

UNITED STATES DEPARTMENT OF STATE

BUREAU OF OVERSEAS BUILDING OPERATIONS

INDUSTRY ADVISORY GROUP

HELD AT

U.S. STATE DEPARTMENT

WASHINGTON, D.C.

ON

THURSDAY, NOVEMBER 3, 2016

FROM

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2:05 P.M. TO 4:00 P.M.

P R O C E E D I N G S

MS. MUNIZ: I think that's my cue to begin. I'd like to welcome everybody here today. I'm Lydia Muniz, I'm the Director of Bureau of Overseas Building Operations, fondly known as OBO. We won't comment on the fact that not all foreign countries are overseas, but we'll just overlook that right now.

Again, I'm pleased to welcome everybody for the 4th Annual Meeting of OBO's Industry Advisory Group. The Industry Advisors are those sitting around this table, with the exception of the folks up here who are the OBO team.

This is also the last meeting of this term of the Industry Advisors. We haven't sprung it on you. I'm sure there are a number of you will be re-contacted to ask if you would like to re-enlist, but I

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wanted to give you a special thank you for your participation in what we think is really a critical program that helps us improve not only the built product that we are very focused on, but our own organization. So very grateful for your presence.

We're in great company here with not only the members of the IAG, but with over 300 attendees from building industry and other government agencies.

Before we go further into the presentation, I'm going to turn this over to our security folks -- and I'm supposed to look right here -- who are going to give you all kinds of vital instructions.

MR. HALL: Good afternoon, everyone. My name is Dante Hall, I'm representing --

MS. MUNIZ: Speak up a little.

MR. HALL: -- I'm representing OBO Security. It's my great pleasure to welcome you all to the 2016 Industry Advisory Group meeting.

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I would like to start by raising awareness of the Department of State directives for visitors and guests.

Number one, visitors must be escorted at all times. For that we have a number of escorts available to you outside of these doors. You may keep your cell phones, iPads and laptops on, but please disable the WiFi. No food is allowed in the conference room. You may have water. You should familiarize yourself with the emergency exits located both in the front and back of the room.

And I trust this information will help you and help us meet the Department's regulations. Thank you.

MS. MUNIZ: Thank you.

I'd like to start with introductions of those folks around the table for the larger audience. Let's start with the OBO team, who will be encouraged

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not to use acronyms, and to describe the offices for which they work in a way that's easily understandable, and then we'll go to IAG members.

I'm, again, Lydia Muniz, Director of the Bureau of Overseas Buildings Operations.

MR. MOSER: And I am Will Moser, the Principal Deputy Director.

MR. JONES: Casey Jones, Deputy Director.

MR. HOCHULI: Jurg Hochuli, Deputy Director.

MR. KANGA: Adi Kanga, Managing Director for Construction Facilities and Security Management.

MR. DIZON: Angel Dizon, Director of Project Development.

MS. MUNIZ: Let's start around the table with the IAGs. Make sure that you press the buttons for your microphone, because this is being transcribed.

MR. BRANGMAN: Alan Brangman, I'm the

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Executive Vice President and University Treasurer from the University of Delaware.

MS. COCHRAN: Andrea Cochran, Andrea Cochran Landscape Architecture, San Francisco.

MS. RHEE: Patricia Rhee, Ehrlich Yanai Rhee Chaney Architects.

MR. OPPENHEIMER: Nat Oppenheimer, Silman Structural Engineers, New York City.

MS. SMITH: Debra Lehman Smith, Founding Partner, LSM Studio, Washington, D.C.

MS. NITSCH: Judy Nitsch, Nitsch Engineering, civil engineering firm in Boston, Massachusetts.

MS. SNOW: Julie Snow, Snow Kreilich Architects in Minneapolis.

MR. MITCHELL: Thomas Mitchell, Senior Vice President of Facility Management's Innovations, Integrations and Inspiration Solutions, San Antonio,

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Texas.

MR. WHITTAKER: I am Jim Whittaker,
President and CEO of Facility Engineering Associates
here in Washington, D.C.

MR. BLACKWELL: Marlon Blackwell, Marlon
Blackwell Architects, Fayetteville, Arkansas.

MS. BEHA: I'm Ann Beha, Ann Beha
Architects, Boston.

MR. BALD: Sunil Bald, Studio SUMO
Architects, New York.

MR. HUGHES: Stanford Hughes, BraytonHughes
Design, San Francisco.

MR. SCARPA: I feel like a football lineup
here.

(Laughter.)

MR. SCARPA: Larry Scarpa, Brooks & Scarpa,
Los Angeles, California.

MS. DRAKE: Susannah Drake, I'm the founding

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principal of dlandstudio Architecture and Landscape
Architecture in Brooklyn.

MR. SWIFT: John Swift, BuroHappold
Engineering, Boston, Massachusetts.

MR. RIOS: Mark Rios, Rios Clementi Hale
Studios in Los Angeles.

MR. GALEN: Timur Galen of related
companies.

MR. SESIL: Dan Sesil, LERA Structural, New
York City.

MS. MUNIZ: All right. Some of you may have
noted we're doing things a little bit differently this
year than in the past. So our closed session we had
this morning, which was very instructive, very helpful
for the smaller group, but we wanted to hold this open
session in the afternoon in order to allow us to close
the day with an open session outside where we can
network, we can talk. You can come in, talk to any of

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the members of the OBO team that you might like to meet, but also encourage you to talk to your colleagues on the Industry Advisory Group and talk to them about their experience.

I'd first like to publicly, and I've done this this morning already, thank the Industry Advisory Group again for their contributions to our program.

I can't say enough about how they have helped advance not only our building program, but also to strengthen our administrative programs, right? So we can rely on people who are not only on the architecture and the engineering side, but who are on the asset management and real estate development side. And ask what industry is doing and ask how we might be able to improve our programs and modernize our programs and, quite frankly, rely on the free counsel and advice of people who are dedicated not only to making their own enterprises function, but to make the

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enterprises of their country do the best that they can do. So I really want to thank you again for your participation in that.

Since last spring the IAG has participated in nine project and program reviews, eight embassy and consulate projects, and one program review of our Energy and Sustainable Design Initiatives. We had done some other program reviews in prior years. I am again very grateful for everything you've been able to contribute and we'll hear a little bit about your readout of those reviews later.

What I'd like to do now is to turn over to Casey -- I'll go in a bit more depth later, but he's going to take us through what we call a year in review. So this is really an overview of what we've been able to do and focusing on the projects that we have on the books that are not yet in execution, but are really in design, still in construction, but not

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completed.

I would like to give a very high-level review of some of what our program has achieved leading up to this. The total number of completed diplomatic facilities since the 1999 enactment of the Secure Embassy Construction and Counter-Terrorism Act is now 133. These facilities have provided secure work and in some places living spaces for over 40,000 U.S. Government employees. No small feat.

Working closely with our colleagues in the Bureau of Administration, we call them ALM, we've awarded close to 1.4 billion in contracts and task orders in fiscal year 2016, and we look to do much more in fiscal year 2017.

In addition to our new construction and major rehab projects, we've implemented a hundred physical security -- over a hundred physical security upgrade projects for existing facilities around the

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world. And to ensure we're in a position to make the same volume of awards in future years, six new embassy and consulate sites were acquired: Kampala, Nogales, Tegucigalpa, Nassau, Hermosillo, and Mexico City, all by our crack real estate team, acquisitions team, led by Jason Dallara. You'll raise your hand so people, if they want to talk to you after that, they could -- and his team, he has a great team.

Additionally, design contracts for new embassies and consulates in Erbil, Guatemala City, Nogales, and Tegucigalpa were awarded; also annexes in Kampala and Nairobi.

Outside of awarding projects, we've done a significant amount of work this year at the program level to enhance and improve our internal processes and procedures.

I'm pleased to announce that we've published a Guide to Excellence in Diplomatic Facilities and the

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OBO Design Guide. It's a little confusing; we have the Guide to Excellence and the OBO Design Guide. The Guide to Excellence is really an overarching view of our program, of the goals that we're trying to achieve with the Excellence Program, that could be read from folks hoping to do work with OBO, people within OBO trying to understand the larger parts of the organization, and really reaching out to the larger State Department community as a whole located overseas who are working with OBO to have us manage projects at their posts. So it's really a how-to and how do we get things done and what are really the goals as we move forward.

The Design Guide was an effort to take what was over 8,000 pages of technical guidance to those architects and engineers and other consultants who decide to do work with the State Department and to really distill it into what are those things that we

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want to make sure that people understand and are able to gather quickly right up front before they wade through those 8,000 pages of guidance.

It was a tremendous effort; a lot of people were a part of that. Casey really led the effort, Angel and folks who worked with him put in a tremendous amount of time to get that going, and hopefully you'll recognize the staff who did that. But, again, this is all about improving our process and making sure that as clients we are helping those people who help us and we're being as efficient as possible, and as clear in our guidance and order to ensure better outcomes.

We've also worked very hard on what we call the ideal operational state. When I first heard this I thought, what is that? But it turns out that this is really very basic. It's sort of what kind of platform do we use, an IT platform that takes all of

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the different types of information that OBO manages from where are all our leases, where are -- what are the values of our properties, what are all the projects we're managing, what are their budgets, how many square feet are all our residential properties, how many square feet are all our owned properties; how do we get those into comprehensive systems that talk to each other and that allow users and managers to pull up information quickly and efficiently?

