caracas, Stocka (phonetic), Georgetown, Lima, La Paz, Manama, Muscat, Nicosia, Pretoria, Sinah (phonetic), Santiago, Singapore, and Tegucigalpa.

Again, these are -- they were set back. This was sort of the first use of setback, that hundred meter setback which we use to this day to provide sort of a critical buffer zone between -- between the street or the public space and these buildings to provide security for folks.

But, again, here you see some of -- some of the examples from that period. Caracas was designed by Gunnar Birkerts, Bangkok by Kallmann, McKinnell &

Wood, and Moscow by HOK.

Next slide.

So the next real spike in funding came after the bombings in Nairobi and Dar es Salaam which I'm sure many of you remember. I certainly remember vividly.

What's shocking to me when I look at these numbers is the numbers of people who were killed and wounded in these attacks. Two hundred and 24 died in the attack -- the attacks on Nairobi and Dar es Salaam and 5,000 were wounded.

We've seen recently obviously the -- the tragedy in Boston, the tragedy in Benghazi, but on a scale much smaller, and -- and I think it's -- it's important for us to remember how many lives were lost in those attacks that led to this program that really continues to this day and provides funding to our program and is sort of the genesis for -- for our building.

After those attacks, Secretary Albright established the Accountability Review Board. It was chaired by Admiral Crowe. And the report cited collective failure, the collective failure of the U.S. government to provide adequate resources to provide for facilities for its staff.

In the aftermath of that attack, Congress passed the Secure Embassy Construction and Counterterrorism Act of 1999. Under Secretary Kennedy mentioned that and we call it SECCA.

And examples of facilities that were built in this period include Kampala, Managua, Monaco, Abuja, Mumbai, Panama. I'm not even going to go on because the list goes on and on.

This is also a period where -- where the person in charge of OBO at the time, the director of OBO at the time adopted what was called the standard embassy design. It's been criticized for -- for some of its failings, but I think what we all need to

appreciate was at a time when the majority of the facilities overseas were considered in dramatic disrepair and -- and really not providing a secure platform for -- for our people overseas that the success of the program was that it got buildings built and it got people into safer facilities.

And the reason I remind myself of this and I want to remind you of that is that it's absolutely essential. We have an annual appropriation which really -- a significant appropriation which helps us plan long in advance and it helps us know long in advance what we need to do.

But I feel like my most important responsibility is in the year that we have funding that we award projects, that we do them on time, that we build them well, and that we get people into facilities. And we can never lose sight of the fact that we need -- we need to keep moving with this program.

And so to the degree that the standard embassy design may not have been perfect, what it did teach us was efficiency and the power of really getting things done. And I think that getting things done has given the Congress confidence that we can continue to get things done, but we owe it to them and to the people overseas to continue to do that.

Next slide.

In the same period, not all of the buildings we did were standard embassy design buildings. There were a few sort of unique design projects. Beijing was one of those projects. Berlin is the other. Beijing was designed by SOM and that building was completed in 2008, Berlin designed by Moore Ruble Udell and completed in -- in 2005.

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So the next chapter for us, and -- and we've had a couple meetings about design excellence, now excellence in diplomatic facilities, was really to

take a step back after this really productive period of -- of building overseas and to say what do we want to do in the next 10, 15 years, what -- how do we want to improve on this program, what can we do better or what do -- what do we want to sort of say at the end of that next 10-year period have been our achievements.

So we came up with a set of guiding principles and these guiding principles cover really everything that we should be concerned about. And those go from purpose and function of the building to site selection, design, engineering, safety and security, again very important, sustainability, professional services that we -- that we receive from the architecture and engineering community, construction and craftsmanship, operations and maintenance, art, and the preservation of our historically significant properties.

So the program is really looking at

everything that we do and thinking about how do we improve the work that we do in those areas.

This effort was encouraged -- this effort I want to point out was encouraged on a number of different fronts. We had Congress pushing us to do something different. We had senior Foreign Service ambassadors begging us to sort of re-look at the way we built and the message it was sending in the communities in which they were working. We had foreign leaders saying, you know, build us an embassy that shows that we're friends and not that you're afraid of us and want to keep us out.

And we had obviously the design community saying, you know, we can do better and engineers saying, you know, there are -- all kinds of innovations have happened in the last 10, 15 years with respect to sustainability, with respect to security, and we can work with you to continue to make these the best buildings for each generation in which

you build them.

We're now really in the implementation phase of this program. Our guide to excellence in diplomatic facilities we're going to publish in the next couple of months. We're in the final sort of clearance -- clearance stages for that document.

And we've also developed a new set of design standards moving away from the standard embassy design to comprehensive design standards to help guide the folks that we work with, in particular the designers and the -- the architects and the engineers who do our work.

