

Industry Advisory Group Annual Meeting Meeting Minutes

In Person - Washington, D.C.

September 15, 2022 9:30 AM – 4:30 PM ET

BUREAU OF OVERSEAS BUILDINGS OPERATIONS



note: part of the Annual Meeting is missing due to a WebEx malfunction

AMBASSADOR WILLIAM H. MOSER: Wonderful. Good morning, everyone. It's a pleasure for me to see you all in person this morning. Our first live industrial industry advisory group since the pandemic. And so I'm very happy to welcome you all to the Department of State. I am William Moser, and I am the current director of Overseas Buildings Operations. And before we get into today's events, I'm going to give the mic over to Christy Foushee who will give us a couple of housekeeping.

MS. CHRISTY FOUSHEE: Thanks, Will. And we said, wow, why this is our function back in two years. So, it's great to see so many faces not in a box on the web, although we do have a few peers that are online. So today, we're doing a hybrid version. You'll see them on the screens and have the panels. We will also be projected as well because we've got probably a few hundred or so, [INAUDIBLE] watching us and listening. So if you don't remember for those of you who had a welcoming back, or if this is your first IAG you're in an escort situation, if you have not notice, which means that we've got lovely fun people that'll be glad to take you to the washroom or any other thing that you need throughout the day.

They're outside the doors, just flag them, if you need to. We have a real great robust agenda that we will open up for comment and conversation throughout. But we do also have a public input section at the end. So we'd really like to hear from you. Well, it's a great opportunity for us to hear about the things that you care about and that you want us to hear. So, if you don't have a question now spend the day working on one for us. And if require anything, my team's in the back over here and just flag any of us down, If you need anything throughout the day. Yeah, they just raised their hands over there, but we're looking forward to hosting you guys.

And the last thing I'll mention is you'll be surprised we do have Wi-Fi in the room, so if you need some access to that folks can help you with it. In the past, we've had to ask you to turn your phones off. We would ask you to silence them, but you can actually leave them on, and you get wireless in the room, so we feel very lucky for that this year for the first time. OK, ready to go, Will.

AMBASSADOR MOSER: Well, we are going to start off with the introduction, and first thing I'm going to ask is that we have the introductions by our State Department team for the people that directly work for me, and our colleagues from DS, and then we want to hear from each and every one of the industry advisors, so I hope you like these guys. And you can grade about how long their introduction is, and give them grades, and we'll pass those grades out at the end of the day.

OK, so why don't we start with Douglas, and then we'll come around.

MR. DOUGLAS DYKHOUSE: Hi, good morning. I'm Douglas Dykhouse. I am the Deputy Director or the Principal Deputy Director here at OBO, and I started in April, so I'm still working out what everyone does. And so, it's great to be here for this first IAG of my tenure.



AMBASSADOR MOSER: OK, thank you.

MS. TRACEY THOMAS: Good morning, I'm Tracey Thomas. I'm the Managing Director for Construction Facility Security Management. I've been a construction engineer in the department for 19 years. I've been a project director in the field and have private sector experience before that. And I'm looking forward to a great day.

AMBASSADOR MOSER: OK. Victoria.

MS. VICTORIA HARTKE: Good morning, everyone. I'm Victoria Hartke the Managing Director for Planning and Real Estate. So happy to be here at this first hybrid IAG and looking forward to getting your thoughts and engagement on our panel coming up a little bit later. Thank you.

AMBASSADOR MOSER: Thank you. Rick.

MR. RICHARD J. SULLIVAN: Hi, I'm Richard Sullivan the Managing Director for Program Development Business and Support. I've been a mechanical engineer for 17 years, and most recently the Office Director for Design and Engineering, and welcome everybody looking forward to a great day of discussion.

AMBASSADOR MOSER: Thank you. OK, and Chelsea.

CHELSEA BAKKEN: Yes, good morning. My name is Chelsea Bakken. I'm the incoming Managing Director for Operations, and I'm coming from the field. So most recently, I was serving as a Management Counselor in our embassy in Tunis, and have spent most of my career overseas, but working with a lot of buildings projects, so it's nice to bring the field experience back to Washington.

AMBASSADOR MOSER: And as many of you know the Diplomatic Security is greatly intertwined in our operations. We can't really work without them, and we're very happy to have Rick here. Rick please.

MR. RICK GREGORY: Good morning, everybody. Thank you, Ambassador Moser. My name is Rick Gregory. I'm the Deputy Assistant Director of DS Physical Security Programs. Our Assistant Secretary Gentry Smith would have really loved to have been here today, but he's on his way up to the UN General Assembly in New York, so very happy to be here. Thank you.

AMBASSADOR MOSER: Great. And now, if we could go to you. And we'll go to all the industry advisors.

MR. DARRELL ROUNDS: Good morning, everyone. My name is Darrell Rounds, and I am a Senior Manager at General Motors company, where I've possessed 25 years of service management experience. I'm just thankful for the opportunity to serve my country in this capacity.

MS. STACY SMEDLEY: Morning, everybody. My name is Stacy Smedley. I'm currently the Executive Director of a nonprofit called Building Transparency. Building Transparency's mission is to provide free open access tools

and data to decarbonize the construction industry with a tool called AC3 that is in the market to help everyone do that. Prior to that, I was at Skanska U.S.A. focusing on supporting projects across lead living building challenge and anything else to do with reducing environmental impacts of construction.

MR. FRANK SCIAME: I am Frank Sciame founder of Sciame Construction and Development. And I'm told I'm one of the original advisers here. It shows how old I am. But it's been great, and I'm so happy to be back in person. Thank you.

MR. JEREMIAH WATTS: Good morning, Jeremiah Watson. Founder of the Watson Construction locally based builder here that focuses on high-end commercial interiors, so a lot of detail being done very quickly is our bread and butter. First year as a peer and attending this event. So glad to be here.

MS. JANE SMITH: Good morning. I'm Jane Smith. I'm the founding partner of Space Smith Architects and Designers in New York City. We've had the privilege of working on many different OBO projects across the world, and it's a pleasure to now be on this IAG and to be able to be in person. Yay, this is fantastic. Thank you.

MS. JULIE SNOW: Hello, I'm Julie Snow. Snow Kreilich Architects in Minneapolis. I've been on this board for a while.

DR. BARRY SCRIBNER: I am Barry Scribner from JLL. And JLL is a worldwide real estate services company. And within JLL, I run all our federal advisory and facility management services.

MR. CHRISTIAN BAILEY: Good morning. My name is Christian Bailey. I'm a founding principal at ODA in New York City. And it's great to be back in person with you guys.

MS. ANNE MARIE DUVALL DECKER: Good morning. I'm Anne Marie Duvall, a principal of Duvall Decker Architects in Jackson, Mississippi. Founding an architecture firm in a very challenging environment means that we have done a lot of diverse work from schools to affordable housing to facilities maintenance. We have a facilities maintenance arm all the way up to courthouses and municipal facilities, so diverse practice in a challenging place. Glad to be here in person as well. Thank you.

MR. ROBERT SVEDBERG: Rob Svedberg, I'm an architect with TVS based in Atlanta, Georgia.

MR. ANDREW WEST: Before we continue on, if everyone can make sure to turn off your microphone because the camera follows the red light.

MR. NAT OPPENHEIMER: Nat Oppenheimer, I lead Silman Associates Structural Engineers in New York City, DC, Boston, and elsewhere. About 18 months ago, Silman joined T.Y. Lin. And so afterward, I'm head of running the building sector within the larger infrastructure company of T.Y. Lin.

MS. CARA LANIGAN: Good morning, Cara Lanigan. I've been in the construction industry for 23 years,

worked across the United States and predominantly in federal and large commercial projects, everything from public assembly to mission-critical facilities. First year on the IAG and excited for the day today.

MS. ELIZABETH WHITTAKER: Hi, everyone, Beth Whittaker, founder of MERGE Architects out of Boston. I would say about 50% of our portfolio is multifamily housing. And the rest is everything else. I have been also teaching probably for about 12 years at Harvard's Graduate School of Design, graduate architecture program. Great to be here. I think it's my first year. Well, I came on last year, did the annual meeting on Zoom, and here I am. Great to see you.

MR. GREGORY STARR: Good morning. I'm Greg Starr. I used to head Diplomatic Security. And I was also spent four years as the Undersecretary General of the United Nations. I'm a security specialist with a pretty heavy background in building and helping OBO get through some of our processes.

MR. DANIEL SESIL: I'm Daniel Sesil, a partner at LERA Consulting Structural Engineers.

MS. DEBRA LEHMAN-SMITH: Good morning, I'm Debra Lehman-Smith, founding partner of LSM in Washington and New York. I just must say that I am looking forward today because I'm always humbled and energized by these meetings. Thank you.

MS. MARION WEISS: I'm Marion Weiss, partner at Weiss/Manfredi Architecture/Landscape/Urbanism and Graham Chair Professor of Practice at University of Pennsylvania. Our work is focused on the critical intersections of architectural landscape and culture projects and urbanism. And what's most exciting about being here today is that, in a sense, these larger territorial commitments have the most noble cause I can think of hosted by the IAG group today.

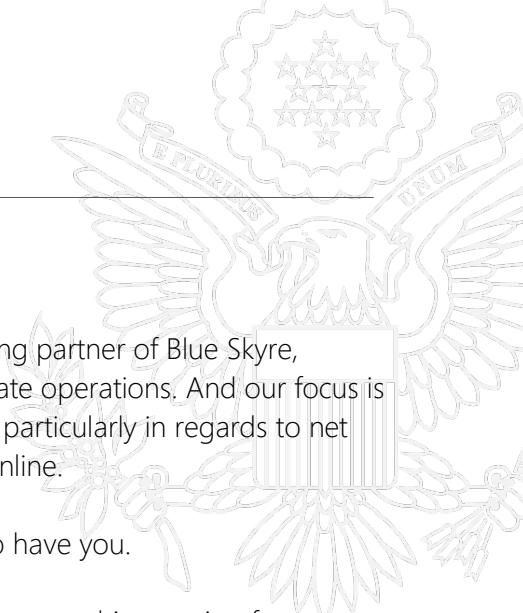
MR. DAVID RUBIN: Good morning, everyone. My name is David Rubin. I'm founding principal of David Rubin Land Collective. We are a landscape architecture, urban design, and planning studio. Our mission focuses on empathy and problem solving on behalf of our clients and their constituents, and in particular, self-identifying in the landscapes that are occupied. I'm truly honored to be here. And I'm honored that the OBO deems it appropriate for landscape to have such an important role in the context of our embassies as they're written and read across the world.