It's complicated to do, as many of you I'm sure know when in university environments where I've been before, it's organizations grow and they occasionally outgrow the systems that have been in place for generations. But Will Moser and a team of people who work for OBO and our Industry Advisory Group has been pulled into discussions about how we best do that, and we've made some real progress. So that's another thing that we're really very proud of

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and that we consider part of this goal for excellence, right? It's not just a finished product, it's how do we manage our products, how do we manage our own building and our own operations in order to be efficient and to make the best decisions.

This is now for the pep talk, the more emotional part of our work. Our work is hard. We have staff who travel the world over, we have lost staff in very difficult and tenuous situations in places that most people would never choose to travel overseas, but what I always tell myself is that it's a privilege to serve, it's a privilege. And we have the opportunity to do the best that we can for our country, for this program, and to make sure that we shape our world. And as many of you who are architects, builders, engineers know, we have the unique privilege of every day seeing and feeling and getting to participate in building our environment,

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and here we do that same thing, but for our country.

So I am incredibly grateful to have been given the privilege to be in this chair, but I'm also incredibly grateful that all of you have decided to participate in what I think is an incredibly collaborative, must be a collaborative process. So I am grateful to IAG, but to all of the people who are in this room and who come and who are part of our program and who make us successful.

So on that note, I'm going to turn it over to Casey. And let me -- no, I'm not going to Casey yet. Sorry. Casey, you're not next.

I am going to Thomas Mitchell, who is going to go over the findings of the IAG and give an overview of some of the reviews that were done this year, which will be helpful, and then we will go to Casey to do the on-the-boards presentation.

Thank you.

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MR. MITCHELL: For a second, ma'am, I thought I was going to get out of this opportunity.

(Laughter.)

MS. MUNIZ: No, it was only momentary.

MR. MITCHELL: That's okay.

Good afternoon, everyone. My name is Tom Mitchell and on behalf of my colleagues who also serve on the Industry Advisory Group, as well as our senior leadership from the Bureau of Overseas Buildings Operations, and the men and women who ensure the delivery and the development of environmental excellence overseas, thank you for taking time out of your schedule to be with us right now.

It is truly my honor to serve as a facilitator in reviewing nine projects that have been accomplished through the collaborative efforts not only by OBO and IAG involvement, but also contractors and others who also have a key invested interest in

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the success of our building industry.

And just to let you know, this will be an opportunity to share what's been accomplished since the last time we met, which was the 7th of May of last year, up until the end of the fiscal year.

Now, as many of you know, architects, engineers and facility managers love to talk about projects they've been involved in; unfortunately, time does not permit that. So what I would like to do is provide a high-level review, followed by one of my IAG colleagues who will talk about a key significant point that they address as they experience each of these projects. And I would like to ask everyone to hold their comments or questions until we've had an opportunity to do all of them.

So with that said, let's begin and share how OBO has enabled the projection of American diplomacy at physical locations internationally.

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The first project was completed on the 5th of June of last year. An OBO team completed the development of a selected scheme for the new consulate in Hyderabad, India. The multi-building complex will be situated on a 12-acre site and includes an office building and additional support facilities for the consulate general community. The A&E selected for this project is Richard Bauer Architects and OBO's Industry Advisory participants were John Swift, John Ruble and Doug Gransberg.

John, I'd like to pass it over to you.

(Pause.)

MR. MITCHELL: John Swift?

MR. SWIFT: Me?

MR. MITCHELL: Yes, sir. You knew this was coming.

MS. MUNIZ: You can tell this is a tightly orchestrated presentation.

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(Laughter.)

MR. SWIFT: I think the key there was some things that we talked about earlier today, it was about -- that review was as much about how the new embassy would fit in with the landscape as much as it was about the buildings themselves. And so I thought that there was some really good, lively discussion on even maintaining some historic rocks in certain places and things like that. So the landscape part of that project was very interesting.

MR. MITCHELL: Thank you for sharing that.

(Indiscernible discussion; microphone not turned on.)

MR. MITCHELL: -- oh, I have to keep pressing it down.

MS. MUNIZ: Yep.

MR. MITCHELL: Oh, cool. I'm thinking military.

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(Laughter.)

MR. MITCHELL: Ah, freedom.

Our A&E selected for this work was Miller Hall Partnership and OBO's Industry Advisory Group participants were Craig Schwitter, Stanford Hughes and Marlon Blackwell.

Marlon, over to you.

MR. BLACKWELL: I'm right here.

MR. MITCHELL: Thank you, sir.

MR. BLACKWELL: Well, we had I think a real opportunity to continue to challenge the design team to, you know, make the project design simpler, more focused, more efficient. In particular, I think one of the things we really focused on was the arrival plaza for the visitors that come here and making that more dignified to the citizens of Guatemala and our own citizens that come there, and I think we've made a lot of great strides towards that in particular, along

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with clarifying material logics. I mean, just the whole material palette and how that could respond to the material culture as well of the place.

MR. MITCHELL: Outstanding, Marlon. Thank you very much.

Our next project was completed on the 15th of March of this year. The OBO team completed development of the selected scheme for the companion U.S. Embassy project, also located at Guatemala City, Guatemala.

Like the first project reviewed a moment ago, this project will be constructed on the same 9.5-acre site and addresses the administrative and community facility requirements of embassy personnel and their families.

Miller Hall Partnership was selected, no surprise, as the A&E firm to deal with this project, and our Industry Advisory participants were Marlon,

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Stanford Hughes and Julie Snow.

Stanford, your turn.

MR. HUGHES: Well, as Marlon said, this was a phenomenally complex site, so a lot of it at first was trying to find the fit between the massing of the building, the clarity of the idea, and how it worked with both the natural topography, as well as the kind of response to the culture.

It then got into how you could really experience the building once you got inside. So there was a lot discussion on refining the structure, refining the fenestration of the windows, so that when you experience the working environment, both from a local and from a staff point of view, it kind of reinforces the positive experience of the architecture.

MR. MITCHELL: Thank you, Stanford. First impressions are the lasting ones. They tend to see

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the facilities long before they see the personnel operating out of it.

Thank you very much, sir.

Our next project was completed on the 27th of July of this year. OBO completed a third Industry Advisory review supporting the development of the selected scheme for the Guatemala City Embassy project.

Miller Hall Partnerships remained as the A&E firm selected for this project as well and OBO's Advisory team participants included Marlon Blackwell and Julie Snow.

Julie, at this time it's your turn.

MS. SNOW: I'll lean over Judy.

MS. NITSCH: It's okay.

MS. SNOW: Sorry. So this was actually a fairly articulated scheme by the time we saw it and we really recognized how important and really critical it

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is to have a very powerful and clear design strategy that can really be elastic enough to take on the many levels of input that continue to happen through the design process. So we were really looking for something that was really -- could go back to first principles and reiterate those in the design.

MR. MITCHELL: Thank you very much, ma'am.

Our next project occurred on -- was completed on November 6th of 2015. OBO conducted its first Industry Advisory review supporting the development of master plan alternatives for the New Delhi Embassy Master Plan. This was the first phase in the implementation of the larger master plan for this particular embassy. The embassy includes a new office building with long-term vision that will be followed by a complete rehabilitation of the chancellery.

The A&E selected for this particular project

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was Weiss/Manfredi and our Industry participants are Alan Brangman, Mark Robbins and Michael Gabbay.

Alan, what do you have to say, sir?

MR. BRANGMAN: So, Thomas, after having taken all my thunder about the project, there's actually not much that I would have to say, but let say this --

(Laughter.)

MR. BRANGMAN: -- one of the things that I learned on this project, that this particular building, the chancellery building, was actually the forerunner for a design of a building that we have right here in Washington, which is the Kennedy Center, which was just an interesting fact for me to learn.

But more importantly, the project did involve taking a real hard look at the planning of not just the one site where the chancellery and the new office building would sit, but the adjacent site as

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well. So we spent a lot of time talking about how you make insertions into an historic fabric and have those buildings that are inserted not detract from the existing historic facilities that are there, but look as though they were part of the complex when the entire thing is completed.

It also meant that we had to look at how the ground plane was manipulated, because there wasn't necessarily a lot of differentiation in terms of the elevations of the landscape there, but the landscape was a very important part of the original project and we hope when it's all completed it will also show it as a very important part of the completed project.

MR. MITCHELL: Sir, I'm --

MR. BRANGMAN: So it's a great opportunity.

MR. MITCHELL: I'm glad I left some steam for you, and you'll have another opportunity.

We had another project; this one was

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completed on the 19th of April of this year. OBO completed the second Industry review of the schematic design review Phase I on a project supporting the New Delhi Embassy Project. This project was part of a multi-phase execution of the New Delhi Embassy Master Plan. Phase I focused on the construction of a new office building and associated improvements to the existing infrastructure of the two compound embassies, as well as major utility upgrades.

Our Industry participants are Alan Brangman, Julie Snow and Mike Gabbay, and the A&E again is Weiss/Manfredi.

Alan, over to you, sir.

MR. BRANGMAN: That's not fair.

MR. MITCHELL: Sorry?

MR. BRANGMAN: So the second effort on this project then was to take what had come out of that master planning exercise, which actually developed I

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think it was three schemes that we had looked at. We spent the good part of a day discussing with the architects which of those schemes would make the best fit or would provide the best fit into this site. And much like happens in the design process, as many of you know, when you get three schemes, there's a little bit of something from each one of those that you end up putting together to come up with the fourth scheme.

So that's what happened on that project and we think we've got the best scheme as a result of the talented architects that we had working there and the, I have to say, part that the IAG took in that process as well, but it was well worked out and well worth the effort.