So what does this all mean? I'm now going to turn it over to -- to folks who work on these projects every day. And -- and we're going to use sort of these case studies to talk to you about how this program is helping us look at our work differently through these examples.

And we hope that in the years to come there

will be many more examples of successful buildings that achieve all of these things that we're trying to accomplish, again from sustainability to security to representing the U.S. overseas to being efficient, cost-effective platforms for our colleagues, and really to buildings that convey what we want to convey about the best of American architecture, engineering, building, and ingenuity.

With that, I turn it over to Patrick Collins who's going to talk to you about London.

MR. COLLINS: Thank you, Lydia.

A few years ago, the department faced a serious problem. The 50-year-old existing building in Grosvenor Square designed by Aro Sananin was coming to the end of its useful life. We needed to do a complete renovation of the facility. It no longer met our security or space needs.

Unfortunately, those costs proved to be exorbitant. The good news is that the value of our

land holdings in Mayfair is significant and their -- their sale enables OBO to cover the cost of the new embassy facility, one that can meet all of our requirements and reposition our presence in London.

Sale of land will cover the cost of new property, construction, and the fit-out of the embassy without capital funding from Congress.

A few facts. Currently the project is at 90 percent construction documents, so we're well into it. This is the first time that OBO has used an early contractor involvement process.

B.L. Harbert competed for and was selected as the ECI contractor and we're working closely with them currently. So they are very much involved in all of our design reviews. We're working hand in glove.

The chancery is approximately 45,000 gross square meters in size. There are planned to be about 650 desk positions including American and employee staff. It's projected that there will be about a

thousand consular visitors per day to the embassy. So it's quite busy. It's a very intense workload, and the cost of construction is approximately \$645 million. So it's a big project.

The search for the site was difficult in London as you might imagine. Land is scarce and it's very expensive. We were very fortunate to find an excellent site in what is called a designated opportunity area in Wandsworth.

This is what we might call a redevelopment zone here. It's one of the last remaining close-in light industrial site and it includes the Battersea Power Station at its western-most end. It's this entire area which is light industry and actually extends quite a bit into the foreground.

This is our project. This bridge is a future prospect. And the House of Parliament is there. So we're quite close to Parliament and this is part of the strategy of going on to the south bank in

London which is -- is radical in some people's minds, but it's really a pioneering effort in London.

Our decision to build here and to support the redevelopment zone has spurred development in a very difficult real estate economy in London for 25 additional projects in the zone and includes 20,000 new residential units.

So this is not just a office park redevelopment. This is an integrated community of shops, offices, retail, and close in to London.

Other embassies have taken our initiative to heart. The Dutch and the Chinese are currently negotiating for properties there.

OBO decided to use a design competition to select an A&E and to find the best approach to the design of the project. This is something that we only do rarely, maybe every decade, but it has worked for us.

The firm of Kieran Timberlake was selected

by the -- by the design jury for the project. And the winning scheme is much as you see it here.

Site design is a significant contribution to the success of the scheme and OBO's ability to get the project approved by the many local review bodies.

The -- I'll speak to the landscape design in a moment, but this really represents a magnet project for the development. And as you can see, it's right on -- almost on the river.

Working closely with the old partnership, Kieran Timberlake developed an embassy in the park concept with no visible fences or walls, yet meeting all of the security requirements.

I wish I could go into great detail on this and share it with all of you. There isn't really time here today. But I think Joe mentioned the epic initiative. This is a great example of those initiatives.

The site design has been closely considered

in relation to a new linear pedestrian park that will link the new development in the area and it's -- it runs this way and it can be seen on the right here. It runs all the way to the transit center, Vox Hall, and connects to the development at the Battersea Power Station. I should say the future development at Battersea.

As a -- as a consequence of the new development in Wandsworth, a new tube stop will be built about three blocks away from our project. So we're sitting -- we will be sitting on top of transit and this plays very much into our sustainability program.

The project is conceived as a civic center to the entire development. Because we were at -- particularly at the time, one of the few presence on the -- at the development zone that was civic in nature, we found ourselves in a unique position and the cube form defines the visual center of this space

and established the bases for the performance of the -
- of the embassy as a whole.

The cube, of course, is a very compact shape minimizing surface area as much as possible and allows us to achieve some significant goals.

One of these is that the project will meet the UK standard for carbon neutrality through a combined use of PV and CHP generated electricity and heat. We're currently working with the local authorities to connect to a new city heat distribution network for this new development.

The project is on track to achieve LEED platinum and outstanding ratings.

MS. MUNIZ: That's not your slide.

MR. COLLINS: How did I get there? Pardon me for a moment. It's not the right slide. Here we go. Sorry about that. You got a preview.

