



INDUSTRY ADVISORY PANEL

APRIL 17, 2012

AGENDA

AGENDA

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10:00 AM – 10:15 AM Opening Remarks

10:15 AM – 12:00 PM Morning Session

12:00 PM – 1:30 PM Lunch

1:30 PM – 3:30 PM Afternoon Session

TOPICS FOR DISCUSSION

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1. IN REVIEW (10:15 – 11:00)

FY 2012 AWARDED PROJECTS AND PROJECTS PLANNED FOR AWARD

Marcus Hebert

DEDICATIONS AND GROUNDBREAKINGS

Robert Browning

ART IN EMBASSIES 50TH CELEBRATION

Beth Dozoretz

2. GUIDE TO DESIGN EXCELLENCE INTRODUCTION (11:00 – 12:00)

Lydia Muniz **OBO ACTING DIRECTOR**

Casey Jones **OBO DIRECTOR, DESIGN EXCELLENCE**

In 2010, the Bureau of Overseas Buildings Operations (OBO) introduced the “Guiding Principles of Design Excellence in Diplomatic Facilities” to the IAP. These Guiding Principles are the conceptual foundation of OBO’s Design Excellence initiative to improve the quality, safety, and performance of our diplomatic facilities. Seven internal Working Groups examined OBO’s policies and procedures in light of the Guiding Principles, and passed on recommendations to a Steering Committee of OBO’s core leadership. The Steering Committee reviewed these and referred more than 60 recommendations to the Director of OBO for approval.

The Guide to Design Excellence elaborates upon these recommendations and not only conveys to both internal and external audiences the commitment of OBO’s leadership in support of Design Excellence, but also how it will be implemented throughout the organization. To implement the Design Excellence program, OBO is working to redefine its resources, methods, and processes to promote effective integration, communication, and decision-making during project development and construction, and to support the maintenance and operations of completed facilities. This Guide provides a strong structure for the continued implementation and development of these changes.

The Guide’s website format, presented today, allows it to be a living document that will be updated to reflect OBO’s ongoing adoption of new policies and procedures that will better position the Bureau and elevate the quality of the projects produced.

Phase one of the Guide to Design Excellence can be accessed at:
www.state.gov/obo/designexcellence

3. ROUNDTABLE DISCUSSION ON GUIDE TO DESIGN EXCELLENCE INTRODUCTION (1:30 – 2:00)

IAP

All Panel Members

OBO MANAGEMENT

MODERATOR

Casey Jones

4. NEW OBO DESIGN STANDARDS (2:00 – 3:00)

Patrick Collins **OBO CHIEF ARCHITECT**

Bill Miner **OBO OFFICE DIRECTOR, DESIGN AND ENGINEERING**

OBO's Design and Construction Standards provide the basic DNA for the Department of State's overseas facilities. Clear, simple, and comprehensive direction is essential if architects, engineers, and construction professionals are to partner effectively with OBO and help it achieve its Design Excellence goals. The Standards are intended to be a management tool to help achieve high-quality and fully integrated design results.

OBO is reexamining the way its design criteria are structured and is moving toward simplified performance-based criteria. This will allow the Bureau to take advantage of industry innovations, and move away from the current, highly prescriptive standards and criteria. The new standards will reflect state-of-the-art direction in areas, such as security, life safety, performance, and sustainability.