MS. SANDRA BROCK: I'm Sandy Brock. And I'm with Nitsch Engineering with civil engineers. And we specialize in sustainability and green infrastructure. I am happy to follow in the footsteps of Judy Nitsch, who has left a pretty big footprint in my previous. And so it's a pleasure to be here.

AMBASSADOR MOSER: So, thank you to all the industry advisors. And now we go to our panelists, Chris Dudding.

MR. CHRISTOPHER DUDDING: I'm here. Hello, my name is Chris Dudding. I'm the Division Chief for Construction Operations for Overseas Building Operations.

AMBASSADOR MOSER: And I'm sorry, Chris, I got you too soon. If I could get the industry advisors on the



screen, please let's go through those.

MS. MAUREEN EHRENBURG: My name is Maureen Ehrenberg. I'm the founding partner of Blue Skyre, Innovating the Built Environment. I've spent my career in commercial real estate operations. And our focus is on ESG, digitizing the build environment and redefining the way we operate, particularly in regards to net zero carbon Thank you. And it's an honor to be here. I apologize for being online.

AMBASSADOR MOSER: No. No apologies necessary. But we're very happy to have you.

DR. JERALEE ANDERSON: Good morning. My name is Jeralee Anderson joining you this morning from Seattle, Washington. I am delighted to be a part of this group. It is my second year on IAG. I am the president and co-founder of Sustainable Transport Council, formerly known as Greenroads Foundation. And we are a nonprofit that advances sustainability education and initiatives for transportation infrastructure, specifically the Greenroads Rating System. If you're familiar with LEED, it is similar to that, but for transportation. And what we do and hope to do is to transform the way infrastructure projects are built on a global scale. I'm really excited to be able to participate in IAG and think a little bit more about what that looks like for infrastructure in our global footprint. Thank you.

MR. CHRISTOPHER BUDD: Hi. I think I'm on. This is Christopher Budd. I am a principal at Studio Architecture. This is my first term with this group. And I am really looking forward to it. I have led the federal practice at Studios for about 25 years. And our main focus is the interior infrastructure for contingency planning and agility.

AMBASSADOR MOSER: OK, super. Christy, is that everyone on the screen?

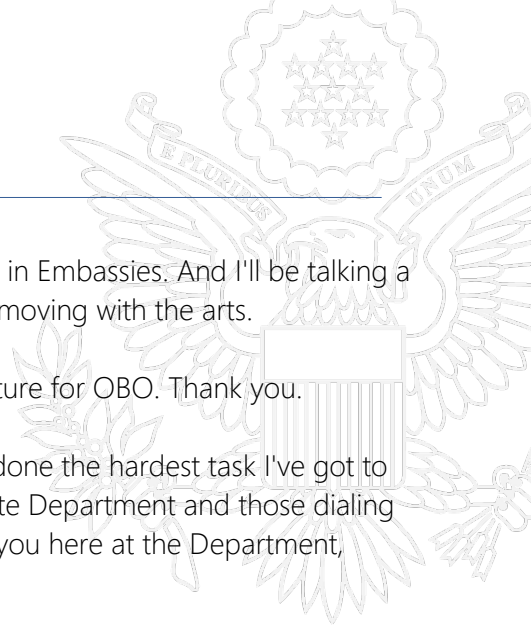
MR. REID NELSON: I'll jump on as well. Good morning, everybody. This is Reid Nelson. I am the acting executive director at the Advisory Council on Historic Preservation, which is a small independent federal agency that advises the President and the Congress on historic preservation matters. I have been in historic preservation for about 35 years. The last 16 of which, I've been with the Advisory Council for the last year and a half of which I've been the executive director.

This is my first year on IAG and my first annual meeting. I appreciate meeting you all and look forward to today.

AMBASSADOR MOSER: Now if we could go to our panels and introduce them.

MR. PAUL FREDRICKSON: Hey, everyone. My name is Paul Fredrickson. I'm a project director with SHoP Architects. I've been with them for about a decade and have been working on their OBO work for a lot of those years. Looking forward to being here.

MR. TOBIN TRACEY: Hi, I'm Tobin Tracey. I'm the director of the Office of Cultural Heritage with OBO. And I'm looking forward to speaking to you a little bit later about the social impact of art and cultural heritage.



MS. MEGAN BEYER: Hi, my name's Megan Beyer. I'm the new director of Art in Embassies. And I'll be talking a little bit later about placemaking with the arts or as Jane would put it, space moving with the arts.

MR. CURTIS CLAY: Hello, my name is Curtis Clay. I'm the director of architecture for OBO. Thank you.

AMBASSADOR MOSER: Christy says, I've herded all the cats. So I may have done the hardest task I've got to do all day. So a warm and very sincere welcome to all of you here at the State Department and those dialing in virtually for our OBO-IAG annual meeting. I am incredibly excited to host you here at the Department, following two years of virtual meetings due to the COVID pandemic.

As I've said, I am Will Moser. I see many familiar faces here in the audience. And I might look familiar to many of you. I was the OBO principal deputy director from 2015 to 2018. And I didn't choose purposefully another redhead to take-- to act as the new principal director. And I am delighted to be back in OBO after serving most recently as Ambassador to the Republic of Kazakhstan.

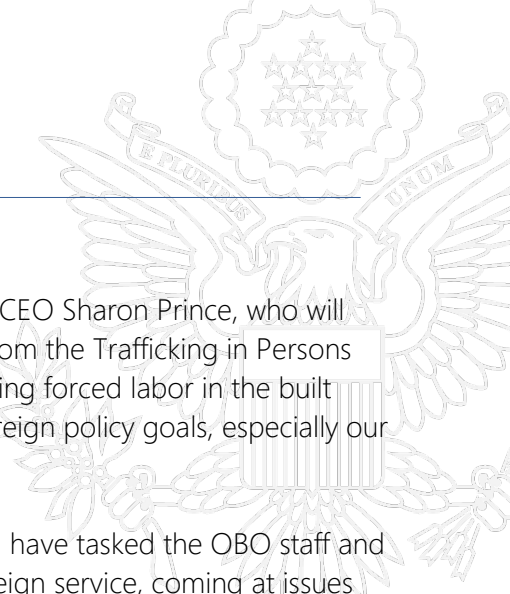
I have a unique perspective as OBO director. While I am not an architect or an engineer or real estate professional, I am a long-time overseas building user. I had been a part of the Department for 38 years in various roles in the foreign service, including two times as an overseas Ambassador. Thanks to that experience, I have a vast knowledge and expertise on how our building portfolio serves both the users, visitors, and the public communities that encounter our facilities.

As I said, I have no particular technical skills in the building industry. But I am very well-positioned for the role of owner/operator. And that is the role I have as director of OBO. I want to emphasize to all of you today and to both our advisors and to the rest of the people in attendance that our industry partners are very, very important to us and to the work that we all do together. I have defended project budgets on the Hill and sent project teams off to address emergency situations in war zone.

Some of you in the room today have been the individuals we sent. And I personally and warmly thank you. I have proudly broken ground on new embassy compounds and cut the ribbons on new diplomatic campuses that proudly fly the flag of our nation. When I think about our work, I am humbled by the incredible efforts of so many to bring these projects to completion and to ensure that my colleagues and me are able to do our jobs in safe and secure environment.

For the United States, it is incredibly important that our buildings are safe, secure, operational, and representational. We rely on the Industry Advisory Committee gathered here today to ensure that we are doing our work as efficiently, effectively, and prudently as possible. As you heard from the introduction-- and I was really blown away, this is a formidable group of industry experts.

We are so thankful to have your voices and experience throughout your terms on the Industry Advisory Group, but especially in these meetings, where we are able to highlight some of your work over the year and discuss today's pressing issues. Today we want to discuss the impact of the facilities we build, maintain, and operate around the world. Specifically, we want to talk about how we capture that impact, how we understand that impact, and how we can scale that impact.



I am especially proud to welcome our partnership with Grace Farms and their CEO Sharon Prince, who will join us for the session in the afternoon, along with our Department partners from the Trafficking in Persons Bureau. I know you will all be inspired as we were to join Sharon's work in ending forced labor in the built environment. As you might imagine, I have a deep interest in our country's foreign policy goals, especially our ability to promote democracy globally.

We cannot do that without the diplomatic infrastructure to support this work. I have tasked the OBO staff and leadership with more holistically approaching our efforts in supporting the foreign service, coming at issues with a customer service lens and focusing on long-term solutions to accomplish our long-term foreign policy agenda. We need your support in achieving this, though. We are working to bring strong firms into this work with us.

We need innovation, ideas, and commitment. Later today, we'll host a networking session. Please stop by and talk with our folks about how you can work with us. We have a robust industry engagement program. And we welcome you to come in and introduce your firm and your capabilities. Contractor outreach is a core activity for us because the contractors are the lifeblood of our organization.

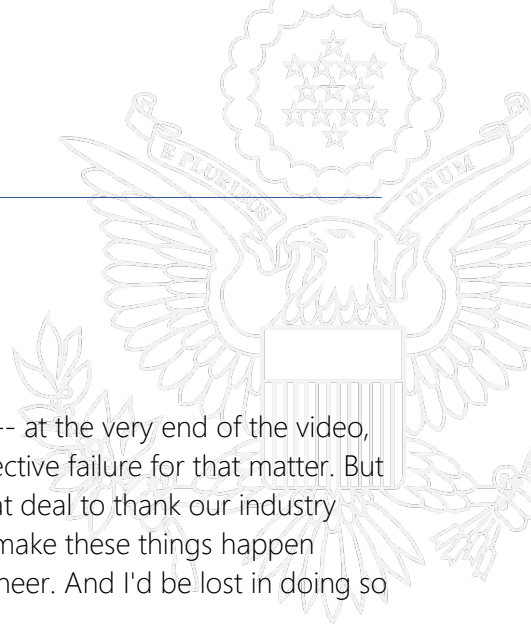
One example, later this year, we will be hosting a subcontractor session with SAME, the Society of American Military Engineers. For more information on that event or other contractor outreach activities, please contact our external affairs team at obo-ea@state.gov or the simple way, talk to one of these guys back here. And they'll be happy to set up a time for each of you to have a chance to have a-- to talk to them.