One of the principles of the Kieran Timberlake design is that the component pieces must

satisfy multiple uses simultaneously. There's an inner curtain wall envelope that is simultaneously weather protection, energy conserving, and blast resistant.

A curtain wall is very significant to us, one which is able to satisfy the blast constraints that we face and -- so this is a major technological investigation, engineering skill that has come out of this project. It will prove to be quite useful for our subsequent projects.

The outer envelope is a performative scrim of ETFE and provides sun shading, glare control, daylight into the interior, and with the addition of PV cells will provide enough electricity to offset the electricity needed to light one entire floor of the office building.

We have additional PVs as well elsewhere in the project, but this -- on this exterior skin has its own performance measure.

The office workplaces will be organized for flexibility and to maximize interaction among the staff. We're using a raised floor which will provide air distribution, power and communication distribution as well.

Overhead we're using chill beams and LED lighting to minimize energy design, control day -- day lighting will further diminish the need for ambient light.

I mentioned that a thousand visitors will come to the consular section every day or most days. This is the experience that they will see when they enter the building. They'll enter through a garden, through the lobby which you can see under the building, go upstairs. There are two levels of consular lobby space that overlook the Thames.

So it's a -- if you are familiar at all with the current Visa headaches that we face in London, this is a incredible improvement.

The embassy will provide multi-function space used for diplomatic gatherings, business meetings, cultural events. This is a stair that leads down into a meeting hall that overlooks the Thames. There are exterior spaces, an event lawn, and a terrace overlooking the river that will allow the embassy to host many different kinds of functions. And art is planned to be integrated with the architecture.

The pond in front of the embassy will be a focus of a public access park so that the public will be able to freely access this area of our site and it will also provide multiple functions.

It will act as a security barrier so that pedestrians can reach the building, come right up to it without controls. It's a way of managing storm water and it will also provide mechanical cooling for the building systems.

The landscape design has been carefully

crafted to be an American park in a UK setting and to provide recreational open space for the new development area. Open space is at a premium in the development area. It is a commercial development and, therefore, there's great pressure by the other land owners to maximize their development potential.

So the new embassy in London is well positioned to be a local landmark and a demonstration of American innovation. And I think that Lydia has intimated that London is one of our flagship projects and we think that it's well on its way to getting us into a new position, new benchmark for our design.

So Mark Flemming will speak about a new project, one which is almost about ready to open in Guangzhou, in China.

Mark.

(Applause.)

MR. FLEMMING: Good morning. We are very excited about the new consulate compound in Guangzhou

that is nearly completed construction and we expect occupancy this year.

The -- most people may know the city of Guangzhou as Canton. It's a few miles up the river from Hong Kong. But Guangzhou is really the global hub for the manufacturing and commerce for southern China.

U.S. trade with China started in Guangzhou in 1784 and much of the need for this new facility is based on the growing trade and the need for consular services.

Similar to London, last year, the consulate there processed a quarter of a million applications for guest visitors.

Some facts. The project was designed by Skidmore, Owings & Merrill of San Francisco with their Chicago office designing the mechanical and electrical building systems. It was built by the American company, B.L. Harbert with some work done by China

Huashi. The cost of construction is 162 million with a program for 332 desk positions.

With the program, we have -- as you can see, it's very -- very much close to completion there. We have five low rise pavilions that provide for public, staff, and diplomatic entry pavilions, site infrastructure and support.

The -- the two office buildings, we've got the consular office building here, another office building here, the marine residence there, the warehouse here, all on this lush green site in the middle of this very urban context.

The location is a seven and a half acre site in the center of the new commercial, financial, and cultural heart of Guangzhou. It's surrounded by tall office towers and across from a recently completed opera house by Zaha Hadid.

The site was acquired 15 years ago and was part of the planning for this major rapid growth in

this area. We have with this a -- a metro off to the northeast. And, again, the river is off to the south with the opera house right there off the corner of the south end.

Viewed from the east, the architectural conception of the main consular building begins with the Visa process itself. The building is organized in a north-south direction and has a unique profile.

The need to move hundreds of daily applicants through this seamless, simple, and clear spacial sequence is the primary public function of the building and the site.

The landscape design, and I draw your attention to this area here, we've got the consular access pavilion here with the entry for guests, visitors, those applicants, and American citizen services from this end. Also the main entry pavilion here to the south is for diplomatic guests.

The landscape design facilitates an

intuitive understanding of movement through the building and the site. The Visa process takes place in a great hall in this area here and is linked to the entry pavilion through this shaded weather protected walkway.

The patterning extends from the Visa windows inside the great hall all the way through the garden on out to the street.

And to talk a little bit about that epic program, this is one of the ways that we were in this project able to integrate the program with the street scape and with the larger community.