5. ROUNDTABLE DISCUSSION ON NEW OBO DESIGN STANDARDS (3:00 – 3:30)

IAP

All Panel Members

OBO MANAGEMENT

MODERATOR

Bill Miner

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SARAH K. ABRAMS

Sarah K. Abrams is Senior Vice President and Head of Global Real Estate for Iron Mountain, a \$3 billion, Fortune 1000 company headquartered in Boston, Massachusetts. Iron Mountain is a leader in information management services with lines of business ranging from records management to data protection and recovery to document management services and confidential shredding. The firm has operations in 35 countries and a real estate portfolio in excess of 65 million SF in 1,100 locations. Ms. Abrams leads a global real estate team responsible for transactions, construction, facility management, data centers, and real estate strategy and standards. Prior to joining Iron Mountain, Ms. Abrams was the President of Fidelity Real Estate Company where she led the division of Fidelity Investments responsible for providing corporate real estate and location strategy services to Fidelity's business units, nationally and internationally. In that role she developed over \$1.5 billion of real estate and managed a 10 million SF global real estate portfolio, which included office space, investor centers, and critical computing environments. Prior to joining Fidelity in 1996, Ms. Abrams was a Senior Vice President at USTrust, a Boston-based bank, where she ran its Real Estate Owned Department and established its first Environmental Risk Department. From 1988 to 1992, Ms. Abrams owned and operated the Trover Company, a real estate development and consulting firm. Ms. Abrams began her career as a Project Manager for the Kirkland Group, a multi-family housing developer. She holds a Bachelor of Arts in Economics, magna cum laude from Boston University, a Juris Doctor degree from Cornell University's Law School, and a Masters of Real Estate Development from the Massachusetts Institute of Technology. Ms. Abrams is the immediate Past President of the New England Chapter of **CoreNet Global**, which she represents on the panel, as well as a member of the Board Management Committee for the Massachusetts Chapter of NAIOP-The Commercial Real Estate Development Association.

TERM | October 1, 2011 – September 30, 2013



KEITH COUCH DBIA

Keith Couch, DBIA joined Clark Construction in 1997 as a Project Manager and led several projects in the Washington, DC area, including the \$80 million United States Secret Service Headquarters, the \$30 million 2001 K Street, the \$20 million 1919 M Street, and the \$25 million 901 F Street. Following his promotion to Senior Project Manager in 2000, Mr. Couch was responsible for construction of the \$145 million Georgetown University Southwest Quadrangle. As a Project Executive, he was responsible for the Company's first two Public-Private Partnership K-12 educational facility projects—the \$70 million South County Secondary School in Lorton, Virginia, and the

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\$25 million Mary Ellen Henderson Middle School in Falls Church, Virginia. Promoted to Vice President in 2005, Mr. Couch oversaw Clark Construction's efforts at the \$25 million Trinity Centre Two in Centreville, Virginia, the \$40 million Carroll Square in Washington, DC, and the \$70 million Design/Build HMX-1 Maintenance Hangar project at Quantico Marine Base. In 2009, Mr. Couch was promoted to Senior Vice President and led the Clark Construction 3.9 million SF, \$1.4 billion New Campus East project in Fort Belvoir, Virginia, the company's largest project undertaken in its 106 year history.

Mr. Couch actively participates in industry organizations, such as the **Associated General Contractors of America (AGC)**, which he represents on the panel, the Construction Users Roundtable (CURT), and the Society of American Military Engineers (SAME). He is certified by the Design/Build Institute of America (DBIA) as a Designated Design/Build Professional and is active in both the Mid-Atlantic Chapter and at the national level. Additionally, he uses his expertise as an instructor in Clark Construction's corporate university.

Prior to joining Clark Construction in 1997, Mr. Couch was in the power plant construction business with Fluor Corporation in Greenville, South Carolina, J.A. Jones in Charlotte, North Carolina, and Florida Power and Light in Juno Beach, Florida. Between 1988 and 1997, Mr. Couch worked on a number of projects in a variety of positions in Massachusetts, Rhode Island, Tennessee, Florida, Virginia, and Saudi Arabia. Mr. Couch holds dual Bachelor's degrees in Building Science and Management and in Design from Clemson University, where he graduated in 1988.



JENNIFER GUTHRIE PLA, ASLA

Jennifer Guthrie, PLA, ASLA, is a Founding Partner of Gustafson Guthrie Nichol. Jennifer's design leadership merges a guiding, experiential vision with innovative and precise detailing. Her work ranges broadly, from the neighborhood-scale—such as the new, urban district of green streets and mixed-use housing at the University of Washington—to public squares, gardens, and cultural work, such as the Seattle Civic Center campus, the Lurie Garden at Millennium Park in Chicago, and the South Coast Plaza Bridge of Gardens in Costa Mesa, California.

Ms. Guthrie's clients have included the Smithsonian Institution, the Art Institute of Chicago, and major universities and corporations. Her current projects include the University of Washington School of Medicine South Lake Union campus, Nu Skin's Corporate Headquarters, and the Mercer Hall/UW Farm site, which combines student housing with urban agriculture.

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Ms. Guthrie and her partners are the recipients of The Smithsonian's 2011 National Design Award for Landscape Architecture, and her work has received numerous national and regional Honor Awards from the **American Society of Landscape Architects (ASLA)**, which she represents on the panel, and AIA. Ms. Guthrie lectures internationally and serves on the Landscape Architectural Foundation Board and the ASLA CEO Roundtable.