MR. MITCHELL: Thank you for sharing that with us, sir, and I'll leave you alone from now on.

(Laughter.)

MR. MITCHELL: Our next project was

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completed on the 24th of August of this year. OBO completed the first Industry Advisory review supporting the development of selected schemes on the Nogales New U.S. Consulate General Project.

This consulate will be constructed on an 8.4-acre site and will be situated approximately one mile from the current Consulate General in a residential/commercial zone.

The A&E is Ennead Architects and our Industry participants are Craig Schwitter, Sunil Bald and Ken Smith.

Sunil, would you mind sharing a few words?

MR. BALD: Sure. Yeah, this was the first review of this project, what Alan was referring to as the three -- looking at the three schemes that then combined to create the fourth scheme and that was exactly what happened here.

It's a modest building, about 50,000 square

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feet, and so there is a kind of negotiation of how to create in a structure that small something that still kind of represents the country in a site that is really just a stone's throw away from the border.

And the other thing that you mentioned, Tom, was the site is nestled within an existing, kind of unspectacular residential area, but it only has two points of entry, but one has to negotiate three types of entry, which is service, visitors and employees. And so a lot of the discussion was around how to choreograph these different types of entry and still provide a kind of worthwhile sense of arrival for -- especially for the visitors coming to the site.

MR. MITCHELL: Thank you very much, Sunil.

And I keyed upon something you said a little earlier: in this case it's not about the quantity, but it's the quality. So even though it was a small project, it was an important one. And of course folks

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will have an opportunity to talk to you afterwards, but sustainability was still key importance when it came to this facility, as well as making sure it was a good fit for its local area.

So thank you very much.

Our next project was completed on the 27th of September of this year. OBO conducted its first Industry Advisory review supporting the development of selected schemes for the Tegu -- Tegucigalpa? -- okay, New Embassy Project. Please forgive me on that.

This new embassy will be constructed on an 8.94-acre site in the central business district about one mile from the embassy and a few miles from the city center. The project scope includes a chancellery, support annex, warehouse, Marine Security Guard residence, and facilities supporting the community.

The A&E selected was SHoP and our Industry

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participants are Dan Sesil, Chris Reed and Mack Scogin.

Dan, please share a few words.

MR. SESIL: Well, it was the first review and SHoP had assembled three very strong schemes for us to review.

This particular project is on in the scheme of things a fairly small site and it's bisected by a city street. So quite a lot of our -- and so there's quite a bit of program that has to be placed on a relatively small piece and still make it something special. So a lot of our time was spent focused on that and in turn we then started talking about things that related to building siting and the relationship to the landscaping, site entrances, building form and massing, as well as a garage component that needed to be provided.

MR. MITCHELL: Thank you, Dan. And

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Tegucigalpa will truly appreciate this project because, as I see on my list here, there were a list of 18 recommendations that the team made in order to make sure it's a good fit within that environment. Thank you very much, sir.

Our last project is actually one that comes straight to home. On the 18th of August, OBO accomplished their own Energy and Sustainability Design Program review. Now, the intent of this evaluation was to determine if OBO's Energy and Sustainability Design Unit is accomplishing its goals to align the State Department portfolio with not only Federal mandates and international building models of sustainability, but also whether it has a solid platform for eco-diplomacy.

Our Industry Advisory participants are -- and there's a list -- John Swift, myself, Timur Galen, Jim Whittaker, Steve McDowell and Julie Janiski.

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Timur, where are you, sir? Thank you, sir.
If you wouldn't mind sharing a few words.

MR. GALEN: Yeah, thank you.

Together with my IAG colleagues, we took a deep dive into how OBO is really building a comprehensive understanding of sustainability and a strategy for driving performance across the entire life cycle of the assets under management.

I think what was particularly interesting was the depth of exploration and understanding of the financial dimensions of performance, the engineering and architectural dimensions of performance, but equally the societal dimensions of performance including, as you mentioned, eco-diplomacy.

A quite significant amount of the discussion centered around really identifying measurable data to support performance in each of those categories and in the way in which they integrate, and some of the

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challenges that arise, because those measurable factors that extend across development, design, construction, operation, sustainment, and maintenance are owned differently within the organization and sometimes outside the organization. And so the challenge to assemble really a true, full life-cycle business plan that takes account of all of those parameters was I think the sort of center of the discussion.

The concluding piece of the discussion I think was importantly how does OBO organize, what's the right organizational design across and beyond OBO, across the Bureau and the Department, to ensure that there is the right degree of ownership of each of those parameters and each of their measures, and that they become integrated?

And there was some discussion about the viability of a cross-organizational team led by a

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chief sustainability officer to accomplish those objectives, but a very rich and I think really, you know, pace-setting kind of approach to the comprehensive nature of sustainability.

MR. MITCHELL: Yes, sir. That was a very congenial, as well as informative discussion that we had.

MR. GALEN: Yeah, absolutely.

MR. MITCHELL: Rarely you have --

MR. GALEN: Everybody contributed and everybody took away learnings --

MR. MITCHELL: Absolutely.

MR. GALEN: -- for sure.

MR. MITCHELL: Absolutely. That was truly a rewarding experience.

In a nutshell, nine projects that were successfully accomplished, each of them promoting facility excellence. They each had their own share of

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challenges, but the teams that were put together on each of them saw them as opportunities. Not only was the need addressed, performance was always first and focused, and also recognizing that these are going to be the places where people sleep, stay and pray. It's important to OBO, it's important to our nation; we want to put our best foot forward.

Ma'am, over to you.

MS. MUNIZ: Tom, thank you so much. Thank you for the summary. Again, thank you to all the IAG members and all of the reviews, and taking the time to do them and to help us ensure that we had the best product that we could have and that we continue to develop the program. I'd also like to suggest that if you're interested in a second career you consider news anchor.

(Laughter.)

MS. MUNIZ: Thank you. But anyway -- but

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stay with us in the interim.

I would now like to introduce -- I've obviously been looking forward to this half the day, because I tried to do it twice before now, but Casey is going to walk us through an overview of what we're calling our projects on the board. So these are projects in development and in various stages of implementation.

We're very proud of these works and I think what's fun about putting this type of presentation together, Casey and I talked about it when we pulled this together, is we get caught up in the day-to-day and the sort of slog of making things happen, and we don't always have the opportunity to put things end-to-end and to see what we've achieved with all of our colleagues, with you, with everybody who supports our efforts in the industry, and this is that. And it was very meaningful to me and I hope that people will be

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as happy to see it as we were.

MR. JONES: Thank you, Lydia.

Just to give you some context before we go through the projects. As the introductory slide pointed out, our mission is to provide safe, secure and functional facilities that represent the U.S. Government to host nations around the world, and to support our staff in the achievement of our foreign policy objectives. So you have it up here. At the same time, it's also to celebrate the best of who we are as a country, to ensure that our facilities represent the best in architecture, engineering, technology, sustainability, art, culture, and construction excellence as well.

We receive a total of about \$3.6 billion a year from Congress and that money goes into a number of different kinds of projects. We do compound security upgrades, we do fire and life safety

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improvements, we do repairs and improvement projects to ensure that our existing facilities are able to keep pace with needs; we build Marine Security Guard residences and put Marines closer to our facilities for those who live off-compound; we do consular renovations, we do American spaces, we do cultural-preservation projects; we do a full range.

The projects that we're going to highlight in this presentation are the more high-profile projects that we do that most of you are probably familiar with: our new embassy compounds, our new consulate compounds and our major renovation projects.

Please know that each of these projects is the result of an incredible effort on the part of a really stellar team of OBO. We have a management model that is comprised of a core project team that has representation from a number of different audiences -- or offices within our organization and

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that they very rigorously track and review the project as it moves through and bring in their colleagues who have more specialized expertise at the appropriate time in the process.

Please also know that a number of these projects are advertised independently. So we put out solicitations through FedBizOpps to seek an architect for a particular project, but we also award a lot of this work through long-term contracts, in which we interview a number of firms, bring on five, six firms per contract, and then over a course of five years are able to award directly to them so that all of the security screening and the fees associated with the contracts and so forth are negotiated up-front.

Those contracts will be up for renewal this year. So for those of you who are architects and designers in the room who are interested in being a part of our work, I encourage you to watch for that

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announcement on FedBizOpps, it will come out in 2017. And if you would like to be notified by email, our External Affairs Office collects email addresses and generally sends out a broadcast when those opportunities come up.

There are two primary contracts; one is for new construction firms that have an expertise in that area and then the other for firms who have expertise in major renovation projects.

So with that, why don't we quickly go through a number of the projects that we have in development. Some of these have initiated construction, but for the most part they are projects that are completing design and are being put out for bid.

The first is the new embassy compound in Ankara. This is a design bid-build project; it was designed by Ennead Architects. We hope to make a

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construction award in the next several months on this project.

It's located on a nine-acre site in a new business district within Ankara. There are mixed-use commercial buildings around us. The inspiration for the building comes from traditional Turkish architecture. There's a courtyard in the center that allows for embassy personnel to have access to outdoor space that is somewhat protected. And a lot of the materials and finish and character of the facility were inspired by traditional Turkish architecture.

The next image we'll see the lobby, you can see the color palette and materials.

The next project is the new embassy compound in Ascension. This facility is actually being built on an existing embassy compound. The architects, who are ZGF, took very careful care to execute this project in a way that preserved as much of the

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existing landscape on the compound as possible. This is a very lush, very diverse landscape, and so the new chancery is situated such that we're able to preserve as much of that as possible.