At the -- at the writing of the design contract in 2005, OBO had just begun to certify its projects under the leadership and energy and environmental design or LEED rating system.

The Guangzhou design contract took that next step. It was the first to take that next step and mandated achieving LEED silver rating and incorporated

public education into the design.

We have public -- we have placards in public areas in Chinese and English describing the sustainability strategies. The strategies focus largely on construction practices and landscaping.

Bioretention basins are constructed to catch rainwater surges. We have the permeable pavements in the hardscapes and green rooftops on the dependencies. On the larger office buildings, we have the reflective rock up there, white stone to minimize heat gain there.

A section through the consular building shown here, the continuous exterior concrete shell that forms the main consulate building provides efficient structural form. The form and the fenestration maximize our use of day lighting and the ability to direct weather and rainwater to where we can deal with it in these bio basins.

Viewed from the southeast, the curved shape

maximizes the efficiency of these qualities while the inward cant of the east facade catches the prevailing eastern breeze focusing it on the public gathering space.

The shape also gives the building a directional stance emphasizing the civic quality of the more public eastern face with the north and south ends. Their deep overhangs provide welcome, open, warm gestures to the public.

We just unveiled this last month. This is the sculpture now by Joel Shapiro. This was commissioned and donated by the Foundation for Art and Preservation in Embassies. The design work, we worked directly with the -- the artist on the lighting, the siting, and the spacial relationships as the artist was in progress there.

Inside the building, we have worked with Art in Embassies to incorporate work like Doug Atkins' new horizon into the reception areas and many other

artwork as you can see here.

This is the -- the view from the street through what is a -- the first of its kind and that's a ballistic glass to provide that transparency.

For many of these applicants, the Visa -- the visit to the consulate is a first look, a first experience with the government of the U.S. The design sought to improve this first experience and improve efficiency of Visa processing and security screening in our project goals.

The -- the -- this first use of ballistic glass at the screening facility was done in partnership with diplomatic security.

And, finally, the great hall. This is interior of the great hall and it is the first instance of a large gathering area placed forward of the hard line that is publicly accessible especially designed for the diplomatic mission to engage the broader public.

The great hall contains Visa windows and related public facilities along this left edge and a double height space. The interior wood scrim admits filtered light to the east side of the hall while a series of garden lanterns here inserted into the walls ground level provide direct framed views to the garden beyond.

Technical details such as acoustics at each of the interview windows and dynamic signage seek to decrease the applicant waiting time and improve turn time at each window.

The -- the consular hall has been also outfitted with audio visual equipment to permit presentations, cultural and economic exhibits, and other large gatherings to engage with Chinese civil society.

Now we will turn to Andrew Scott with the new embassy in Jakarta. Thank you.

(Applause.)

MR. SCOTT: Thank you, Mark.

I'm very happy to be able to present Jakarta to you. It's a post that I've been involved with for about 13 years. And as we talk about probably one of the most critical aspects of moving forward on a new project, it's about location, location, location, location.

And in this particular project and one of the nice things that helps distinguish this from some of the others you've seen is that unlike looking for - - we actually did look for a green field site in this -- in this city, but came to the conclusion that it wasn't very practical.

It wasn't going to serve our purposes and both from a practical perspective and also from the bureau's perspective collaborated to make the decision that we were going to re-purpose the existing embassy site.

That brings with it all kinds of

opportunities and a whole host of complexities and challenges. I think we're all very proud of the final solution that we've come up with and I'll go through some of the interesting aspects about it.

But the -- one -- some of the things that -- that come about with this is that we're going to maintain the existing -- part of the existing chancery in operation while we build the new one next to it. So that is something that happens occasionally with our projects. Another project like that was Ababa.

So we're going to actually move a huge number of people off of this compound to be able to clear it and build it while we simultaneously keep an active embassy site.

So also the small size of the site really has an impact on the building and in a time when we were still doing standard embassy designs, we were able to sort of make the case that, well, we really can't do this here. We've made the decision to stay

on the site, so we're going to do a vertical building.

And it was a great opportunity to start moving into the sort of design excellence thinking.

So some of the facts about the project, we worked with Davis Brody Bond for a number of years. It was a very long planning process to get zoning approval to make -- to get land acquisition. We had multiple parcels that had to be acquired.

At one point, we had four and we designed a solution for that and then added another piece and redesigned. And each time, we had to go back to the city and -- and deal with their -- their zoning commission, their architectural commission, historic commission.

B.L. Harbert is -- B.L. Harbert has been awarded the contract this past fall working with Page Southerland Page and they will be working on the design build effort going forward. We're in the process of doing design development, further the

design development. However, the bridging documents that were produced were very well established, so we're really excited to show you something that's fairly complete.