And this goes for everyone in the room because this is what our hope-- what we're trying to do is to really reach out to as many contractors as possible. And also-- then later today, you heard the introduction from Curtis Clay, our director of architecture, and he'll talk to you about changes in our design processes that we think will be very interesting to you. I talk often with my staff about success and what success mean. Although success is a collective success that is based on both innovation and impact, adopting innovative new approaches in technology is essential to staying relevant in a very changing world environment. At the same time, though, we must consider the value of our impact on the communities and countries we are building in. And we also have to think about the foundation with our structures that we provide for the relationships that we rely on to try to foster a more free and prosperous world. At OBO, we like to call this embassy effect. But it also applies to consulates, too.

[CHUCKLES]

But in reality, it is simply the value of our collective efforts to contribute positively to the world. Looking at our impact economically, environmentally, and socially allows us to see and quantify how our approach to constructing-- and quantify our approach to constructing buildings. Our goal is that these buildings positively contribute to individuals, their families, and their communities.

And we will talk about this in much greater depth further today. Thank you for being here with us today. Let's



get started. OK, and let's run to the next item on the agenda.

[MUSIC PLAYING]

Yeah, I think one time's enough. But as I said at the very end of the building-- at the very end of the video, and as I've said already, we are a real example of collective success and collective failure for that matter. But this shows really our collective success. And that's something we have a great deal to thank our industry partners. But I also want to say my personal thanks to the staff of OBO that make these things happen everyday because I can't-- you know, as I said, I'm not an architect and engineer. And I'd be lost in doing so many of the wonderful things that they do.

But let's move now to a very important part of our program, which is the IAG peer reviews for 2022. And Dan Sesil, a partner at LERA Consulting Structural Engineers and Julie Snow, a founding principal of Snow Kreilich Architects will give this year's Industry Advisory Group project and program reviews and discussion. And please call on your other Industry Advisory Group partners to fill in when you feel like you need to. So Julie, you're going to start?

MS. SNOW: I think I'll start, if that's OK, unless you have something really important to say.

[LAUGHTER]

OK, so this year, there were five industry advisory reviews plus some specific subject matter roundtables. And so we'll run through these hopefully at a clip and make sure that we have as much participation among our peers as possible. So I'm going to start with the U.S. Embassy in Bangui, Central African Republic. The design-build contract for this is scheduled for award in May 2023-2024. The AE is Marlon Blackwell from Fayetteville, Arkansas.

This is a new embassy campus, locating the existing U.S. Embassy and ancillary functions that do not meet OSPD standard. It will include a new office building of 93 desks and a chancery, four compound access points, support annex, Marine Security Guard residence, staff housing, parking, and then all of the utility building, et cetera, a future growth of 30%, and a helicopter landing zone.

The two industry advisory panels were held on this project. And the industry advisors were Alan Organschi of Gray Organschi, Nico Kienzl of Atelier Ten, Cara Lanigan from Clark Construction for the first two reviews, and Dan Sesil for the final review. So in January 18, 2022, foresight organization design concepts were presented. The discussion centered around growth strategies, landscape, and recognition for the plinth scheme option.

So further development of the plinth scheme was held on May 6, 2022. I'm not going to say 2022 every time. That's redundant.

[CHUCKLES]

This year. In this review, the design was applauded for both its facade's effective and dramatic expression as well as its contextual color and material qualities. Dan, can you tell us more about that final review?

MR. SESIL: Yeah, sure. Well, Nico, Cara and I found the design options produced by Marlon and his team to be thoughtful and responsive to program and thoroughly considered. In fact, his team had done quite a lot of work-- quite a lot of very good work. And we quite like the planning and the materials and texture and layering of the project. So our comments primarily focused on potential refinements that could help improve project economy.

But for example, in the context of the plinth scheme and the fact that there's a large residential component on the site, we thought it might be possible to find some savings in alternate configuration for the further residential component. And we asked them if they might consider an L-shaped plan. We also felt that as they go forward that they should be looking for simplification. While we love the facade, we thought they should be looking for simplifications in the building skin that should be considered.

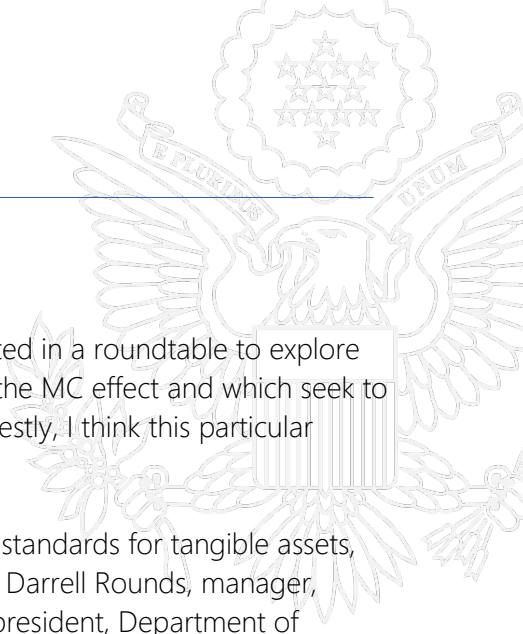
And then as a separate comment, given the security and transportation concerns of the site and the region, combined with the volatility and fuel costs, on a resiliency matter, we felt that it was really important for them to consider options that would reduce fuel consumption at the site. Oh, and I think I continue here, Julie, actually. So in February of this year, seven members of the IAG participated in a climate security roundtable that focused on climate-related risks and assessing OBO's mitigation and adaptation strategies.

The seven who participated were Dr. Jeralee Anderson, president and CEO of Greenroads International; Christina Hudson, project manager, Strategic Risk Management at Leidos; Nico Kienzl, director, Atelier Ten; Nat Oppenheimer, senior principal, Robert Silman Associates; Alan Organschi, principal, Gray Organschi Architecture; myself; and Stacy Smedley, executive director of Building Transparency. This roundtable was accomplished in partnership with the Department's Office of Global Change and with the deputy chief of sustainability.

The discussion focused on clean energy alternatives, the next generation of energy efficient buildings, and decarbonization in the built environment. Key takeaways included the concept of bringing climate resiliency and sustainability closer to the core of OBO's mission, emphasizing the need for long-range planning, especially at the portfolio level, and continuing to innovate through advances in offsite manufacturing, the use of mass timber and other decarbonization opportunities on the horizon, which hopefully will include the use of geopolymers for cement replacement and synthetic limestone for aggregate replacement. Stacy, I don't know if you wanted to add anything.

MS. SMEDLEY: No, I just think that it was recognized there's an opportunity to do better and to actually build this more into the design process for the buildings. And that there is vast opportunity when it comes to material innovation, especially offsite manufacturing and some of the novel materials that are coming to market.

MR. SESIL: Actually, Julie, I think I might be next again.



MS. SNOW: Apparently, you are.

MR. SESIL: Yes. OK, so in April of this year, five members of the IAG participated in a roundtable to explore themes described-- what used to be previously described in IAG sessions as the MC effect and which seek to better understand the value of new embassy construction overseas. And honestly, I think this particular subject is going to be discussed in more detail later in the morning.

But the five who participated were Alexander Aronsohn, director of technical standards for tangible assets, International Valuation Standards Council; Maureen Ehrenberg of Blue Skyre; Darrell Rounds, manager, Global Workplace Safety Risk Management, General Motors; Barry Scribner, president, Department of Defense and Federal Services for JLL; and Greg Starr, security consultant. Mr. Aronsohn provided the background and context for the conversation.

And the roundtable discussion focused on OBO's desire to gain a greater understanding of the benefits, social and otherwise, that an embassy provides to its-- the employees of the embassy, to the American citizens accessing services of the embassy, third country nationals visiting the embassy, and the broader community of stakeholders that benefit from its existence. The U.S. embassies in Berlin, Amman, Mexico City, and London were all discussed in terms of their social benefits.

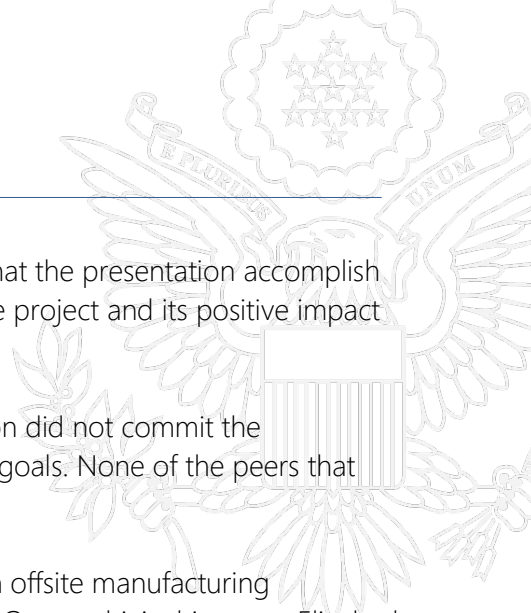
And one of the key takeaways from the discussion was the need to consider communities and stakeholders beyond the walls of the embassy when assessing the value of a particular building.

MS. SNOW: We'll see who's next. I apologize for having this on. This is like the mute button of real meetings. So the new embassy in Brussels, Belgium. New embassy compound site acquisition, so this is one of these projects where the IAG peers are basically vetting or testing out with design a real estate question. So the new Brussels embassy compound is currently in the due diligence phase of site acquisition. And Kieran Timberlake Architects are the A firm.

The project has very interesting regulatory context. Belgium has adopted the G8 carbon emissions reduction goals for 2050, stating that they will meet these goals by 2030. As a result, they've adopted a requirement for permitting that requires project sites with existing buildings to reuse, adapt, or recycle all or part of the existing building. So Kieran Timberlake and OBO have investigated the permitting process and have assessed its effect on the project schedule and budget.

They also assessed what portion of the building can be reused. And the result of their study was that none of the above grade structure is OBO-compliant. On June 1, 2022-- which I said I wasn't going to say again, an industry advisory took place. The industry advisories were Alan Organschi from Gray Organschi Studio, Claire Weiss from WXY Studio, and Jim Richard from Richard Kennedy Architects.

After exhaustive studies of reuse three schemes were presented that deploy 77,000 square feet of existing underground space. Three options were presented to test the configuration of access points to the site. The panel considered the viability of the site was established. And that massing and ability for future growth and



the components of the circularity study story were discussed. They agreed that the presentation accomplish the goals set out by describing accurately the scope and requirements of the project and its positive impact on the neighborhood, community, and city.

Further presentation did not commit the U.S.-- further, sorry, the presentation did not commit the government to a specific design approach and thus accomplished its stated goals. None of the peers that were on this project were unable to attend today.