It also has the challenge of needing to remain in operation throughout the construction process. So the existing chancery will transition to this building once it's completed; it will then be demolished and other components of the compound will be constructed.

And there are a number of sustainability features in this project that will allow it to achieve, we hope LEED silver once it's completed.

The U.S. Embassy compound major renovation in Athens, Greece is being executed by Ann Beha Architects. This is another design-bid-build project.

The compound consists of two existing structures, one a 1960s-era -- or 60-year-old building

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constructed by Walter Gropius, the other a Kallmann McKinnell Wood project from 2007. So Ann Beha is actually the third Boston firm who will get the opportunity to work on this compound.

And the project is really comprised of an addition to the 2007 building, a link that connects the two primary buildings that are on site now which have no physical condition, and then a full scale renovation of the existing Gropius building, which is incredibly technically complex because we need to actually deconstruct a portion of the building to bulk up the structure and then reclad it in the original materials. It will be enclosing courtyard, as this rendering illustrates.

Next we have the embassy compound in Beirut. This is a design-build -- design-bid-build project by Morphosis Architects. We hope to announce the successful construction firm on this project any day

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now.

This is a 44.3-acre site, which is approximately nine miles north of downtown Beirut. As you can see from this three-dimensional rendering of the project, there is a significant change in elevation between the top of the site and the bottom, there's a 100-meter drop-off. So part of the challenge of designing this building was figuring out how to basically integrate an entire city into the context. This project is comprised of chancery, significant staff housing, the ambassador's residence, the deputy chief admission residence, and then extensive security facilities as well.

In Colombo, we're building on another existing compound. Here we were able to acquire the neighboring property owned by the British High Commission. So in the end we'll have 6.5 acres to replace the facilities in Colombo. ZGF are the

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architects and Caddell Construction with Integriss Group are the design-build architects.

This will allow us again to continue to use our existing facility on site until such time as the new chancery is done and then the existing facility will be taken down and the additional site components constructed.

In Dhahran, Skidmore Owings & Merrill has designed a new consulate that's comprised of a number of buildings on a 10-acre compound, to include a new consulate building, a support building that encloses this event space, the other side of the compound. On the secondary building that has a whole bunch of sort of American services in it are a series of wind towers that are being constructed to help cool that space naturally, drawing from traditional architectural topology in Saudi Arabia.

In Erbil we will also be constructing a new

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consulate compound. This project was designed by EYP. We hope to have an award in mid-2017. It's a 50-acre compound constructed approximately eight miles north of the city center. This, like the Beirut project, is more than just the office building, but also includes a significant component of residential space, as well as temporary housing for people who -- State Department employees and others who will be out here working periodically with the mission.

One of the things that is central to this project is the development of a landscape that is very much in keeping with the local context and there was a tremendous focus on the overall master plan of the project as it was being developed to ensure that it would require minimal maintenance moving forward.

The new embassy compound in Guatemala City is being built on a nine-acre compound in the Zona 16 section of the city. It's a portion that has an

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amazing variation in its topography. This site has a 22-meter grade change front to back. The landscape here is being designed to integrate well within the neighborhood.

The entire complex is currently being designed for LEED Silver, although we anticipate it will be LEED Gold. This will be a design-build project, so when the A&E firm finishes we'll be looking for a design builder to complete the design and finish the project.

We'll also be able to use the consular spaces in this project for events after hours, so it's a multi-use functions.

In Maputo we're building a new embassy compound. This is designed by Yost Grube Hall; it's a design-bid-build project, it's being constructed by Pernix. It too is on 10-acres overlooking the Indian Ocean. It has excellent access to downtown Maputo,

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but it's a new mixed-use neighborhood.

There are a number of energy-reducing features, including the exterior screen that you see, which is a high-performance concrete shade screen that will allow us to reduce the amount of energy being drawn by the project.

In Matamoros, BL Harbert and Page are the design-builders working on a project designed by Richard & Bauer. This project is within sight of the U.S. border. It sits on seven and a half acres in a little sort of cultural center, civic center within the city. It's comprised of a major park and a museum. This project will have 24 consular windows when it's completed that will allow the diplomatic mission there to process a greater number of people.

And one of the defining features of the project is an overhanging canopy inspired by a local architecture form called a latia (phonetic) that will

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allow consular applicants to queue up in the shade as opposed to in the direct sunlight.

In Mexico City, we have a new embassy compound designed by Tod Williams and Billie Tsien Architects and Davis Brody Bond as a joint venture. We hope that this project will be awarded in early 2017. It's being -- will be constructed in the Nuevo Polanco neighborhood, which is a formerly industrial neighborhood that has undergone a remarkable transformation to mixed use.

The building itself is kept somewhat low so that it can mediate between an existing neighborhood that's low-scale and the high-rise developments that are part of the renovation of the neighborhood. It too uses local materials and is inspired by both Mexican and American traditions.

There's a well-sized courtyard that occupies the center of the project that brings light into the

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center of the building and is also reminiscent of the existing U.S. Embassy that has a courtyard and has become a major social space for that mission.

The Consular Section will have over 80 windows. This is one of our largest diplomatic missions: over 1300 people will work in this building when it's completed.

In N'Djamena we have an embassy compound that is actually approaching the end of construction. It's being done by BL Harbert in conjunction with Page. The bridging set was designed by Moore Ruble Yudell. It sits on 12 acres very near the Chari River and the bridge that crosses from Chad to Cameroon.

There are a whole bunch of innovative materials that are being used on this project, to include fiber-reinforced concrete and a whole host of sort of passive and active solar strategies that are going to allow us to reduce the heat gain and our

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energy consumption by up to 51 percent over our other facilities.

In Nuevo Laredo, Moore Ruble Yudell again designed a consulate compound that BL Harbert and Page are constructing as the design builders.

Nuevo Laredo and Laredo, Texas is one of the busiest trade crossings between the United States and Mexico. There are over 8500 vehicles that transition that border per day.

This project is a 5-acre site, it's in a low-rise residential neighborhood, and it too, like the other projects, is tracking LEED Silver.

In Port Moresby, we have a new embassy project going up by KCCT with Krueck + Sexton. This project is a 10,000-gross-square-meter building on a seven-and-a-half-acre site in Harbor City, a portion of the city which is waterfront, near a waterfront development.

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The four-story chancery is comprised of a light stone finish with a vertical fin sunshade system that will hopefully allow the building, along with a bunch of other sustainable features, to achieve LEED Platinum, and in this case reduce our overall energy use by 40 percent and translate that into a cost savings of 33 percent.

Finally, a project of a slightly different scale in nature, we have our Hardened Alternative Trailer System. This is sort of a global rethink of some field-expedient structures that we have developed in conjunction with DS that allow us to get out into places where we need to get on the ground quickly and establish a presence. And we worked with SHoP to come up with a prototype that would allow us to incorporate some of the sort of necessary community spaces into what are very tight sort of live-work environments, and they also helped sort of rethink the way the

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interiors of those units might work so that we get facilities that are a good living environment for our employees.

And that is our overview.

MS. MUNIZ: Casey, thank you.

(Applause.)

MS. MUNIZ: I'm now very pleased to introduce the next presentation. So our keynote presentation today is going to be of our new U.S. Embassy project in New Delhi, but to introduce that presentation we are going to be inviting a couple of people to speak.

I will be turning it over to Will Moser momentarily, but I wanted to give a few words about Deputy Assistant Secretary for the Bureau of South and Central Asian Affairs, fondly known as SCA, that's what we call it, when you see SCA up in our presentations, the Deputy Assistant Secretary, Mr.

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Manpreet Anand, and the principals and project manager from Weiss/Manfredi, together they will present this project.

The new embassy in New Delhi poses a unique challenge in that it calls for accommodating a fairly large size program on an existing compound while it remains functional. It includes rerouting and updating 60-year-old utilities, building new office space, reinventing support facilities, including displaced housing, and renovating a chancery that is culturally significant, listed on the Secretary's Register of Culturally Significant Properties, which was designed by Edward Durell Stone, the architect of the Kennedy Center.

I'd like to turn this over to Will Moser to introduce what I hope you will all find a compelling project. And I really do think that in some ways this is -- this represents some of the best work that we do

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when we take a current condition and we beautifully marry an existing facility which we value and which is symbolically important to the U.S.-India relationship, but when we also build something new and we see the integration of those things and their beautiful results.

Will?

MR. MOSER: It is my honor to be able to introduce to you today Manpreet Anand, who is going to talk to us about U.S. policy --

MS. MUNIZ: Will you turn your mike on?

MR. MOSER: Oh, sorry. I'm usually so loud it doesn't matter.

(Laughter.)

MR. MOSER: Let's see, is it here? Okay.

It's my great pleasure to be able to introduce Manpreet Singh, who is our Deputy Assistant Secretary for India. He is essentially in charge of

our diplomatic relations toward India and how we execute those in the State Department, a very, very important position.

You know, many of us and particularly I noted at lunch that many times it's easy for us to forget why we build these buildings and the reason we do them is essentially so that we can effectively represent the United States' interests overseas. And so we thought it was very appropriate in the discussion about New Delhi that we would also have and give you an overview about our policy toward India and how we are handling Indian relations today.

Mr. Singh is extremely well qualified for his position. Prior to his service at the State Department, he was the United States Agency for International Development Deputy Assistant Administrator in the South Asia Bureau, in the Asia Bureau. In the past he worked for Chevron and he was

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a Senior Policy Advisor on the House of Representatives Committee on Foreign Affairs, and an advisor in the Office of U.S. Trade Representative.