We're anticipating completion in 2017. It's a ten-story office building. One of the unique aspects of this project is that it has a historic -- historic structure on it that we're going to sort of replicate as a historic pavilion. And I'll tell you a little bit more about that later.

And, of course, we have these typical screening entry points that are -- are -- we've tried to design in a way that responds to our epic aspirations.

This is sort of the very core of the city of Indonesia -- of Jakarta. Sorry. And it's a figure ground that shows some of the very important buildings that surround their Merdeka Square. It's about a mile by a mile in -- in each direction.

At the center is a Moness monument and it is sort of the equivalent of our great monuments here in Washington, D.C., the Washington Monument.

Down here is our site in green. Right next to us is the vice president of Indonesia. Across this site -- across the park is the president, the national mosque.

So we are the only American or the only foreign country with a mission on this very auspicious site. It's like being on the mall in Washington. So I think the decision to stay there was, you know, really strongly connected to the wonderful opportunity we have to represent ourselves there.

The historic building was actually this residence that was on the very original parcel that we occupied after World War II and it was actually the location where the delegation from Indonesia met in their process of negotiating independence from the Dutch. So there was a period called the Dutch

Indonesian Roundtable.

And after that, we were given this building as sort of a starting position for our presence there. It wasn't really an embassy, but a presence.

Then following a few years later, we -- we built the first embassy in 1953 which at the time was one of the most modern buildings in the city. So it was interesting to note that when we went to the zoning board and the Architectural Review Board with our new ideas, they were very sensitive because they felt this was a very important landmark building and we said, well, we're going to give you the next generation.

So remembering that the context of this site is this very important square, our property is at the corner. And so we were very conscious of what moves we made to sort of reinforce the urban context to sort of reinforce our relationship to the monument, to look at it, to reflect to it.

But also down here on the right, we -- the slide doesn't show it very well, but right here is the vice president's compound. And it's a series of lower scale buildings.

The historic building that I -- that I showed you before actually is positioned more or less on this site and really can't remain in this location and has been really glommed on to in so many ways that it's -- it's not really a single feature.

So we're taking the front of it and constructing a pavilion that's sort of the memory of it. Consequently also the -- the -- Barack Obama used to study in the USA building that was part of this structure. So there's -- there's a lot of history that's present in that pavilion.

I think this -- this image also really shows how the building opens up to -- to the city at this -- I mean, all sides of this are -- are a building covered with a beautiful sun -- sun screen system with

a curtain wall.

But on this side, you see some of the most public spaces that the building sort of delaminates and spaces sort of come out and extrude and expose themselves.

I think this is a really great -- a great view of it because it starts to show some of the public spaces like the terrace here which you'll see in another slide, a really wonderful double story conference center that's used by everybody in the building. It's sort of a general -- general space that -- that everybody can access.

And then at the ground level, just the ability to sort of -- there are probably better images of this that would show just sort of the layering that's -- that's been attempted here to reflect sort of transparency. And -- and this is a nice slide of the terrace looking from the fifth floor down.

So when we get into sustainability, one of

the major features of the building -- the two major features are -- are shading of -- of the curtain wall building, but then also water management.

In this case, it's not just the curtain wall, but it's actually outside spaces that in a normal situation you wouldn't be able to sit out here. And this is elevated five -- four floors into the -- into the air, so you actually look out over this wonderful park.

Here you see -- they're a little bit washed out, but this is sort of this sustainable strategy for managing water on the site. So we've got bioretention areas in green, different ways of managing the water when we do get a surge so that it can actually become a feature on the site rather than a -- than a problem. So we're actually trying to make it an object to view when we do have heavy rain.

And then we have great potential for rainwater harvesting. We're doing that on this very

large garage that we have built on the site as well as an annex support facility and the main building itself.

And then sort of speaking to the epic objectives that -- that emerged sort of simultaneously with this project, we -- we really worked with the city to pull the perimeter wall back from the street. In fact, they were very -- they were very unfavorable. They did not like the idea that we were using solid walls on this very important street and, you know, we had to do it for security purposes.

But we really tried to pull them back from the property line, create green zones, and where we had these main entry paths or entry pavilions where we did screening, we really wanted the architecture to be part of that, the stone work, the transparency as much as possible and the pavilions.

So this is the main entry path or the main entry pavilion. And then this is the consular entry

and we actually developed a covered area, something that was new at the time, to really pull people off the street who were waiting in line to go for consular services.

And we were having a great deal of sensitivity by the vice president over here who was concerned about the appearance of things on that street.

So I think in general, the -- the salient point of this project is -- is the -- the layering and the transparency that we're trying to achieve and I think the -- hopefully we will -- we'll manage to keep that as inviting as possible.

Okay? Thank you very much.

(Applause.)