MR. SESIL: So in June of this year, five members of the IAG participated in an offsite manufacturing roundtable. And those five members were Alan Organschi, principal of Gray Organschi Architecture; Elizabeth Whittaker, principal and founder of MERGE Architects; Maureen Ehrenberg, CEO of Blue Skyre; Adam Jones, strategic change manager, United Kingdom Department of Education; and Keith Churchill, chief innovation officer from Bechtel Corporation.

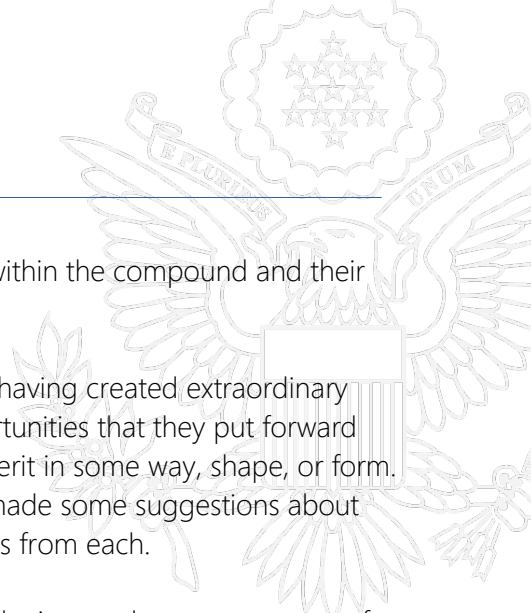
The roundtable was organized around a research and development initiative accomplished by SHoP Architects that was focused on the integration of offsite manufacturing principles into OBO's delivery process. SHoP provided a two-hour presentation of the research. And key takeaways from the discussion that followed included an acknowledgment that OBO is in a position to help create a market. And if such opportunity is provided, industry will step in and deliver.

That said, it was also acknowledged that the complexity associated with building an international portfolio presents a unique challenge to OBO when adopting offsite manufacturing processes. And some stress testing, likely associated with a pilot project, would be appropriate at the outset. Design and construction contracts need to be structured to maximize collaboration among all project stakeholders to improve decision making and efficiencies. And BIM and digital project delivery practices are critical to project planning and execution of offsite manufacturing project delivery.

MS. SNOW: The new U.S. Embassy compound in Praia, Cape Verde, the design-build project with bridging documents award in 2024. The AE studio-- or the AE was Studio Ma from Phoenix, Arizona. The 11.2-acre site in the Varzia neighborhood of downtown Praia houses the embassy compound, which will contain a new office building of 96 desks, a Marine Security Guard headquarters, cabana, pool, support annex, and utility building. An industry advisory review was held on July 12th.

The industry advisory panel members were Jonathan Moody from Moody Nolan, Sandra Brock from Nitsch Engineering, David Rubin from Land Collective, and Jim Richard from Richard Kennedy. At this review, three schemes were presented, each providing a unique approach to the site, but all based on the same utilization plan. In all schemes, stormwater strategies were incorporated to address heavy rains over short periods of time.

The first scheme called looking inward was based on a site landform that overlooks the sea, engaging outward based on the Creole word for jetty or pier. The third scheme, an outdoor room based on the local concept of the quintal. The panelist recognized that all three schemes had strong ideas behind them. And



that they should be considered in light of the relationships that they create within the compound and their appearance from adjoining traffic arterioles. David, can you add to that?

MR. RUBIN: Happy to do so. First, I would just like to applaud Studio Ma for having created extraordinary schemes, opportunities. It's really what this program is about. And the opportunities that they put forward were incredibly strong. The arcadis, the ponti, the quintal schemes all had merit in some way, shape, or form. I think that the review committee found opportunities in each of them and made some suggestions about modifications that might find one prominent scheme out of all of the benefits from each.

I think in the context of this particular project, which has significant topography in an urban context, one of the issues that the peer review committee suggested was that a less myopic, less internally focused problem solving effort would render greater opportunities if the designers could think more strategically about how this embassy is written and read in the context of its urban environment so that it is seen by everyone as this welcoming and extraordinary representation of democracy abroad.

The greatest challenges, I think, that we discussed were associated with stormwater management and particularly, my colleague Sandra here who identified that focusing on stormwater management is incredibly important. But in an environment where most of the inundation happens in one month, that it should not necessarily become the most celebratory moment of the landscape experience.

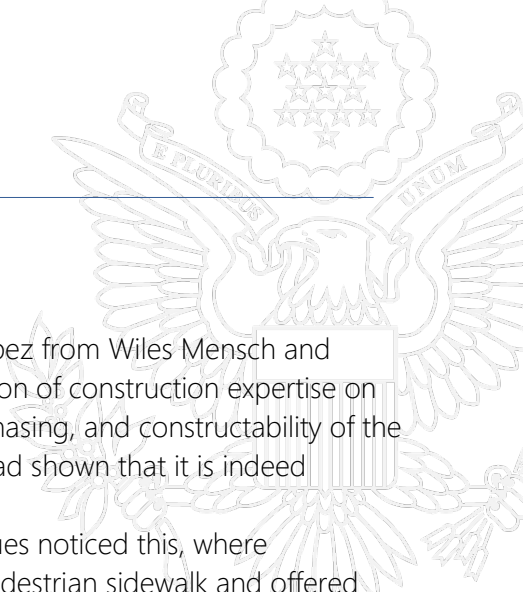
And from my perspective, how the site is written and read by those that would be passing by and never enter into the embassy or somebody who goes there on a daily basis, how it is written in red becomes extraordinarily important to how we are represented abroad as a democratic society. So the landscape became incredibly important in the context of both security and also the narrative that was being shared with others. It will be an extraordinary project. I have every confidence in Studio Ma in their capacity to problem solve.

And I also want to applaud very much the OBO internal team for their thoughtfulness and collaboration in this review. It was for all of us, I think, a wonderful experience. Thank you.

MS. SNOW: Thank you. So we'll turn to the new U.S. Embassy compound in Kuala Lumpur, Malaysia. AE is Machado Silvetti. The 2017 master plan concluded that the existing compound site in Kuala Lumpur should be retained and kept operational while the new embassy compound is built. The new compound replaced, expanded, and brought up to new standards. The new office building, the Marine Security Guard headquarters, cabana, pool, support annex building, utility building provide three new entrances as well as parking.

An industry advisory panel took place in Boston on August 31st. The panelists were Anne Marie Decker from-- sorry, Anne Marie Decker Duvall from Duvall Decker-- that is tricky.

MS. DECKER: It's the same.



[LAUGHS]

MS. SNOW: So Jeremiah Watts from D|Watts was also there and Marcelo Lopez from Wiles Mensch and myself. Perhaps one of the most unique aspects of this review was the inclusion of construction expertise on the design team. AECOM and Yates were on this project test, construction phasing, and constructability of the new compound. The major finding of the review was that Machado Silvetti had shown that it is indeed possible to build on the site while keeping embassy functions operational.

We noticed that there were some pinch points-- or our construction colleagues noticed this, where construction activities were very close to the U.S. Embassy functions and a pedestrian sidewalk and offered possible strategies for resolving them. Much of the other discussion was centered on the new compound entry locations and the impact and adjoining arterioles as well as views from and to the campus. And certainly, the noise from Jalan Tun Razak, the adjoining major arterial, was part of the consideration of location of various functions-- embassy functions.

The three schemes were presented as a plausible demonstration that there were a variety of massing options available as the design moves forward into architecture. Anne Marie, can you add your thoughts to this?

MS. DECKER: Certainly. Thank you, Julie. We did, I think, have a great review team on that process. We tried to stay very true to our constructability task. But we did realize in that that the planning really is the architecture. So though we had to pay attention to those pinch points and the clear needs for all of the entry points, we did talk about the implied design stance in the three schemes. And I think, Julie, your advice to the team to consider what they would do if there was nothing on the site might have been a really great takeaway for them.

MS. SNOW: I think that concludes our summary of IAG panel activities for the year. And I must say, I think it was just really incredible to go back to in-person reviews. And we just found that the communications tend to be simpler and provide a deeper dive into the discussion.

AMBASSADOR MOSER: A round of applause for the review. [INAUDIBLE] And as I've said, that this is really-- this really demonstrates the great value we get out of these and how the process really does work to the advantage of trying to really build the buildings that we need to build and really thinking about all the aspects that we're trying to balance. So thank you all very much. And at this point, I had the great, great pleasure to turn it over to Victoria and talk about our first social impact session.

MS. HARTKE: Thank you so much, sir. And I think we're going to call an audible rather than panelists going up there to the dais. I think we'll just stay here. I feel like the idea-- I really enjoyed that interaction among peers. And I really hope we can keep that dialogue continuing as we move into this panel. I'm absolutely thrilled to have the Dream Team back with me after our April 27th industry advisory session, Maureen Ehrenberg from Blue Skyre, Darrell Rounds from GM, and Barry Scribner from JLL.

We are going to talk-- Maureen, in her introduction, mentioned the acronym ESG. And that's environmental, social, and governance. This panel is all about the S, the social aspects in that acronym. And we-- the Department, OBO, really began this journey, I want to say, from a very pragmatic perspective, maybe even a

mundane perspective. We had wanted to begin site selection for a new embassy site in Chisinau, Moldova.

And so as we always do, when we're beginning any kind of real estate acquisition activity, get into the market, get a broker, get support, go out, identify individual investors potentially or individual owners-- government owners, and begin the engagements there, quickly settling on a site called the stadium site. And it has incredible advantages because it's a great size, fits the program, plenty of access, secondary and primary, at the corner of Main and Main, not really. But I mean, it's got great incredible location.

And really, the focus on location, right, is so that we can deliver on our mission, providing safe, secure, functional, resilient facilities, but also bringing the very best in American values. Representational, you know, factors are the caliber of our design, our construction and execution, including our art, all that kind of thing. So it was a bit of a surprise to us when there was some pushback about taking this former stadium, which had fallen into decline and disrepair.