Mr. Anand is a member of the Pacific Council on International Policy, a trustee on the board of the World Affairs Council in Northern California, a member of the UC Berkeley Haas School of Business, and was a team member of the Council of Foreign Relations.

I hope I didn't miss anything, but, Manpreet, it's a pleasure to have you here and, please, welcome to our --

(Applause.)

MR. ANAND: Thank you so much, Ambassador Moser, I really appreciated that, that really warm and way too extensive introduction.

The one thing you did miss, which I think is appropriate for this audience, is that I'm also an engineer.

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UNIDENTIFIED SPEAKER: And I offered him a job.

(Laughter.)

MR. ANAND: And growing up in Texas and going to UT Austin and studying electrical engineering is something that I'll fondly remember, but at the time I realized that I also had other interest areas, including in international relations. And so it's wonderful to come here and speak with all of you, and get a little bit of insight and reminisce a little bit about some of the work that I know is so important and something that I looked at fondly in my own training.

But as Ambassador Moser mentioned, I'm here to talk a little bit about the U.S.-India relationship and maybe allow for a bit of diversion away from what I'm sure is a lot of really compelling and interesting ideas in your world to maybe give you a little bit of insight into the world that I work in every day.

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Starting with the President, President Obama. President Obama has characterized the U.S.-India relationship as being a defining partnership for the 21st century. Now, this isn't something that a President says lightly; this is something that recognizes both the value and potential of our bilateral relationship and what it means for the world.

And U.S.-India relations have made great strides in the past two and a half years in particular -- tell me if I need to be -- okay.

The strategic partnership between the United States and India is anchored on the premise that our two countries share the same values, have the same ideals and have the same aspirations for what the world ought to be, and as a result of that we've seen both President Obama and Prime Minister Modi of India meet eight times in the last two and a half years.

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Now, that is quite unprecedented in our world, that doesn't happen very often.

As a result of that, and frankly as a result of a lot of hard work that's taken place particularly over the last ten to fifteen years over successive administrations, we have well over 100 initiatives launched between our two countries, we've got over 30 government-to-government working groups and dialogues that meet regularly. This is perhaps more than with any other country that we have this type of relationship.

One of our most important dialogues is called the U.S.-India strategic and commercial dialogue, and this is one that has expanded dramatically in the past seven years. It now includes high-level conversations and working groups that span an innumerable amount of policy areas and topics, and I'll just kind of highlight a few: policy planning,

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global leadership, finance and economics, commerce, transportation, aviation, space, climate change, maritime security, energy security, infrastructure, cyber policy, defense policy. I mean, I could keep going on, but I won't. And so it gives you a sense of how much breadth there is to the relationship.

And Secretary Kerry in particular has noted that the great promise of our partnership lies not only in the work that we can do together bilaterally, but also in India's rising influence and confidence on the global stage. And in that regard, I think it's important and instructive to think through a few figures.

By 2030, you know, less than 15 years from now, India will lead the world in a number of key aspects: it will be the most populous nation, it will be the nation that has the largest middle class, it will be the nation that has the largest number of

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college graduates, it will be the third largest global economy, it will have the most patent holders, it will have the most mega-cities, which for your business development folks I think will be very interesting. It will also lead the world in internet and smartphone usage.

So this is where India is headed. And if you think about how that growth will manifest itself in terms of cities and infrastructure in particular, we've seen that Indian cities have added 90 million new residents over the last ten years and in the next 15 years it's likely to grow to 250 million that come into an urban population that sums around 600 million. This is nearly twice the population of the United States today. Delhi is likely to surpass Tokyo as being the largest city in the world and other megacities will come about: Ahmedabad, Bengaluru, Chennai, Hyderabad, each having more than 10 million

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people each. The GDP of Mumbai's metro area is likely to be larger than what the whole country of Malaysia is today.

This gives you a sense of the scale that we're talking about.

You know, McKinsey did a report on development and infrastructure a few years ago and said that up to 80 percent of India's infrastructure of what is needed in 2030 has yet to be built. And this is obviously where all of you I think can come in as it represents a tremendous opportunity for American companies that have infrastructure expertise and services and work in that sector.

Now, undoubtedly there will be challenges. There will be challenges in governance and India will have its own challenges around job creation, there will be challenges around security. These are challenges we understand and we know one that any

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rising global power has to deal with. But the progress that we have made in our relationship in the past eight years has really helped to strengthen a foundation for our partnership and we believe that will help ensure that the Indo-Pacific region as a whole and the world as a whole is more peaceful and a more prosperous place.

And let me just talk through a little bit of what that has looked like for us, that relationship. Let me start with security, where our partnership is stronger than ever, and it now includes the joint development of everything from jet engine technology to aircraft carriers, as well as almost \$15 billion in bilateral defense trade. We also recently signed agreements to define a cyber framework between our countries and a logistics arrangement that will allow our militaries to work more closely together both in the field and in the sea, and all the while we're

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deepening our cooperation on counter-terrorism.

Each of these efforts will lead to the modernization of India's defense system and show our support for what we have said, which is for India to be a net security provider in the Indian Ocean region. But our partnership on global issues extends beyond this. It extends to ensuring stability in Afghanistan, to training peacekeepers in Africa, to working with -- trilaterally with Japan on a whole range of issues, to dealing with true global challenges like climate change. The Paris agreement that was reached last year would not have happened without the personal commitment and leadership of both President Obama and Prime Minister Modi working together.

And that leads us into our cooperation on energy. We have looked at how we can support India's goal to provide energy access to 300 million of its

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citizens who are still without electricity. We are partnering with India to help meet its Paris commitment, which is to quadruple the amount of renewable energy capacity by the year 2022. And we've made tremendous progress along these lines, including in civil nuclear cooperation, where we've laid the groundwork for U.S.-built nuclear reactors that can provide clean energy to around 60 million Indians.

Now, economic cooperation is an area that frankly has presented a lot of challenges. It's been a challenge in our relationship in the past and it is today as well, but it is also an area of staggering opportunity. India boasts the fastest-growing large economy, while the United States of course remains the largest economy in the world, and overall our two-way trade has reached a record \$107 billion just last year and that was five times what it was just a decade ago. So by further connecting India with a global economy,

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we think we'll be able to help lift millions out of poverty and into the middle class.

So why are we doing all of this? We're doing it because we're building these connections in a way and because we know our future success is inextricably linked to India's success. We know that a strong and prosperous India can be an invaluable partner in addressing some of the most pressing regional and global challenges of our time, some of which I talked about earlier, and achieving that potential will take a lot more work by our diplomats. It will take negotiations by trade representatives, it will take cooperation by our military officers, but fundamentally it will be based on the type of people-to-people linkages and business-to-business trade and investment that we can help encourage, and that's where all of you come in in a very big way.

You know, in the last fiscal year we

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processed over one million visa applications in India. We issued over 113,000 H-1B visas, business visas, and more than 80,000 visas to student and exchange visitors. This is more than at any time in our history and it points to a couple of things. One is the kind of stress that it puts on our facilities, which is why you're going to hear about the kind of work that we want to do going forward, but it also points to the strong people-to-people linkages that are only growing and we expect it to be even more so. I mean, over the last five years the demand for visas to travel to the United States has actually increased by 80 percent India.

So as these applicants enter our embassies and our consulates, as you know, these buildings, these facilities, these people are the first impressions they have of the United States. And so in a way the work we're doing here puts you right on the

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front lines of being our ambassadors.

So in designing and building these new spaces, we believe this work is critical to our diplomatic engagement and your work is an opportunity to reinforce the benefits that U.S. firms bring as well, both in terms of comparative advantages in technology or expertise, or even just capital that will help India create more jobs, build more skills and grow in a manner that benefits both of our countries. It also has a powerful effect on what will undoubtedly be partners in India, partner companies in India, in which you'll be able to train new staff, teach best practices, and try to break down barriers on how we can work better together.

So in closing I just want to say that I think U.S. firms are really well positioned here to provide the kind of assistance and show the kind of leadership that will help in our larger strategic

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goals both bilaterally and globally with India, and ultimately we want to do whatever is necessary to support your work in India with all the resources we have to offer.

We very much look forward to working together and I very much appreciate the time here today. Thank you.

(Applause.)

MS. MUNIZ: Mr. Anand, thank you so much.

MR. MOSER: Lydia, we have time for one question.

MS. MUNIZ: One question. Does anybody have one question? Not two questions --

(Laughter.)

MS. MUNIZ: This makes it easier, then we can go to -- unless somebody held up a hand.

MR. MOSER: Okay.

MS. MUNIZ: But I wanted to thank you

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personally, Mr. Anand, for coming to this meeting and giving us this overarching view of our foreign policy priorities in India. This isn't a perspective that we often hear in this sort of a setting. I think our teams of architects and engineers who travel to posts often hear this, but it really reminds us why we are here and why we are here is to build the platforms in a way that is both functional for such an important range of policy priorities, but that is also representational in a relationship that's so important.

So I'm very grateful for your coming and giving us this perspective.

MR. ANAND: Thank you so much and I really appreciate the opportunity. I wish I could stay for the rest of the presentation.

MS. MUNIZ: You have other things to do.

MR. ANAND: Thank you.

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MS. MUNIZ: Thank you.

(Applause.)

MS. MUNIZ: It's now my great pleasure to introduce Weiss/Manfredi, the architecture, landscape and urbanism firm that's been working on the New Delhi project from the beginning, first on a master plan and now in the design phase. They are a New York City-based, multi-disciplinary design practice known for its dynamic integration of architecture, landscape, infrastructure, and art.