MS. MUNIZ: Thank you.

I'd like to open now to the -- the new members of our Industry Advisory Group if there are any questions or comments and then open to -- to the

general public who have come to this meeting.

MS. JONES: I have a question. I'm sorry I was a little bit late. I'm Mary Margaret Jones with Hargreaves Associates and I'm a landscape architect.

And I'm very pleased to hear in Majora's presentation and then all of these presentations the emphasis on the landscape, the site. Clearly so often the landscape is the public realm. It is the public face of the project.

And now more and more the landscape must also be operational. It must do two or three jobs and it's clearly so much an important part of these projects, yet I was a little dismayed that only one of the presentations even named the landscape architect.

So I would like to ask who -- who the landscape architect was on Guangzhou and Jakarta.

MS. MUNIZ: Very clear point. I think we'll correct that in the future.

Can you guys take the -- take the question,

the landscape architects for the other project?

VOICE: Sure thing. Peter Walker worked with SOM on the project and for Jakarta, it's Rhodeside and Harwell in Alexandria, Virginia.

MS. MUNIZ: That's a very good point.

Is there questions? I'd like to open it up.

Yes. Sorry. Toni.

MS. GRIFFIN: A quick observation or question and maybe it's just a rendering technique.

I was struck by the absence of what we find here in the U.S. which are lots of perimeter bollard architecture that's preventing vehicle kind of encroachment. And I'm noticing in the renderings we don't see that kind of armature here.

Is it because you're not having to deploy that tactic because the setback you feel is serving for that line of protection? And while it's not within your zone perhaps, I would love to see us moving more towards that kind of approach here

perhaps.

MS. MUNIZ: I think -- it's an interesting question and I actually am pleased that you don't see it because it's actually there.

And, again, this goes right to, you know, when you look at some of the environments in which we're operating, there are real threats there, so diplomatic security really sets the standards, every year reviews what can happen, what -- what does happen, and asks us to meet certain standards.

And sort of, you know, vehicle barriers, anti-climb barriers, all -- all of that is part of the work that we do, but it's so great to hear somebody who feels like it's not there when it is there.

And that's actually part of the effort is designing these buildings and building them in a way that they feel more open, they feel more invite -- inviting, they feel friendlier to the community, the people who walk by them every day, yet they provide

that same security that we do in -- in our facilities that -- that look like they're providing security in a much more obvious way.

MS. GRIFFIN: I think as the urban designer on the group, at least according to the list, it is really good to see them in the renderings, to see photographs of them in actual development to see if they're as transparent as they appear.

And then just one last observation. In looking at the guidelines, and perhaps this will be part of conversations to come as well, I mean, one of the presenters talked about the neighborhood context and, again, kind of picking up on Majora's (indiscernible) and I think the last presentation where you specifically talked about reinforcing neighborhood context, perhaps that's a guiding principle that isn't explicit in what I just quickly saw on the screen.

And I would love to talk more at some point

about how you factor in those kinds of conditions.

MS. MUNIZ: Certainly. Very good point.

Any other comments from folks at the table?

Yes, Ann.

MS. BEHA: All three presentations focused on the importance of the Visa experience, the visitor who comes to the embassy or facility for entry to the United States.

Are there discussions about the way in which that experience and its hospitality and its other attributes should be consistent through embassies?

It -- it seems like we're trying to improve long lines and obvious logistic issues, but what about the -- what about the sense of welcome and community, the more general kind of philosophical approach to how people are treated?

MS. MUNIZ: Yeah. I think it's a very good point. It's obviously -- you know, it's interesting as we talk about these buildings. And as we were

talking about what should our goals be, some of what we talked about was those people who never even come into the embassy, all those people who sort of walk by the building every day and experience the building. What does that building say about us and what does it -- what does it convey about -- about the United States?

And then the second group is what does it convey to all of those people who have to stand in line? In many ways, it's the gateway to the -- to the United States. And so that first experience and how people are treated, whether that environment feels kind to them, you know, whether in the -- in the hot burning sun to the degree that they have to be outside for a certain period, have we planted trees, have we provided sort of a pleasant environment.

And then moving on in through the consular section inside the building, how have -- how have we thought about what those buildings feel like to the

people who are in it?

So I think it's something that we're focusing on very much now. It's also a new opportunity for us. When you get into sort of looking at the security elements of these buildings, you'll hear people talk about a hard line which is sort of a hard security line. These are in front of that hard line.

So we suddenly have an opportunity not only to have people come in to meet their sort of consular needs but to provide public function space in which we can invite people from the larger community, political, cultural, business colleagues into a large space that feels inviting and use that consular space to welcome not only the people who are coming for consular services again but people who are -- who are coming to meet us, to spend time with the U.S.