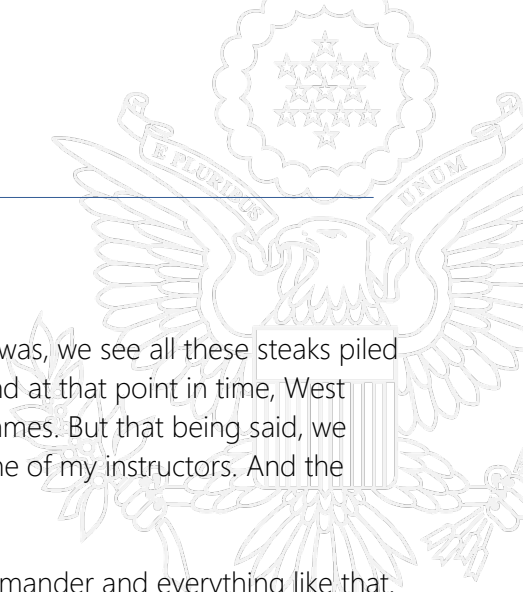
And we were, sort of, like, what do you mean you want us to convince you that this is a great site for our American embassy? And we began to describe what we thought were the immediate impacts, construction jobs created, the additional cottage industries that we're going to spring up adjacent to the embassy after we got going. But I think the government really wanted us to dig a little bit deeper. And so as a result, this really is how we began this discussion or this contemplation of social value.

So what I want to do with the three piers-- and then I hope we'll be able to actually engage in some dialogue with all of you, is I'm going to, sort of, toss out a couple of questions, five questions or so, spend a few minutes on each, and then-- and, sort of, wrap up at the end with a call to action, like, what can we do? Where do we go from here? But as we go throughout this-- and I want to put this call out to those on the Webex as well, I'd like you to consider what if and what might we do because right now, we've got congressional oversight.

We have an incredible stewardship obligation. We can't just take American taxpayers' money, and include a park in everything that we do. But there is some thought, some driver that there is more that we could do. So I think the first question that I really wanted to throw out and maybe, Barry, I'll throw this one out to you, when you think about social assets, social assets being those assets or projects that exist really to provide benefit in an atypical way, do you consider embassies as social assets? What do you think about that? And are there any comparables out there to embassies as social assets?

MR. SCRIBNER: Actually, I'm going to step back, just one step away. I got involved in this initially, this discussion was that JLL does a lot of site selections for consulates and embassies overseas. And the question was posed to me as Victoria was saying that, you know, OBO was concerned about the cost, got to get the security, got to get cost. We don't have a trillion dollars to spend on these embassies. And they were getting pushback from the local embassy staffs.

And the question was, you know, is it some, sort of, social value-- is there some, sort of, positive externality associated with the embassy, or is it that the Ambassador likes the croissants, you know, at Main Street better than another site? So that's how it originally came to me. And the way I think about it as an economist goes back to my days in the early 1800s when I was a cadet at West Point. And there, you know, as a plebe, you



don't get to eat a lot. And the facilities weren't all that great.

And as my fellow plebes were walking by the tables where the football team was, we see all these steaks piled up. They had the best facilities. We always had to march up to the games. And at that point in time, West Point, kind of, stunk as a football team, kind of, like this year, their first two games. But that being said, we were debating that in the hall. And then an instructor came up. And it was one of my instructors. And the guy's name was Barry McCaffrey.

And some of you may know Barry McCaffrey who became a CENTCOM commander and everything like that. And he said, let me explain this to you, Scribner. You just don't understand. You know, there are two images that the world sees of the Army. One is good, and one is very bad. And that was in the early 1970s. And the very bad image was pulling out of Vietnam. So the other image that maybe the only image they see is the Army football team.

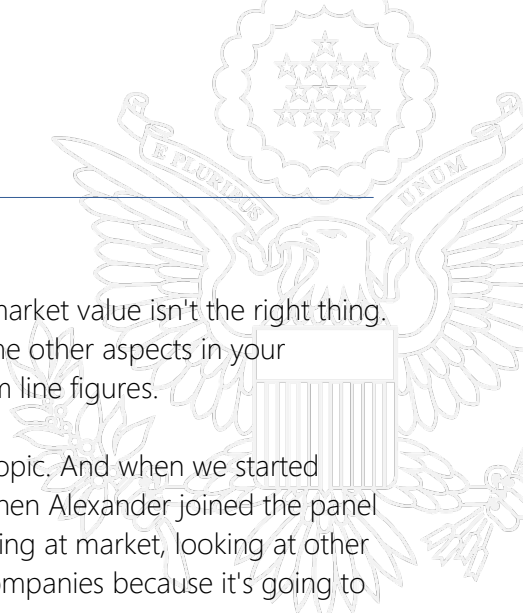
Now you may think you're bearing the cost for that. But it is in the Army's interest, it is in the Defense Department's interest to make sure we put forth the best face possible because that's all they see. So think of that. Now he was not an economist. He was an international relations person. So he didn't understand that concept. But what he was talking about is that there is a positive externality associated with having a good Army football team. And that's why a lot of money was poured into that.

So I think about the State Department. I think about the embassy. That is probably one of the only images, you know, this nation will see of the United States. So even though, you know, when you talk about costs and benefits, it's easy if all the costs and benefits accrue to the individual or the group that is undertaking the project. In this case, it's not true. A lot of the benefits go beyond the State Department, go beyond even the United States as new industries are formed in and around that.

So the tough part in all of this is figuring out what the value of that is. If it's a pecuniary value, it's, kind of, pretty easy. You can, sort of, come up with a notion for that. It's that social aspect that you, sort of, figure out what value do I put in them. How can I compare that? There was a book by a guy named Edward Mishan called Cost-Benefit Analysis in the 70s and 80s. And it, sort of, fell out of favor of cost-benefit analysis in the 90s because people would put these enormous costs on things like pollution or congestion and would just swamp.

Nothing ever got done. So they pooh-poohed that for a while. But now they've got cost-benefit analysis 2.0 coming out. And that's the tough part, you know. In the case of putting an embassy downtown, you can, sort of, figure out what the value is of the industries that will be created. It's harder to put a number on the value of the image that it lifts up for the United States. And that's where the real talk or the discussion goes. So let me stop so I don't monopolize this.

MS. HARTKE: Thanks, Barry. And I think one of the things that we think about as real estate advisors looking at market value, are we acquiring a particular asset at fair value? And if we're talking about social value, how do we quantify that? Can we begin to quantify that? And is there another term we might use? Maybe use



value instead of market value if there are other communities of users. And if someone might be willing to pay a premium for an asset, maybe fair market value isn't the right thing. Maureen, maybe could you talk a little bit about use value, market value, some other aspects in your experience about valuation and how social value affects these, sort of, bottom line figures.

MS. EHRENBERG: You know, just industry wide, this has become such a hot topic. And when we started talking about it at OBO and at IFMA, it was more of an emerging topic. So when Alexander joined the panel with us, he was talking about truly looking at the valuation standards, so looking at market, looking at other ways to look at value. And we did separate the difference between private companies because it's going to change for them as well and then what do you do with public assets.

But ultimately, what we're talking about is Barry mentioned some of the aspects, but there's bigger aspects. So when Victoria opened the session, she was talking about pushback from local communities. So what you are seeing is far more community activism within communities, everything from congestion, pollution concerns. Can you be driving workforce housing out of a community if you do have such a strong positive impact on surrounding values that people can no longer afford the housing around where they were living?

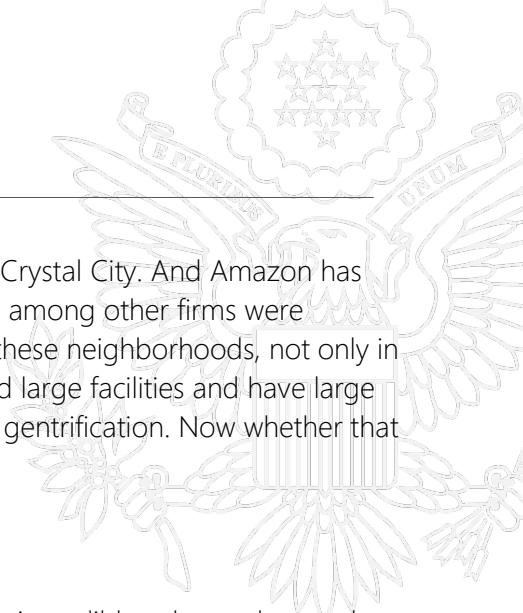
So these things all impact value. And when you listen to the ULI research that they're just releasing, a corporation, Coca-Cola, some of the big groups right now are talking about how they're looking at this. If they're going into a building or they're buying an asset, and they realize that their impact could be negative, they look at what else can they do to make it more positive to offset that S-- that S impact. So what we discussed was we're looking to see when the valuation standards come out.

But everything from the impact of a park to the impact of an embassy, there are many, many positive impacts. But now, looking at some of the other dynamics from a social perspective, this has to be thought into the process when you start integrating all these different workstreams and understanding where this plays around sustainability, job creation, and many other things, access to retail, et cetera.

MS. HARTKE: Thanks, Maureen. One thing that you raised and was actually-- was also a sentiment at our April session was what responsibility if any the government might have for what happens outside the embassy walls' gentrification, changes in the neighborhood that makes what was formerly livable, no longer livable for those communities.

So I guess I'd like to maybe not go to the bench of peers that we have. But maybe open it to others here-- other peers that were not on that panel to, sort of, maybe get your thoughts, any thoughts on whether the U.S. government has responsibility for this. And if so, how might we think about addressing it. And maybe we'll just-- maybe what I'll do is I'll go off-mic and whoever jumps on the red button first and can get the air time.

MR. SCRIBNER: I'm going to jump in again. And I can't necessarily direct it initially at what the U.S. government can do. I can tell you what Amazon is doing and other large organizations. I mean, you've all been to Seattle and you go, oh, my goodness, how can I afford to live in Seattle because of Amazon? Well,



headquarters, too, is being conducted-- is being built here in Pentagon City, Crystal City. And Amazon has recognized the congestion, the gentrification impact that they're having. And among other firms were engaged with them. And they are, in effect, subsidizing, revitalizing some of these neighborhoods, not only in the Alexandria area, but elsewhere in the United States, where they've created large facilities and have large employment because they feel that social responsibility to offset some of the gentrification. Now whether that applies here is a good topic for debate.

MS. HARTKE: David, it looks like maybe you had your mic on.

MR. RUBIN: Yes, I was-- I mean, I'm fascinated by this conundrum. There is an incredible value exchange that happens in the context of extraordinary design in forming a neighborhood. Oftentimes, in the context of design implementations outside of embassies, whether they're parks or other amenities that tend to modify the character of a neighborhood, there is a collaboration that takes place with local government that allows them to land hold some of the real estate to maintain it in the context of worker class affordability.