The firm's award-winning projects include the Seattle Art Museum, Olympic Structure Park, the Center for Nanotechnology at the University of Pennsylvania, the Barnard College Diana Center, and the Brooklyn Botanic Garden Visitors Center. And these projects exemplify the potential of architecture and landscape design to transform public spaces.

The firm's distinct vision has been

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recognized with an Academy Award for architect -- who knew there were Academy Awards at every level -- Academy Award for architecture from the American Academy of Arts and Letters, Harvard University's International V.R. Green Prize for Urban Design, and a Gold Medal of Honor from the American Institute of Architects.

Let's extend a warm welcome to the design partners Marion Weiss, Michael Manfredi, and the Senior Project Manager Patrick Armacost.

(Applause.)

MR. MANFREDI: Well, thank you. It's indeed an honor to be here and to talk about the U.S. Embassy in New Delhi. As we've heard, it has an incredible mission, an incredibly critical mandate, and we're also privileged to be working in New Delhi and in India, which is both an incredibly ancient culture, a very rich culture, but as you also heard, incredibly

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important as the world globalizes.

I think we should start actually by thanking a number of critical folks, actually the senior management: Lydia, Casey, Angel, Marcus Herbert and Jason Arnold and Wayne Ashbury. I think it's important to note on a project that is as complex and layered as this, I think without the active engagement of the most senior folks, I think we would not be here; we certainly have been the beneficiaries of that.

MS. WEISS: I think just to add to this, Michael and I have felt incredibly honored to be in a sense collaborating with leadership across the board, including the Industry Advisors. I might say that this adventure though has had many chapters.

And at the beginning, if you will, the master plan team led by Angel Dizon and Christine Konie actually helped us, among other things, to

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establish a critical direction to inform the work, as you heard, from three schemes to a fourth that became the one that we developed further. And with the new embassy compound, we've had the sustained guidance of people like Puja Das, Brandon Littman, Jag Pathela, Richard Truman, who have really represented leadership to every chapter from security to construction to visioning what it is to carry it forward.

MR. MANFREDI: So what we'll try to do in the context of a short period of time is kind of collapse I think a little over two years of work and actually, rather than just show you the project as it is, we'd like to share a little bit of the background, a little bit of the thinking, a little bit of the research that has gone on, so you've got a better sense for this kind of incredible journey that OBO has initiated.

I think it goes without saying that India

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has had well over a thousand years an incredible legacy of architecture and landscape. The two are reciprocal and for us that's been incredibly inspirational.

There's also this incredible legacy of the architecture and its landscape, particularly in a system both of fortifications on honorific buildings like the Taj Mahal or scientific buildings like Jantar Mantar. So again, there's this wealth of knowledge that we have been trying to kind of draw on. And it's also a culture that I think has allowed someone like Edward Durell Stone to produce an incredible masterpiece. So for us we feel incredibly humbled and inspired by this project, which in turn has inspired another project, as you heard, just down the river from here.

So I think we feel like we're part of a very important legacy. And actually before starting to

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even think about design or master planning, we embarked on a rather rigorous research project that would see how these different systems, how the State Department systems, how the culture of India might be intertwined and how they might find perhaps an interesting set of relationships.

The other thing to kind of recognize is that India has had an incredible architectural tradition of walls and moats and layers and systems of security. So in some ways the kind of imperative to make a secure environment has given us an opportunity to build on a very rich local tradition of walls and moats. And then of course there are symbolic elements, including the kind of nascent use of stone and of landscape.

So Delhi, as many of you know, is a city that actually goes back well over a thousand years. It's had an incredibly pivotal relationship in the

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geopolitics of India for quite some time, and it's also been the locus of an incredible imprint in terms of British colonialism. So the Lutyens Plan is still very, very evident in India and interestingly enough has been incorporated into the ethos of New Delhi in a very positive way, and located in the kind of Lutyens Plan is this early image of the New Delhi Embassy.

And landscape was also important in this project. You'll see the Edward Durell Stone chancery, several housing compounds, but the idea of landscape was in a way still very nascent.

There's also I think, as we heard, this kind of eloquent testimony to America's engagement with India. And we spent a fair amount of time trying to kind of understand again the geopolitics and how they might have an impact or imprint in the development of an architectural idea, the development of a new compound. And of course that ties together with this

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ongoing parallel history here at OBO.

So this building, after much discussion with many Indians who were young enough to remember the opening of this embassy, this embassy in a way ties itself very effortlessly with the legacy and the emergence of India as an important nation. So in many, many ways this embassy represents an important moment in the birth of India in ways that are actually very, very hard to kind of calibrate. There's a very kind of emotive level of engagement when we talk to Indians who had visited the embassy. And then of course much more recent traditions of basketball playing. And so this embassy compound has had a very, very incredible, varied history.

So the existing site, you can see it outlined in red; part of the Bungalow District, which is part of the Lutyens Plan, and it's also surrounded by a number of other embassies. You can kind of start

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to see the sort of the nucleus of this particular zone or district.

And I'll point out the existence of the American Embassy School, which factored quite a bit in the development of master plan. It's a very important and very highly regarded institution and I believe actually is part of the State Department or the land is.

So this is not one site, but two sites, approximately 28 acres. There's a chancery compound and then an enclave compound. And they go back, this was at sort of its inception, over 60 years there has been a number of transformations, a number of challenges that need to be corrected. There are areas of the compound, like the photo on the upper left, of incredible beauty, but there are a number of structures, temporary structures that have been temporary for 30 years. So a number of different

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kinds of challenges.

Also the challenge of scale. Just to give you an idea, you all are familiar with the White House, the Taj Mahal, just a Manhattan city block, it's actually bigger than four Manhattan city blocks. So how to operate in a large area, but also how to do it very strategically. And we joked that this is really kind of a wolf in sheep's clothing. It looks relatively innocent, but there are incredible pressures both in terms of security upgrades, historic structures, utility upgrades, and architectural upgrades that all converge in this project.

And laced below grade -- and I think we've been the beneficiaries of a very inventive engineering team -- laced below kind of the ground plane there is sort of a rather chaotic and challenging system of utilities. Again, one of the primary purposes is to upgrade the utility systems so they are much more

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sustainable.

MS. WEISS: So as Michael was describing the evolution of history here, over half a century ago the New Delhi embassy really embodied the kind of cultural value that we had in terms of hosting our relationship and actually creating a setting like no other. And if we look at though the chancery compound and the chief admission residence, preserving that and allowing that to still in effect be the symbol that continues forward while we build new structures, and also then connecting these two disparate sites to understand how a spine might actually have an identity, because it was a campus or grounds, if you will, that had one building after another rather than one building because of another.

And then if we start to think about creating a support and service zone that could complement this, this actually then started to actually inform the new

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residential community that would extend into the enclave side.

Now, all of this then in the New Delhi master plan and vision that we had you could start to see the choreography around the fundamental idea that landscape is one of the primary values that this particular embassy site has and needs to bring forward. You can also see that our main new embassy building, if you will, the complement to the Edward Durell Stone building, was growing in scale. And so one of the evolutions that we had from the master plan to the new building, which we'll talk about later, had to do with choreographing a more nuanced relationship between all these parts.

Patrick Armacost will give some background, if you will, to the kind of fundamental pressures and opportunities that structured this.

MR. ARMACOST: So in 2015, recognizing that

the historic chancery building was on the Secretary of State's Register of Culturally Significant Properties, OBO asked Weiss/Manfredi to lead a great team with Barb Linderbell (phonetic) and Judy Robinson & Associates and others, and to work with OBO, Puja Das, Christine Konie, Tobin Tracey, Lee Warner, Alain DeVergie, to advance a historic structure support.

So as part of that report we were able to document how Stone's original concept, what you see in his 1954 sketch here, was realized through the efforts of thousands of local Indian craftspeople to create the iconic chancery building, which when it was opened was instantly recognized for its bringing together modern principles with traditions of Indian building.

Also as you go inside the building there's a central atrium space, which is of course a circulation zone, but also formed a component of the ventilation system, natural ventilation of the building.

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Unfortunately, over time security upgrades and program upgrades have impacted the building, as well as some of the original materials. These terrazzo blocks that were cast on site have deteriorated to some extent. And the master plan envisioned a process by which the compound could be renovated and the historic building could also be renovated.

So in addition to the historic considerations, as Michael mentioned, the site is within a diplomatic enclave in New Delhi which came with some zoning considerations. There's a 15-meter height restriction, there's a 25-percent area coverage requirement and setbacks. That together with the need to keep the embassy operational throughout construction has led to a complicated staging.

So in the Stage 1, you see the development of office building, utility infrastructure and housing, which will all function as swing space and

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support the second stage of construction of a new office building, an MSGR site and (indiscernible). And then ultimately historic and kind of nonconforming buildings will be demoed to the west of the enclave compound to bring the site back to the 25-percent coverage required for approvals.

MR. MANFREDI: So what we'll do now is kind of walk you through the major components of the project, also recognizing that there's a kind of honorific sequence that is quite critical.

Also we're sharing the hundreds of models that we have made, but also important I think to recognize the models aren't just for architectural purposes; they were done also to engage diplomatic security in ways in which they could understand what we were proposing and we in turn could accommodate some very, very significant and very real needs. So the models became very active tools of engagement and

conversation.

We also have been the beneficiaries of a rather extraordinary team and it would probably take about an hour to mention everyone, but I think the key folks that we have really benefit from our KCCT, who have worked with OBO and know some of the challenges of creating an embassy, a secure embassy; Rhodeside & Harwell, who I hope are here, have also been absolutely crucial to integration of architecture and landscape. And Thornton Tomasetti, formerly Weidlinger, civil is Langan, and WSP in terms of the MEP system.