So in answer to your question, I don't know if it answers it exactly, we're looking very hard at

that because we think that it's really -- you know, it's the front desk. You hear about people talking about, okay, what is the entrance, what do people see first, what's their experience.

And so we really want to make sure that those spaces are designed in a way that feels inviting and sends the right message out.

Are there any other -- any other questions or comments from sort of the broader audience? We have a lot of people in attendance today, I think more than we've ever had. So I would like to open it up.

Yes.

VOICE: Thank you.

I just would like to congratulate you all on some of these designs, although I do think that the second one did remind me of the Twinkie a little bit, but I think that it's a landmark, American food, so we should be proud.

I do want to also applaud OBO and DS's use

of the blast mitigation information system which many in the audience may not be familiar with. But if you're doing the work here, you need to get access to it because some of the material systems that are very resilient and will survive an attack to provide your sustainability for operations purposes are contained within that database.

And I think that it's probably of an age where its security status is not as severe as it once was, but I just would like to say I've seen a lot of the implementation of some of those components here and I'm very proud that they're being used. And I thank you for that.

Thank you.

MS. MUNIZ: Yes.

MR. NICHOLS: (Indiscernible.)

VOICE: (Interpreting for Mr. Nichols.) So sorry again. But first of all, I'd like to introduce myself. My name is Robert Nichols and I'm from Robert

Nichols Design, Inc.

My -- my -- my primary source of design is universal design, so how I use smaller scale buildings and entryways to adapt them to make more larger universal designs for certain centers of towns and renovations.

I'd just like to say that all three presentations of the embassy presented -- presented were beautiful. But I'm not sure what their ability is for access. I don't know if they all follow ADA laws and universal design standards.

I don't know what the standards are like for foreign countries and I'm not sure if we're following or if they coincide with our ADA laws here in the U.S.

So my question is, which architect from the U.S. or the architects for these buildings were able to look at the ADA laws and make sure that they complied or did they ignore the ADA laws and continue to build these buildings in other countries that may

not be accessible for all people, all people that need to maybe -- pardon me -- access and get Visas that might be waiting in those lines could have different disabilities, whether wheelchair, hearing, blindness?

So I want to make sure that they would be fully accessible or if they're not, if there are any plans to make them more accessible?

I obviously know the diplomatic accessibility needs and what we do for U.S. embassies in other countries and I know they don't have laws. So that's why I'm advocating for people to become more aware of the disability services and ADA laws and international design.

Thank you.

MS. MUNIZ: Thank you.

I think it's a great question and I think we have a very good answer. I'm going to turn it over to Joe.

MR. TOUSSAINT: I think we can first of all

give you assurances that we do comply with the ADA U.S. standards in all of our new embassy construction.

We're also cognizant of the local standards and for -- particularly for our new construction, we will -- we will take into account the most stringent requirements.

Where we struggle in our program is really in adaptive in our existing facilities and trying to bring those up to -- to accessibility standards.

But it is a good question. It is a good issue for us to -- to keep on our -- in the forefront. We have a section in our design standards on that. Patrick was the author of that or the editor, I should say, of the standards.

And we also on a regular basis will present at AI conventions about accessibility as it applies to our program. So it's an important issue for us and any chance and opportunity we have to improve in that area, we're always open to -- to that dialogue and any

suggestions the community may have.

Patrick, do you want to add anything to that?

MR. COLLINS: More specifically, I think we take three tactics in our work. First of all, we subscribe to not ADA but ABA which is the federal standards. It's a little bit different.

VOICE: Not ADA, ABA?

MR. COLLINS: ABA is the standard which we comply with. We -- as Joe has said, we also comply with the local accessibility standard should there be one and we utilize the most stringent.

For upgrade projects, all of those projects, renovations, for example, all of the code requirements for accessibility are met within the confines of the project.

Thirdly, we have an accessibility improvement program which has a limited amount of funding, several million dollars a year, which we

utilize to target specific improvements for projects usually when there is a Foreign Service officer being assigned overseas who has a disability that needs to be addressed specifically. Sometimes this is residential.

Our standards apply not just to the chancery buildings, public access portions of them, but also to our representational residences and to a percentage of the residential for staff.

I hope that answers your question.

MR. NICHOLAS: (Indiscernible.)

VOICE: (Interpreting for Mr. Nicholas.)

I'm not under -- I'm not sure I understand what you mean. Could you explain more in depth what's the difference between the standards of law at the universal design meaning beautiful but also accessible and compliant with the standards of the law?

For example, the architecture is very familiar with standards of law, but usually it's not

mainstreamed with a design in public -- for the public. Also historical buildings are kept preserved while maintaining res -- renovations. And also it needs to be public -- public -- publicly accessible at the same time while maintaining its historical context as well.