So that there becomes a balance in the context of the impact afterwards. And that sort of collaboration with local government, it seems to me, given the long lead time of embassy construction, might afford an opportunity to ingratiate us with local constituency. So that by the time the embassy is built and the positive impact that that has on the neighborhood, however that's measured, could be balanced with the affordability aspect and the prospect of everyone participating in the benefits of that. That's what true democracy looks like. It's looking out for everyone in the context of that. That to me would be an empathetic approach to embassy design.

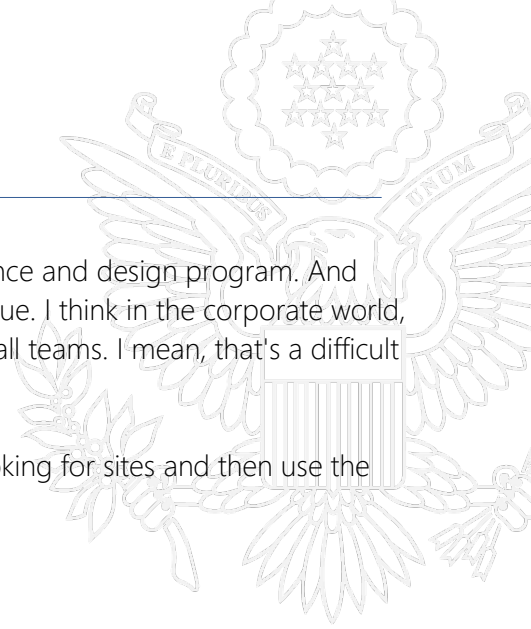
MS. HARTKE: Go ahead, I just going to-- go ahead, I recognize you, Nat.

MR. OPPENHEIMER: Yeah, I do believe we have a responsibility in this way. I do think it's incredibly complex as was just said. And even in the-- if I have the story right, even in the successful examples, when I visited the London embassy about four years ago, there was a lot of talk about how well that neighborhood built up around the embassy and the incredible effect it had than when the land was first bought. I think, again, if I have a right, it was very much derided for being outside the city and so on. And then it became a major heart of the city or another neighborhood in the city.

So I think there is real opportunity where it isn't just gentrification that moves people out. But it builds up areas of the cities. And working with local governments, I think, can be done well. I also wonder going forward-- and it's probably only in a few areas that the government would be looking in, whether there are hollowed out areas of cities due to COVID and people leaving the offices that the embassies can take advantage of with local governments to revitalize adjacent businesses that relied on office workers that may now be gone.

So I think there may be opportunities out in certain-- I'm thinking urban areas, obviously. But it might be an opportunity down the road.

MR. SCIAME: No, just, I think we start with social valuation. I think it's really important-- I mean, the embassies,



as we say, are the face of America. I mean, that's why we started the excellence and design program. And that's why we want great architecture. In terms of the value, there's great value. I think in the corporate world, it could be goodwill of a company. It could be a brand in terms of the football teams. I mean, that's a difficult thing to put a value on. But I think the value is huge.

And I think that that argument could definitely be made, especially when looking for sites and then use the money to do all the things to help the neighborhoods and whatnot.

MS. HARTKE: Stacy, do you want to go ahead and add?

MS. SMEDLEY: So I just wanted to-- I think there's the E and the S that we always talk about. And I think there's a lot that we can learn from the E. There's a reason they're right there next to each other. And they're both just as valuable-- as important. But we've been farther along on the journey with the E. So a couple of the things I would just recommend or put in OBO's mind is what is your definition of social benefit. So you have to define what that means before you can actually set the standards and the frameworks for how you're going to assess sites and projects.

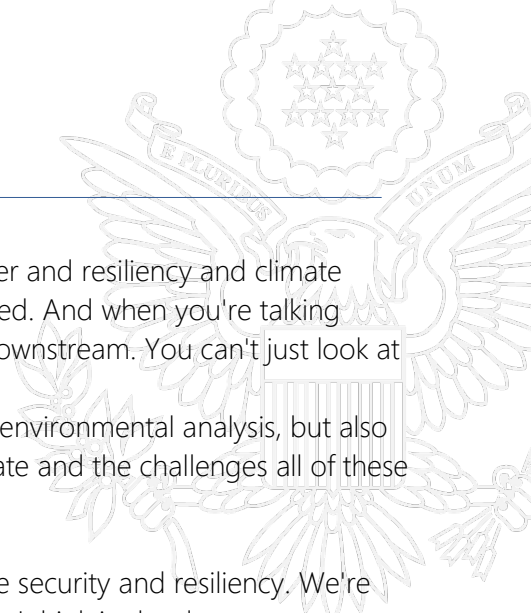
We've done that within the environmental world around carbon-water, stormwater material health. So how do you start make the definition of what social benefit means and then set up the standards that you're going to assess that on? There's other companies doing that on the private side that you can partner with and start to align with around that. And then I think you have the ability to help frame and test that definition through how you can start doing this on some of your projects.

But please always consider the E and the S together because they also co-mingle around some of these things like pollution and environmental mitigation and how you're impacting that local community. But again, I would lean on the environmental community because there are a lot of lessons about how you set things up, like certification and checklists and metrics, that I think can apply to the social side, too.

MS. HARTKE: One thing I keep thinking about is the communities that the Department needs to interact with when we're talking about our projects. And I want to focus for a moment on those back here at home. We go to Congress. And we talk about and we get approval for projects. I think it might take a bit of a shift in mentality to go up and say, hey, we're not only going to build this particular thing because it meets all these requirements. And it's got a helicopter landing zone. And it's got a Marine Security Guard quarters. And it's got, you know, CACS and all these other things.

But also, we're going to outside the walls dedicate a park to offset XYZ. I think they might have some questions about that. And so if as I think I heard us saying over here that it's difficult to quantify, you're not going to-- I don't think we're going to be able to go on the Hill and make an economic justification, so thoughts on what kind of justification we could make. I think I heard the word brand, not sure if the Hill is going to buy that argument either. But I welcome thoughts from our peers.

MS. BROCK: So I just have a comment. Being an engineer, I'm going to get down to the nuts and bolts of



things. And it's already been mentioned about environmental and stormwater and resiliency and climate change. The reality is you have to look at a site in the context of the watershed. And when you're talking about, you know, the value of that, it's, you know, how you impact people downstream. You can't just look at that site. And there's a context to that. It also benefits the site itself.

But I think there's a more holistic way of looking at all of the components of environmental analysis, but also just because it's dear to my heart stormwater and what's going on with climate and the challenges all of these locations will have in the future.

MS. HARTKE: And I think we learned a lot by listening to the panel on climate security and resiliency. We're taking all of those factors into consideration in our site selection process, also I think in the downstream processes as well. But I want to come back to-- so I didn't get any takers on how we message to the Hill the social value. So I'll-- at the 4:30, you know, interaction time this afternoon, maybe you can share some thoughts on that--

MR. SCRIBNER: Victoria, I still want some of this since I'm the one that gets most of the slings and arrows. In fact, you can look at the scars on my back.

MR. ROUNDS: So Victoria, I think I can try to tackle--

MS. HARTKE: Go ahead.

MR. ROUNDS: So I'm not originally from Detroit. And that's an inside joke with me and Doug Dykhouse right now. But working for General Motors and having led operations for our old headquarters. That's downtown. For anybody that's been downtown Detroit, one of the biggest things that you'll see is the GM emblem as a part of the skyline. But when you take a look at that complex and you consider it in the context of Detroit, it's an oasis, so to speak.

And you have individuals, citizens, and constituents from all over the city that come here. And it's not really directly tied to the buildings or the buildings themselves, but the area around it because you have a riverfront conservancy that's tied to that. And I guess I can sum it up by saying this, there's significant social impact that took place as a result of that development.

So I can offer that when you're going to the Hill and trying to make a justification, maybe it's something to the effect of what social impact, would this reduce crime in the area, would this impact the economy by creating jobs as a result of activity that's going on in that space. And in that way, you can see that-- I mean, you can have an indicator of how the community is being transformed by your presence.

I mean, there's other things as you're brainstorming. But I just know that the presence of the GM headquarters in that particular area has made a significant impact. And that's translatable for you.

MS. SMITH: It's interesting because I was able to get here a bit early yesterday. And the one time that I had a little extra time in Washington, it was a nice day. So that was perfect. And I was walking on the mall. And I was walking by many secure facilities. And yet here were these great public spaces where people were playing

soccer, where they were walking, where they were running. And it's very much a part of the ethos of D.C., where the Hill is and where the people are.

And so maybe there's a way to just change the thinking because to have spaces that are outside of the secure wall, I would think back of when we started-- the team first started in Mexico City. And Todd and Billy were working-- you know, fighting very hard to have spaces that were more public spaces outside of the security wall. And how do you do that so that the public is not just confronted with the wall?

And I was just in Nairobi. And the American embassy, which I had access to because I was there for OBO, right across was the United Nations. And I couldn't get in there. And I really wanted to go in, you know. I mean, there just was-- there was one wall I could get in and one wall I couldn't. And I think that that sense, if we work together to think of a way to reposition the conversation to the Hill and say that it is important to have public space around an embassy where people can play soccer.

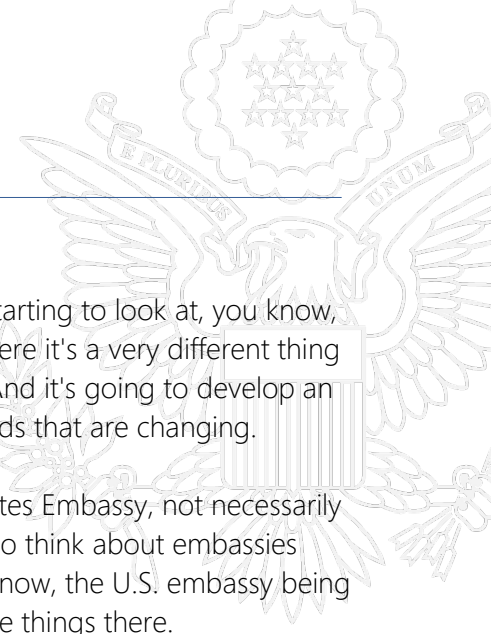
Inside an embassy, people have lunches. And they have meals together. And it feels wonderful. And so if we could just extend some of that outside of the wall, I think it would do so much for the community.

MS. HARTKE: And I think when Dan was doing the readout of the industry advisory session, I think you were talking about the communities that are served inside the wall, right, the employees who are there, local and American, the American citizens coming in to get, you know, record, you know, births overseas, and then third country nationals accessing visa services and that type of thing. But I think at some point, there's the distinction between balancing security and welcome, and security and accessibility, security and openness. And Greg Starr, you might have imagined I was going to turn to you to ask for your thoughts on striking that balance. And maybe-- and I'll be a bit provocative in this question, have we gone too far on the security side, and does the pendulum need to come back a little bit? And if so, how? So the podium is yours.