So I think we have a very, very integrated team that has helped us negotiate a series of challenges as we continue.

So here you can see the compound. The initial concept has remained the same from the master plan that Marion outlined, and you can start to see

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kind of a snapshot. We are at design development of the major elements that will stay and major elements that are new.

MS. WEISS: I think you can start to see the evolution from the master plan to the current evolution now. The buildings in many ways look a little bit smaller, the landscape looks more generous, and in part that had to do with actually bringing below-level, sort of light-filled courtyards of the working space to allow our main office building to step back just a bit from the Edward Durell Stone building, so that the arrival sequence could remain in balance with the historic legacy of that building.

Now, all of this was really enabled by giving measure to something that was a nascent idea in Edward Durell Stone's vision, which was that landscape would be at its heart, and in this case landscape is at its heart as a connective central green. That

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wandering green, if you will, creates a journey that begins at the main gate, if you will, and from here we're coming through an arrival grow that's directed slightly off-axis so that we can see the Edward Durrell Stone building, but to our left you can see the new building. All of this, if you will, as we start to see, is managed through section and that section allows us to actually layer sort of episodes, if you will, of building and landscape together. You start to recognize that flag, which will travel left as we look now directly on the historic axis where the reflecting pool and the formal axial arrangement to the building is evident.

Now, this arrival court and the reflecting pool has had, if you will, a kind of a history that began with an idea of reflection, but didn't necessarily keep pace with what we describe as more sustainable ambitions for bodies of water today. But

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the historic precedence for working with water in compelling ways is something that certainly has inspired us as we traveled around India, and that both symbolism and performance is something that we're reintroducing here to the main reflecting pool that can actually cast -- with less water use, can cast the same level of reflection, but also during a dry season be calibrated to still have its symbolic identity but with less water.

As we look at this chancery compound arrival view, what you're starting to see or what we hope to see is a rejuvenation of an old idea that was seen in the Lodi Gardens that the royal palms could be something aerially significant, and this was in Edward Durell Stone's brother's vision in the landscape, so that as we cross compounds this aerial recognition of those palms is something that we could see from site to site. It also frames up this honorific promenade,

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if you will, that leads us to the new office building as well.

And you can start to see in the dotted line around there that the lower level of the building is that footprint and the building that you recognize above is what we see here set back just from the main building. And as we arrive here, complemented by the delonix that foregrounds the original Edward Durell Stone building and the royal palms on the left, a drum that brings the material culture that we've seen as we traveled around India as a kind of main radius turning point to bring us to the new building is what we start to see, but the material culture not only of the architecture but of the landscape is what we are also bringing forward, and somehow that integration of both is what we hope to see inspiring a new direction.

MR. MANFREDI: Now, India has a wealth of beautiful marbles, sandstones and limestones. So

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we're in the process of collecting stone and actually testing it, because much of the stone has not been tested according to the rigorous standards that OBO will expect on a project of this scale and size. So the kind of material collection and material palette is being refined as we speak.

As you move a little closer, in the kind of promenade that Marion described, you kind of confront the main public honorific parts of the new office building and entry. You come into a foyer, a contained foyer. There's Post 1, so there's a kind of sense of security.

And again this actually -- there's a bit of serendipity -- builds on the highly layered development of traditional Indian architecture. So in some ways, again, the patterns of security as you move from space to space are well calibrated with contemporary needs for security in an embassy.

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So from this entry vestibule you can proceed into a gallery. The gallery is designed for multiple uses, both formal and informal. Up the stairs you can proceed to the ambassador's suite or walk directly to a café and restaurant of sorts.

Marion talked about the Section and the Section is critical in a project as constrained as this. So about 30 percent of the project is below grade, illuminated by a series of light wells. Again, every effort has been made to keep this building at the right height, which is the height of the Edward Durrell Stone building, but also to keep its impact to a kind of finer scale, a finer set of relationships.

Inside we're looking at a darker stone floor, a darker marble to reflect the light, but not keep the challenge of glare, which is so critical in India from making an uncomfortable space.

So here you start to see the Section and

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ultimately, when the Edward Durell Stone chancery is restored to its original glory, there will be a connection. So our hope is that through a series of gardens and below-grade spaces we'll start to establish a much more seamless set of connections.

Again we kind of are now looking at some of the details, the richness by which stone is used -- not Edward Durell Stone, but stone -- and the kind of columnar relationships, the jaali screens which we're starting to incorporate in some of the interior spaces.

And this led us to try to develop a kind of analytic approach to the facade that on one hand is an homage to Stone, but also recognizes its place in India. So the sort of syncopation of the facade led us to also test a series of sun studies and led us to test out a series of alternating verticals which would control the light and you see that here. There's a

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kind of a basket weave that is appreciated on the oblique. So this will be Ductal concrete, matching the chroma of the Edward Durell Stone building, its neighbor.

And what was very critical is our engagement with many of the folks who work in the Edward Durell Stone building and one of the recurring complaints was that the jaali screen was too fine and it was quite oppressive. So we went back and kind of recalibrated the dimensions, so that when you're on the inside you can appreciate the ability to get natural light, harvest natural light, but also this beautiful context.

MS. WEISS: As Michael has described the experience say from the outside to the inside and the inside out, the outside world that arrives at the embassy largely arrives through the kind of consular experience. And so that perimeter and that gateway is

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something that was tremendously important to make welcoming. And in this regard, the benefit of the history of those walls led to the idea of an inhabitable garden wall that would actually introduce that material of the stone as a place to enter and arrive. And that kind of warm material as the gateway is one that takes you to a section that descends as a valley, because in fact we need to accommodate the service of this building at one level, but the garden or the consular garden below.

You can start to see that operation in Section though is really nourished by a great palette of trees and shrubs and layering of landscape that works in Section, but also allows us to feature some extraordinary things such as the delonix tree, which is brilliant in color, which we think is so important to bring to this.

We're looking at the covered waiting area in

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the Consular area, so this is a place that even after hours could be a tremendous place to gather. And as we turn around we can start to see the other side of Consular valley, a little bit steeper, that leads to the entry to the Consular area.

But if we look at the complement to that, on the other side is the more intimate setting of the Chief Admission residence. And so it was important now to recognize that the more petite scale of this building and the intimacy needed for this was also one that needed to be layered by landscape. So you'll see that we lowered again the building in Section to hold ourselves back from that landscape, to preserve this lawn and to kind of build in a new landscape, so that that which had been dead center on axis with that main building, the pool could be relocated to a more private setting with a series of structures that allowed that privacy to be maintained.

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Now, the Marine Security Guard was actually on the enclave side and it was important for security to bring it to this side. There was not a lot of real estate allowable and so what we did was we embedded it within the plinth of the Edward Durell Stone building, dropping it down and again using the idea of topography, creating a private valley, if you will, to allow the privacy that might be needed here, but also the kind of generosity of landscape and connection. And again you can start to see that manipulation of those forms and also outdoor shaded areas to complement what we think is really this large connective central green.

So we return to the central green, that takes us back through the embassy compounds, linking them together. A series of paths then connect these buildings, so that you can see this wandering slalom that adds an informality of connection, leading us to

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a sequence of campus zones that organize through a network of informal gardens, that take us now to the enclave compound to feel as though it's integrated as opposed to an afterthought that is separate.

The first projects, which I think Patrick mentioned, the housing that is displaced a little bit now actually is in complement with the existing housing and starts to actually have a series of orientations that protect it from sunlight but offer garden views. But the enclave compound now has a support annex; it has a double life, a bit of a chameleon. In Phase 1, it's the tight-sized compound for those that have been swung off, but it's also now the central utility and support annex.

Again, because it's part of a residential community, its face needs to be scaled, and so the building itself wanders to hold its scale in this view. And the support material annex carries the same

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material expression that Michael had described earlier on the other side, both the complement of the cast stone, the high-performance concrete and the natural stone. That comes inside, so that the main support annex carries that same material expression, although in a slender arrangement. And then on the other side, the new gateway, the first Consular gateway in its swing state will be arrived through here, again a covered canopy that leads to this arrival point for the Consular canopy, which will then become part of the service annex later.

But that support annex really is intended to be part of this landscape, to gently locate itself in that landscape and allow us to finally look at the whole of the site again in its most formal arrangements to think of what it is to arrive here, whether we're inside or just arriving inside, what it means to be welcomed into a diplomatic precinct that

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we hope ultimately gives measure to these immeasurable goals of this program.

Thank you.

(Applause.)

MS. MUNIZ: Thank you, Marion, Michael and Patrick.

I'd like to open the floor now for questions on this project in particular and really about any of our initiatives more broadly to anybody in the audience and to more commentary from our members of the IAG who might have observations, again as we look to the future and look to continuing to improve our program.

Let's take some questions. I think there might be microphones that people who have questions should be speaking into. I'll let somebody else describe.

UNIDENTIFIED SPEAKER: Yes, they're here if

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anybody has questions. There's also microphones on the desk as well.

(Pause.)

MR. KANGA: It's a great project and one of the challenges I see in building a new facility within an operational embassy has always been the challenge of keeping the embassy operational while we build right around them. And I know that you guys have taken a lot of trouble in working those issues and maybe you want to say a little bit more about some of the plans that are already in the works to address that issue.