Could you explain more about how it will be mainstreamed with universal design and the different experiences around the world that you've -- and with my experiences through the world and other countries, people have shared experiences and very different ones based on the country they've been to and the compliance they have with each country's laws.

I hope I made my -- I hope I made it clear enough for you.

MR. COLLINS: You raise a lot of good questions, a lot of good issues. I'm not sure I can answer all of them here now. I'd be happy to continue the conversation. Rest assured that we take very

seriously your concerns.

I think there was an example in the London project of the consular entry. That's a ramped approach through a garden space that brings a thousand people a day into the building which is both attractive, it needs to handle a lot of people, each with their own set of anxieties as they try and get a Visa and each with their own perhaps issues that need to be dealt with.

We're very sensitive to the issue. We do have a lot of experience and challenges around the world. You raise some interesting issues about accessibility, particularly in the third world where in many, many places, it doesn't exist.

We've built embassies which are entirely accessible which are for a local citizen almost impossible to get to because of the local infrastructure.

And so we're very proud of the new

facilities that we're able to build to the -- to the standard and we recognize that there are tremendous challenges out there in the world and that we have a backlog of facilities that need a great deal of care to make them accessible to -- to everybody really.

MS. MUNIZ: I think we have time for -- I think we have time for maybe one more question and then we'll have to move to the next phase of the program.

Any -- any other questions?

Yes.

MR. POWELL: Chris Powell with Daiden Cobe (phonetic) Engineers.

I wondered if the new design criteria and standards that you'll be publishing addresses the role the embassy compounds will be playing in the response and recovery from natural disasters. It seems that our -- our compounds really become a point of support, not a contribution to the disaster.

MS. MUNIZ: I'm going to turn it to Patrick on this. I -- I don't know the degree to which or if the -- the standard --

VOICE: (Indiscernible.)

MS. MUNIZ: I understand that, but do the standards speak about that role?

MR. COLLINS: I'm sorry. Could you repeat the question.

MR. POWELL: When a natural disaster occurs, there's tremendous confusion and there's a huge amount of work to be done to accomplish the response and the recovery. And it seems that our embassy compounds and the United States of America is a -- is a tremendous international resource to support that response and recovery effort. It's a long-term effort.

But our facilities would need to be designed to support that. In other words, they need to be operational in a certain -- or able to be brought back on line.

And I wondered if the new design criteria addressed that and set standards with that perspective.

MR. COLLINS: Great question. We have a great example for you in Port-Au-Prince, Haiti. When the earthquake hit there, the U.S. embassy there was newly constructed, I think only maybe 18 months to two years old. It was one of the only functioning facilities in the country.

And it was used as a base of operations for our people who were able to go down there. People were literally camping on the grounds of the embassy and in the indoor spaces. And because we had infrastructure that supported emergency conditions, it became the resource that allowed us to provide a great deal of assistance to the country.

So yes is the short answer. The longer answer is that because our buildings are subject to a whole series of requirements including blast

resistance, it means that they're quite robust. Our systems, our emergency systems are as well.

In many parts of the world, we're on prime power because there's no consistent electrical power and, therefore, we have to generate 100 percent of our electricity. This means that in some places in the world we are almost an independent utility and that goes well beyond things like electricity to include water, sewage treatment, and a whole host of things.

In total then, yes, our -- our standards do look at it this way and we think that we have a facility that is intended to operate well in an emergency situation.

MR. POWELL: Thank you very much.

MS. MUNIZ: So I'd like to thank everybody for attending this -- this morning session. We'll be heading to lunch with the new members of our Industry Advisory Group that I'll be hosting, so very happy to do that.

But I would first like to thank Majora Carter for her really great presentation.

It's inspiring to see some of the projects you've worked on, but to also think of our projects and their impact in the communities and the positive impacts they can have. So I think that was really a great presentation, so I'd like to thank you.

And I'd like to thank all the -- the other members of the public who have and industry who have come to attend this meeting.

We have a number of people who will be sort of milling in and about and around the room who work with OBO and so if you have any questions after this meeting, please free to approach and ask.

Thank you again.

And let me turn it over to Connie who's going to help people get out of here. Thank you.

MS. HINES: (Indiscernible.)

(Applause.)

MS. HINES: I'm going to ask that the center table remain seated. I'm sorry. I'm going to ask that the auditorium remain seated and the center table, if you could exit out to my left.

If the rest of the auditorium would remain seated until they've left the room, then we will be exiting you out of the two doors ahead of me. We're attempting to avoid a lot of congestion that's out in the hallway from the other room. So if you -- if the auditorium can please get their things together.

The center table, if you would follow Christy out to my left.

(Whereupon, at 1:00 p.m., the above-entitled meeting was concluded.)