MR. STARR: I think, yes. We tend to build embassies that get referred to as fortresses. And we've tried looking at that in many different ways. And I think there's a new look. There's actually legislation on the Hill and the State Department authorization this year-- if we get an authorization, which is shaky, but for the first time Congress, instead of mandating that we co-locate everything, is looking at allowing the State Department to put American centers out in different places.

And this is one of the big things that we've always had trouble managing security versus openness and getting people into American centers. So I think there's a movement on the Hill. There's enough people that are recognizing that we need to have a better balance. I think OBO and diplomatic security approached management Ambassador Bass and his team with some ideas. So I think yes, there's a need to look at this.

But I also think that the whole topic of this social engineering, social-- looking at these things, we've overlooked it for so long. And two things I think we need to recognize, one is that as the United States star-- that shining star in the Hill of democracy in some people's minds is fading, we don't have the necessary-- necessarily the oomph that we used to have to just drop our embassy anywhere we want. And governments are going to want us there and do things.



And as we've finished many of our embassies in a lot of the third world, we're starting to look at, you know, replacing embassies in very crowded European cities, South American cities, where it's a very different thing than dropping it on a green site in the middle of no place 10 miles from town. And it's going to develop an entire new industry out there. There's a lot of opportunities. There's a lot of needs that are changing.

There's a lot of people in Europe and South America that look at the United States Embassy, not necessarily as a great thing because we're not the only ones from the security perspective to think about embassies being attacked. We're not the only ones that think about demonstrations, you know, the U.S. embassy being a flashpoint for demonstrations. And a lot of people don't necessarily want those things there.

So unless we do approach new embassy construction, particularly in more constrained environments with an idea that we need to engage with the population, with the local governments, with the people around it, have a better idea of what it is that we're going to bring to the table, if we don't do that, we're just going to leave a tripwire in front of us to stumble over that, you know, if we'd done a little research first, we would have been better off.

So I think the Hill is going to understand some of these things. I think they're beginning to get it. I think it's important. And I think the idea that OBO is looking at this now and bringing it into the forefront of its planning process is just critically important.

MS. HARTKE: Thanks so much. Dan, did you have something you wanted to add?

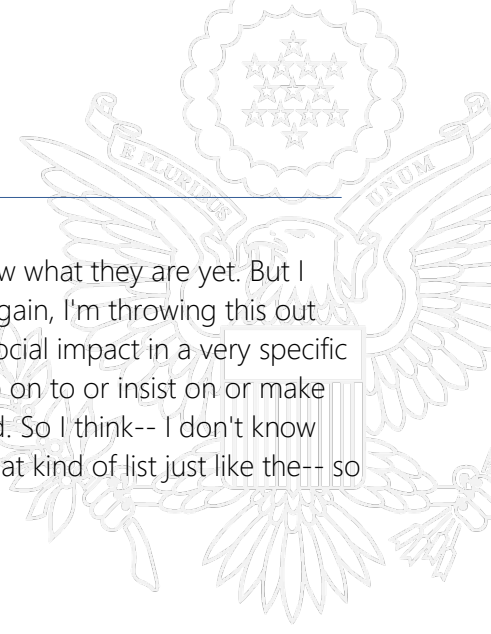
MR. SESIL: I do. But Beth has been waiting to speak. So I'll jump in. Go ahead, Beth.

MS. WHITTAKER: No, I love this conversation. And I'm like-- I feel like we're, kind of, preaching to the choir here. And the Hill is not the choir yet, sadly. I do a lot of housing with private developers. And it's really hard. The performers are tight. It's not luxury housing. And the thought-- and I have to go in front of all these neighborhood approval committees and so on and so forth. And there's a lot of NIMBYism. So that's at a much smaller scale than what we're talking about.

But we could talk forever about the benefits of bringing up a neighborhood in London that was not so awesome before or bringing down a neighborhood in another city, for example, that was doing just fine. And somehow the embassy has now priced people out. So there are all these extremes. And so maybe stating the obvious here, but it is about changing the narrative, which Jane was alluding to.

And Stacy, your whole point about the E and the S being intertwined, the E, we have been forced for all the best reasons to have to embrace the E. As an architect, we have to hit certain benchmarks now. And I can tell you, doing housing is like, how we're going to do that when the performer doesn't work already and all of a sudden it has to be net 0 or E plus or-- but it's such a great thing and a demand that we just have to figure it out.

So the social needs, to quantify it, it needs specifics. It doesn't need this, sort of, such a theoretical discussion.



It needs to hit XYZ, whatever they are, just like E has to hit XYZ. And I don't know what they are yet. But I would imagine that every site has different issues, right? And so-- and I don't, again, I'm throwing this out there. But like there has to be a certain percentage of the project that hits the social impact in a very specific way. And it sounds like there isn't anything specific enough for anybody to grab on to or insist on or make sure that the Hill approves of-- [CHUCKLES] --because it hasn't been quantified. So I think-- I don't know that that quantification is so complicated. I mean, it is. But in terms of starting that kind of list just like the-- so that might be a way to, kind of, get closer.

[CHUCKLES]

MR. OPPENHEIMER: I want to--

MS. WHITTAKER: Yeah.

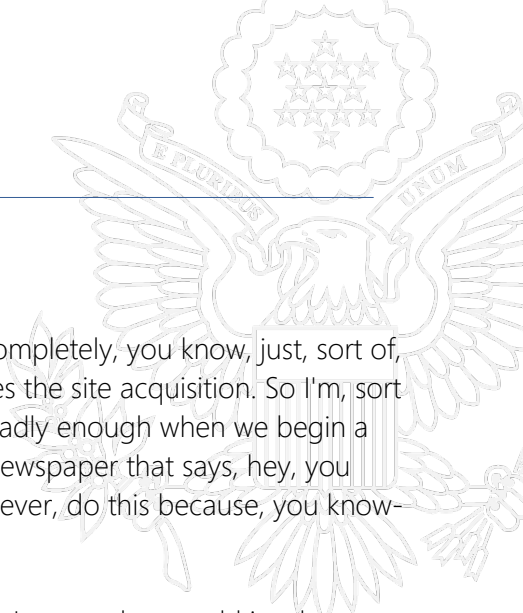
MR. OPPENHEIMER: I just wanted to jump in on one thing, Sergeant, just very briefly and, sort of, pivot around what was just being said. I'm curious as to whether any studies have ever been done of the security improvement by better neighborhoods around-- sort of, growing a soft buffer around the embassy, whether it's, you know, the soccer fields or anything else that obviously any country anything can happen at any time as a major event.

But is there a, sort of, lesser alert status or something around embassies that are better situated in neighborhoods and find a better place that somehow can be quantified for the Hill because I know when we've done reviews, everything comes back to security as it should. Is there a way to make that claim to the Hill that somehow there's a generally better security day to day around better situated and better thought through?

MS. HARTKE: So I think I think I'll answer partially and only anecdotally some of the research that we have-- we've begun to do in partnership with JLL and Santo Domingo. We undertook a study really to try to understand these catalytic impacts, these downstream impacts. And one of the interviews that happened yielded the fact that people were now thinking, well, security is better around the embassy. So that's a safer neighborhood. So I'm actually going to move there for that, sort of, salutary, that benefit of that. And then-- so that's anecdotal.

I think there's some more work we have to do to quantify it. But I guess that I might put Rick Gregory on the spot. Anything that you might, you know, maybe think about or share in response to that question?

MR. GREGORY: I would just say regarding in general, whether perceptions that security is better around an embassy versus not, I think it really depends on where you're at, right? And in some places, it certainly will have a positive impact just the fact that the increased security presence, you know, more eyes, more security assets in the vicinity. But on the flip side of that, you also have other places and communities where they look at having the U.S. embassy in their neighborhood now puts them on the X of the threat because of obvious reasons. So I think it can be a big difference from one place to the other, depending on where you're at and



what that perception is of the U.S.

MS. HARTKE: And not to, sort of, be incredibly, sort of, blue sky thinking or completely, you know, just, sort of, go rogue on this, but I wonder-- I mean, and this is my organization that does the site acquisition. So I'm, sort of, thinking, you know, a little bit perhaps oddly about this. Are we going broadly enough when we begin a site search in a particular market? Are we splashing, you know, an ad in the newspaper that says, hey, you know, the United States of America wants to come bring jobs whatever, whatever, do this because, you know-- and what do you all have to say about it?

I mean, obviously, we're not going to have a town hall and invite, you know-- I mean, that would just be unthinkable. But you know, we-- I think there are proven-- or there are avenues of interaction that we have, local zoning, permitting, you know, city officials, mayors, government officials, you know, Ministry of Foreign Affairs, those types of things because we need approvals from them for wherever we go. So that's a natural avenue.

But we haven't really done the local-- the equivalent of an ANC, right? We haven't gone out. And we haven't, sort of, engaged any community before we start. Before we start site selection, I think we do that effectively. And maybe I might ask Tracy-- yeah, go ahead, Anne Marie, go right ahead.

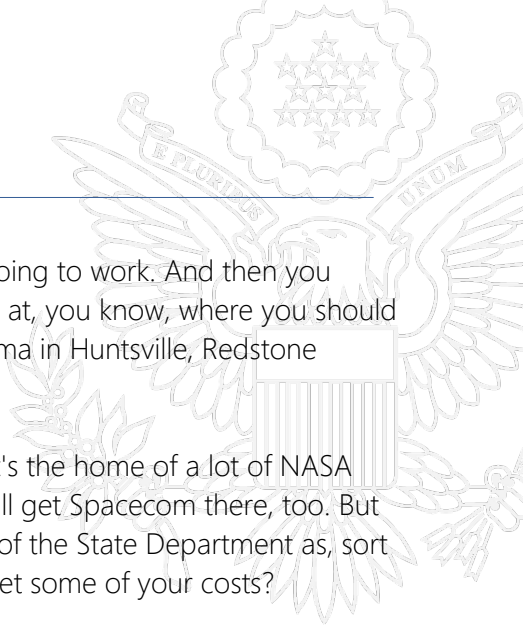
MS. DECKER: You're speaking to something I was just thinking about in regards to that. I agree with the need to set the definitions and the metrics. But when we work in and we do a lot in Mississippi, work in community planning in at-risk neighborhoods, it's really important to find out what the problem is that you can't possibly know. Even by talking to the mayor or zoning, you've got to talk to the quiet voices that you don't always hear.