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DIANA R. HOAG DBIA

Diana R. Hoag, DBIA is a Senior Consultant with the Xceli Group in Dayton, Ohio. Her expertise comprises acquisition planning and execution for complex systems and Design Build construction projects, including development of effective performance-based solicitations, source selection approaches, and contract incentives. She has over thirty one years of experience and demonstrated expertise in acquisition planning and management. During her career with the Department of Defense she provided expert business advice on the development and production of chemical/biological warfare, military jet engines, weapon system modernization, and covert programs. She served as a Project Manager and the Acquisition and Contracting Leader for the Department of Defense's Pentagon Renovation Program, overseeing construction and information technology contracts valued at \$4+ billion. She played a leading role in turning around failing construction business processes and introduced new acquisition concepts to the Program that are directly accountable for its overwhelming success, including the negotiation and implementation of the Program's first and largest Design Build contracts. Ms. Hoag also managed the issuance of contracts valued at \$760 million for the emergency repair and recovery of the Pentagon as a result of the September 11, 2001 terrorist attack. Recent clients of her consultancy include the U.S. Air Force, the California Prison Health Care Receiver, the U.S. Navy, and the U.S. Army Corps of Engineers' Hurricane Protection Office in New Orleans. She has also developed and delivers specialized training for the **Design Build Institute of America (DBIA)**, which she represents on the panel, and is a member of its Policy & Standards Committee.

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DEBRA LEHMAN-SMITH ASSOCIATE IIDA

Debra Lehman-Smith, Associate IIDA is the Founding Partner of Lehman Smith McLeish (LSM), a globally-focused architectural firm. She is a trusted advisor to business executives and her projects are frequently recognized as catalysts for business change and models of Design Excellence. Through her multidisciplinary studio, she has been responsible for design of over 30 million SF of award-winning office space for some of the world's most respected organizations. Her client list includes corporate leaders Samsung, Gannett/USA TODAY, General Dynamics, Siemens, notable property owners, and dozens of the world's top law firms.

During her 35-year career, Ms. Lehman-Smith has garnered nearly every award in the design industry. She was named Designer of the Year by *Interiors* magazine in 1995, and inducted into the Interior Design Hall of Fame that same year. A supporter of the arts and education, she has served as an advisor to the National Gallery of Art and was a member of the advisory board of the University of Kentucky, the University of Texas at Austin, and the Visiting Committee of the Harvard University Graduate School of Design.

Committed to Design Excellence, Ms. Lehman-Smith is a frequent lecturer, juror, and arbiter, currently serving as a Design Excellence Peer Reviewer for the General Services Administration. She is an officer of the Executive Board of the Washington, DC chapter of the International Women's Forum, a global organization dedicated to promoting better leadership for a changing world. Ms. Lehman-Smith represents the **International Interior Design Association (IIDA)** on the panel.

Ms. Lehman-Smith functions as Design Principal for the practice's commissions. Her hands-on approach ensures that all projects achieve creative and performance-related goals to an unprecedented standard. Beyond her role as Design Principal of the firm, she consults with developers, architects, and major corporations to define and execute visionary design concepts for some of the most innovative commercial real estate developments around the globe. Ms. Lehman-Smith received her Bachelor of Environmental Design from the University of Kentucky in 1978.

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PAUL MENDELSON

Paul Mendelsohn first joined the **American Institute of Architects (AIA)**, which he represents on the panel, in 1999. He was promoted in March 2004 to Senior Director, State and Local Affairs, and in 2006 to the position of Vice President, Government and Community Relations. In this position, he serves as the representative of the AIA on all matters relating to the Institute's government advocacy agenda. He also manages the daily operations of the Federal Advocacy, State and Local Government Advocacy, and Communities by Design department staff. Mr. Mendelsohn provides oversight and support to the operations of the AIA's policy advisory groups, including the AIA Licensing Committee, State Government Network, and the AIA National Building Codes and Standards Committee. He also works closely with component representatives to develop programs and materials that support AIA national's issue positions and augment state components' advocacy efforts. He is instrumental in the AIA Board's leadership in the evaluation, scrutiny, and integration of the organization's public policies and position statements, and is committed to ensuring that the public policies and the positions of the AIA drive the government advocacy agenda.