MR. MANFREDI: Well, actually there has been an incredible amount of research on OBO's part to see if there were alternatives and those were tested in terms of offsite-onsite alternatives. So I would sort of say that there has been an incredible amount of due diligence and, I don't know, Angel might speak to some

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of that as well. But what was very clear after we looked at the construction sequencing is that we could shave about eight months off of the construction process by building essentially a simple enough Phase 1 that could then later become a utility building. And if you know the kind of the rates of escalation, eight months was a very, very significant financial burden that could be lifted if we developed the phasing as you see here.

So we looked at various phasing options with OBO, including building something offsite, and chose this particular approach for its efficiency, but also with the hope and, as you heard, the incredible pressures to increase the footprint and increase the work spaces on this embassy are extreme. So even eight months was something that was actually intolerable to the kind of working of the mission.

Is there anything -- Angel, anything on the

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prior due diligence? I don't want to put you on the spot, but it was quite significant.

MR. DIZON: Yeah, we actually did a lot of research on the kinds of things that we could do to accelerate the construction. We obviously get money for this program for security, that's our focus, and so the sooner that we can get people in the buildings the better. What we were looking at was all these sort of enabling projects that we can do to get people in safer and more secure facilities.

The whole purpose that this project started was we have actually a great amount of staff that are off-compound and so a lot of the enabling projects that they have developed includes opportunities to bring those people on the compound earlier.

I think one of the graphics that they showed was this utility diagram with the very neat, colorful lines; it's not as neat or as colorful as that diagram

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suggests. And so there's a lot of utility infrastructure demands that need to get developed in order to enable all these other projects. So I know that the construction folks with Adi and certainly all the work that's been done with Michael and Marion have really investigated all those kinds of opportunities and took advantage of everything that we could to compress that schedule, so we can get people in much more safer and secure facilities faster.

MR. RIOS: First, I really want to congratulate you on the design, it's just spectacular, and you're one of the few firms I know that really can integrate architecture and landscape in an inspired way and not sort of in an additive way.

The central space really has a lot of great ways it links the spine, it joins the buildings together. I love the way it provides different views to the existing buildings. But I wonder if you could

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talk about two things: one, did that serve as a move to help all the utilities and infrastructure, or does that reorganize it by doing that? And second, this morning we talked a lot about art and is there an idea about art that's integrated into that central spine?

MR. ARMACOST: You know, quickly to talk about the central spine and the utilities, I mean, it would be logical to run the utilities down the spine, but that's how they are currently. So with the phasing and the (indiscernible) of the master plan, what we actually worked out is taking advantage of some of the setback requirements to have a utility loop, and then it frees up the buildable area at the center of the compound and gives you maximum efficiency.

And then also on the chancery compound, as Marion pointed out, because of the local zoning requirement for the 15-meter height restriction and,

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as Casey pointed out, the immense quantity of program, we had to push a lot of space below grade. So much of the central spine is actually built with a green roof cover.

MS. WEISS: And I think as Patrick just mentioned and I think your question really touches on, the whole question of the subsurface and surface relationship is truly important. And as we now start to move on to this next phase, as we move out of 35 percent, integrating art into those ideas both in the subsurface and surface become important.

And we are looking in many, many areas, in particular we've begun our thinking in the chancery arrival garden and the linings of these walls that now can have at that more tactile level a new expression. And so integrating both traditional art as we think of it in the object sense can also be complemented by a very rich sense of history that we have from India

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art, which actually brings material craft culture to a high level that we want to introduce into the embassy.

MR. MITCHELL: Congratulations, a phenomenal job.

The complexity of the project is self-evident; my question focuses on peeking behind the curtain, so to speak. I saw a slide where there were no less than 14 organizations involved in the development of what we've had a chance to see. What was the single greatest challenge of keeping everybody on the same according and heading in clearly a unified direction?

MR. MANFREDI: We're not finished with the project yet, but --

(Laughter.)

MS. WEISS: I think it's always a fair thing that there's a great level of choreography that comes from creating something that needs to be distilled in

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very, very few moods to have the greatest resonance, and we benefit actually from the input from everybody's expertise. And I think to the extent that we can, we try to submit ourselves to everybody's ambitions, hopes and recognitions of huge challenges and operational musts, and then in a sense scramble around and come up with a thousand bad ideas, you saw a few of them in those models, until it finally settles out. And I would say that the very nascent, delicate child emerges with its own DNA that tends to lead the entire team forward. So I think we've benefitted from everybody's input and we hope that this fragile child gets stronger.

UNIDENTIFIED SPEAKER: I think there was a question -- yeah.

UNIDENTIFIED SPEAKER: (Indiscernible; microphone not turned on.)

MR. MANFREDI: Well, I think all of us can

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answer that question in a slightly different way.

We've done a lot of post -- I should back up, because we haven't talked about the folks at post. The group at post, facilities folks, the folks who run the embassy compound are incredibly sophisticated; they could match the facilities group at any institution, they have done a lot of the groundwork in terms of explaining what might be happening, how things are happening, who might be compromised and what the advantages are. We've made a couple presentations from the Ambassador on down to the folks on the ground to explain, to the extent that it's possible, what would be happening.

So I think in that sense I don't think anyone can quite appreciate what's going to happen and the kind of -- you know, the challenge of construction until you're actually in, but post has been remarkable in terms of keeping their folks, their constituents,

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the population that inhabits the site, up to speed with what's happening. So we've tried to I guess mitigate what will be an incredible challenge during construction with as much transparency as we can afford.

MR. ARMACOST: One of the other things that's important to note that the existing compound, even though it's called the chancery and the enclave, it's not a clear break of office-type functions and residential functions, really all the way to the west is all the shops and GSO spaces. There's really a mix of the functional zones across the compounds. So one of the goals of the master plan is to kind of flip-flop the functional zoning so that the office space is closer to the chancery compound and the residences are closer to the embassy school. So it's an important thought.

MS. MUNIZ: Let me add also, having been to

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New Delhi to see this entire compound after having been presented with the master plan and early versions of this design of Weiss/Manfredi, what is difficult for me to appreciate is that, first of all, New Delhi is a relatively low-scale city, so you get this sort of sense of calm, but it is also tremendously, tremendously polluted. And we have families there who often have to curtail their tours, foreign service officers, because they encounter severe breathing problems, their children encounter severe breathing problems, all kinds of sort of related issues. The American School where the majority of the U.S. Government staff who have children and who work on this compound is just immediately to the left of the compound.

So the ability to have people live on this compound, to have some green space, to cut out sometimes an hour and a half to two-hour commutes to

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go what are relatively short distances, and to improve buildings and air quality in those buildings will really have a material impact on our ability to retain the best staff in these places. And those are things that we don't always see. You know, you see it here and it's beautiful, but we don't sort of see the difficulty for some of living in New Delhi and of operating effectively there, and we think that this really is going to create a compound that allows people to stay longer and to feel more positive and be more efficient, frankly, in terms of commuting back and forth than previously.

Any other questions around the room on any topic? We're really opening the floor. So anybody who wants to ask anything about our program. Maybe everybody is just looking forward to hobnobbing outside.

So before we close, again, thank you so much

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for the presentation of the New Delhi project, which I think we're all really very proud of. The thing I like so much about it is that it is incredibly complex, so that when you see just sort of a rendering of the end product or the proposed project you think that it was inevitable, but there are so many things that the architects had to take into account with their team of consultants that really turned an incredibly complex problem into an effortless and beautiful project. So I am very grateful for all of the work that's gone into making that.

So before we close, what I'd like to do is I'd like to thank our Industry Advisors, but I'd like to thank all of our partners in industry, many of whom are present here today in the audience, for being part of our efforts, for joining OBO's efforts to try to continue to do the best work that we can do.

Since I've started at OBO, and I know many

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of my colleagues feel the same way, what's exciting about our work is we always get to think, how can we do this better? We've done this well, how can we continue to do it better? How can we do research? How can we be more sustainable? How can we use new engineering and the best systems to build facilities that serve us and that represent us. And I'm very, very grateful for everybody. This is -- what's marvelous about this work is that it's truly a group effort. Nobody does anything like this alone, it's teams upon teams of people and their best work, and so I want to thank you for that.

I also want to note that I feel like we've come a long way over the last six years and evolving the building program, which had made many accomplishments and had much to be proud of, but we could always do better and I believe that that will always be the whether it's two years from now, ten

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years from now, 50 years from now, we will always be able to do better and that's what all of these professionals who have participated in our efforts are about, helping us to do better. So I want to thank you for going on that journey with us.

More particularly, I want to recognize all of the members of the IAG who were here today and those who are not here today. This is the last IAG meeting of this two-year session. The next time we meet there will be a new group of IAG members. Some of you may be bamboozled into continuing to work with us and we would love if that's something that you would like to do, so please let us know. But I really just want to acknowledge your efforts, your dedication and my personal appreciation, but also the appreciation of all of my colleagues at OBO who have benefitted from your input and your dedication.

And so you will -- there are people who are

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passing things out as sort of quietly around the room and really all they are is a certificate of appreciation for your work, but also a bound copy of the on-the-boards presentation to remind you both in the near future, but hopefully also in the distant future, that the work that you did mattered and that you were a part of representing your country overseas, and you helped us do that better. So thank you so, so much.

After that, I'd like to ask all of you to join us outside, right outside of these doors to talk with our industry colleagues and to share ideas. I'm sure they might enjoy picking your brain. You've been much closer to some of these projects than they have.

But again, thank you, and please join us in the delegates' lounge.

(Applause.)

(Whereupon, at 4:00 p.m., the above-entitled

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panel was concluded.)

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