Prior to joining the AIA, Mr. Mendelsohn worked in the Michigan State Legislature for 10 years, most recently as Chief of Staff to State Representative, Bob Brown, where he developed a thorough understanding of political strategy that contributes to his ability to provide effective advocacy leadership to the AIA, its components, and members. Mr. Mendelsohn earned his Bachelor of Arts in Political Science, with a minor in Psychology, from Michigan State University.



SCOTT R. MULDAVIN CRE, FRICS

Scott R. Muldavin, CRE, FRICS, President of The Muldavin Company, Inc., has been a consultant for over 30 years to many of the world's leading real estate companies. He was a lead real estate partner at Deloitte & Touche, co-founded Guggenheim Real Estate, a \$3+ billion private real estate company, served on the Advisory Board of Global Real Analytics, an advisor to \$2 billion of REIT and CMBS funds, and completed over 300 consulting engagements involving real estate finance, mortgage lending, investment, valuation, securitization, and sustainability.

Mr. Muldavin is also Executive Director of the Green Building Finance Consortium (GBFC), a group he founded in 2006 to improve valuation and underwriting practices to enable an assessment of sustainable properties from a financial perspective. His book, *Value Beyond Cost Savings: How to Underwrite Sustainable Properties* is the first to detail the mechanics of how to value and underwrite sustainable properties from the perspective of capital providers and occupants.

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Mr. Muldavin is a leading figure in international collaborations tackling sustainable valuation and finance challenges. As a Senior Advisor to the **Rocky Mountain Institute (RMI)**, which he represents on the panel, he collaborates closely on initiatives to expand the depth of sustainability investment and has been involved in scores of other projects addressing valuation, finance policy, performance assessment, energy efficiency, database development, and other important topics.

Mr. Muldavin has authored over 200 articles and books, is a graduate of the University of California Berkeley and Harvard University, a Counselor of Real Estate (CRE), and a Fellow of the Royal Institute of Chartered Surveyors.

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MARK P. SARKISIAN PE, SE, LEED AP

Mark P. Sarkisian, PE, SE, LEED AP is the Director of Seismic and Structural Engineering in the San Francisco office of Skidmore, Owings & Merrill LLP. His career has focused on developing innovative structural engineering solutions for over 100 major building projects around the world, including the 421 meter-tall Jin Mao Tower in Shanghai, China; the U.S. Embassy in Beijing, China; the 412 meter-tall Al Hamra Fidrous Tower in Kuwait City, Kuwait; and the Cathedral of Christ the Light in Oakland, California. Mr. Sarkisian holds four U.S. Patents for high-performance seismic structural mechanisms designed to protect buildings in areas of high seismicity and has additional patents pending for seismic and environmentally responsible structural systems. He has recently written a book entitled *Designing Tall Buildings – Structure as Architecture* and teaches Integrated Studio Design courses that include students from University of California, Berkeley, California College of the Arts, Stanford University, and California Polytechnic State University focused on collaborative design opportunities. He received his Bachelor of Science in Civil Engineering from the University of Connecticut where he is a Fellow of the Academy of Distinguished Engineers, as well as his Master of Science in Structural Engineering from Lehigh University. Mr. Sarkisian represents the **American Society of Civil Engineers (ASCE)** on the panel.

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JAMES P. WHITTAKER, PE, CFM, EFP, FRICS

James P. Whittaker, PE, CFM, EFP, FRICS is President of Facility Engineering Associates (FEA) a firm specializing in total asset management of facilities. Mr. Whittaker's specialization is in the optimization and measurement of facility management (FM) operations and maintenance of high-performance facilities. During his 25 years in the facilities industry, Mr. Whittaker has managed hundreds of facility management consulting projects throughout the United States, the United Kingdom, and Central and South America. He has both bachelor and master's degrees in engineering and credentialing through the **International Facility Management Association (IFMA)**, which he represents on the panel, and APPA as a certified facility manager (CFM) and educational facilities professional (EFP), respectively. He is also a Fellow of the Royal Institute of Chartered Surveyors (FRICS). Mr. Whittaker has developed and teaches courses in George Mason University's FM program, IFMA's Professional Development program, and the APPA Institute. He is on the Board of Directors of IFMA and the National Academies of Sciences' National Research Council Board on Infrastructure and the Constructed Environment (BICE).

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