So even though I know it sounds really hard to figure out how you could find those voices, those are the voices we really have to hear to know what the things are that we can do.

MS. HARTKE: And hearing you say that, just-- I mean, I'm thinking diversity, equity, inclusion, accessibility, right? I mean, I think there's-- to say that at home and to have the administration talking about what a priority is for us at home in the Department, that could be a logical extension. I mean, we already do incredibly well, I think, in our new facilities on accessibility. But maybe some of those other-- getting the voices, starts to bring in those other constituencies or communities. Any other suggestions from any-- Dan, I'm so sorry, right, I was going to come back to you.

MR. SESIL: No, no, no, that's fine. I just want to build a little on the issue Jane raised and others have chimed in on. And that is the soft perimeter and try to answer your question with one possibility. And maybe it's tied to the tradition of land ownership in the United States. That is the value of land everyone gets. And maybe your sights are too small, like, what the heck? Maybe you should be looking for a site that actually allows you right from the get-go to have real soft barrier on the edge that so you're not walking right up to a wall all the time.

MR. SCRIBNER: I'd like to jump in and, sort of, extend because I hear what Beth was saying about making performers work because we do a lot of housing for the military. And every private wants a four-bedroom,



three-bath house on his housing allowance or her housing allowance, ain't going to work. And then you throw these other things in. And what Greg was saying that you need to look at, you know, where you should place these embassies. And I want to use, sort of, an example down in Alabama in Huntsville, Redstone Arsenal.

Redstone Arsenal, you know, it's the home of the Army material command. It's the home of a lot of NASA assets. It's got a big FBI facility there and maybe, kind of, you know, maybe it'll get Spacecom there, too. But the community recognized the value of these tenants coming in. And I think of the State Department as, sort of, a tenant here. And what they did is they said, well, what can we do to offset some of your costs?

Now maybe in Nigeria, they're not going to offset any of the costs. But, you know, what Victoria was saying about the zoning, you know, just the process to go through, I remember a job that we were doing for the State Department down in South America, where the, you know, aggregation process of six different parcels to get the embassy built-- and it was by an extended family, you know. Sue own this. Peter own that. That it, know of, work that through.

It would have been a great help and cost a lot less money if the government had helped facilitate some of that. Even to know who actually owned the parcels of land, you know, would have been great. So maybe on the money side, they can't do a lot. But I'm throwing out there maybe something on the nonpecuniary side to make the process easier could, in fact, save some bucks and make the job of the Ambassador on the Hill just a tad bit easier.

MR. SVEDBERG: You know, if I can add-- if I can add to that, our practice is based in Atlanta with one office. But we have a footprint where we do projects all over the world. And as much as it would be nice to have one playbook, I think, I think you just come back to the idea that all politics is local. And there may be a menu of playbooks that you can develop, where you have three or four scenarios based on what's been successful in other places.

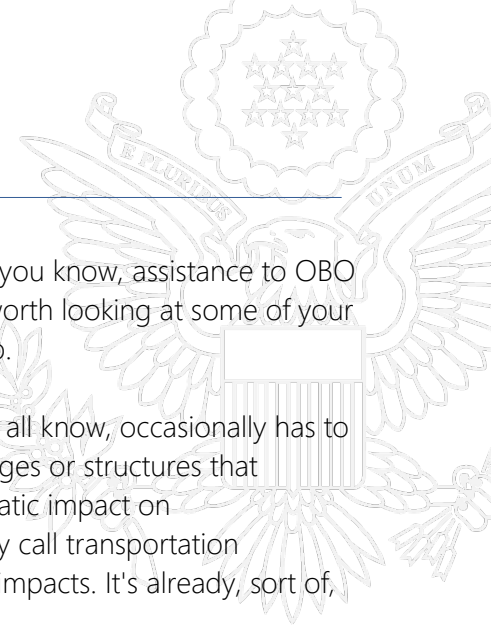
But the fundamental thing that you-- I think you need to start with is the insight as to what's going to work, what's going to be best to interface with that community, and not think of it in a way where you're going to have a way of doing it. And you're going to impose that on every community.

MS. HARTKE: Go ahead.

MR. WEST: Victoria, could we pass along to the folks on the screen? I know Reid was trying to speak.

MR. NELSON: Yeah, thank you. I appreciate you recognizing that. I think this discussion about community impact and, you know, how I might phrase it being a good neighbor or, at least, acknowledging the impact that embassies and other buildings might have on the community is a fascinating discussion. It's one that we grapple with all the time in historic preservation.

And I would just suggest that, you know, when it comes to the challenge of quantifying those impacts and



talking to Congress about the importance of, you know, investing or providing, you know, assistance to OBO to address those impacts and to pay for some of the costs of those, I think it's worth looking at some of your domestic colleagues here among the federal family and looking at what they do.

And I can't help but think that the Federal Highway Administration, which as we all know, occasionally has to fund or provides assistance on massive interstate highway projects or new bridges or structures that sometimes land in the middle of very congested and busy cities and have dramatic impact on neighborhoods. They have very sophisticated programs already, a program they call transportation enhancements that allow them to offset and address those sorts of community impacts. It's already, sort of, built into their legislation.

It's something Congress supports and knows and understands well. So I just wanted to suggest that there are other areas where we might look at how agencies operating in the United States have addressed these very issues. The other I would just acknowledge in the back of my mind thinking about it as I hear about these-- the sorts of projects y'all are talking about is the general service administration, which occasionally funds massive new courthouses and 20-story buildings and downtown city centers as well. Many of those agencies have sorted out how to both assess those community impacts and use environmental reviews and transportation enhancements and other ways to help those communities address them. So thanks.

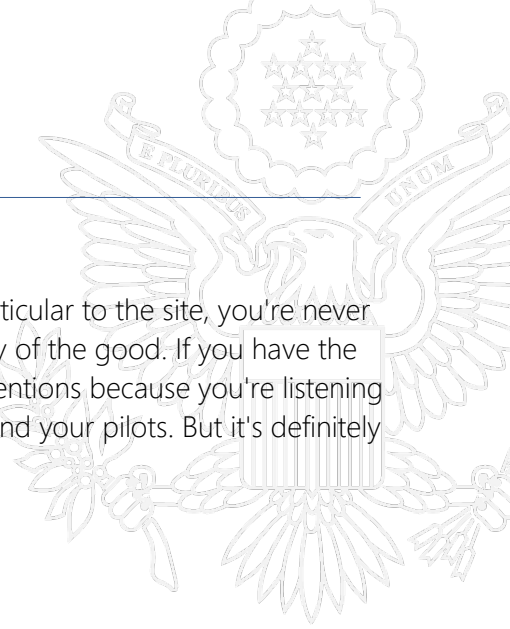
MS. HARTKE: Thanks so much, Reid. Is there anyone else, Andrew, on the screen that we've overlooked, that had their hand up or anything? If not, maybe we can go to Mary Anne.

MS. DECKER: I just think there are two models out there that have maybe less security obligations and yet every bit of the same kind of impact for legibility and engagement. And that are college campuses and corporations. And as they acquire land, either secretive and slowly with high impact projects like Columbia University, or not so strategically because they are so exposed, like other places, Harvard with Austin, for instance, when these big moves are being made, there is, at least, about a 10-year quiet acquisition effort.

There's about a two-year socialization effort, which among other things, is actively seeking information insights about what are the concerns and what are the ambitions for those communities as they imagine the imposition of or engagement with the college campus expansion or corporate expansion. So it seems that the, kind of, 10-year, two-year cycle might be a very interesting cycle to embed within the, kind of, OBO practice of learning about what that impact could be.

MS. HARTKE: Thanks for that. Go ahead, Stacy.

MS. SMEDLEY: I just want to respond to the comment about one particular menu or playbook for all. And it's definitely not the case. I think-- again, I go back to my world, which is the environmental side, we have an ultimate goal. And we have a framework. And then we go to the site. And we have to understand that site's environmental aspects, energy, water, all of those things, you know, who's around the site. So I think it's very much the same when it comes to the social side.



If you have the ultimate goal definition and a framework and then you are particular to the site, you're never going to do everything at all the places. But don't let the perfect be the enemy of the good. If you have the framework and you go to that site, maybe you're just doing one or two interventions because you're listening to the local community. And you're starting to build up your lessons learned and your pilots. But it's definitely local. You just have to have that framework to guide you, I think.

MS. HARTKE: Nat, back to you.

MR. OPPENHEIMER: Cara.

MS. HARTKE: Cara, go ahead.

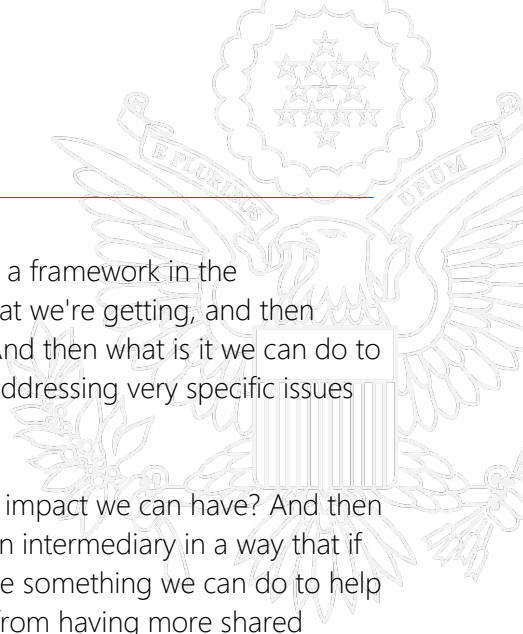
MS. LANIGAN: Thank you. And what I would say is I agree with all of the great approach to site selection and thinking about how the E and the S work together.

Going back to your question, though, Victoria, on how do you message it to the Hill, I think coming from the construction end of the spectrum, efficient decision-making and being able to predict the risk that will envelop a project over the life cycle, getting in there and where we've seen, like, really great sophisticated clients, like in Amazon or Google or, you know, a city, any of these large corporate clients that go in and-- General Motors, where they go in and build big campuses, where they really activate and understand what's happening, that lands itself to success throughout the life of the job, whether it's early permitting success, decision making when challenges arise on the job, but then also setting up the O and M success after the construction completes.

Knowing those challenges early and the local that we've been talking about really has tangible impacts that you can see, I think, in budget and schedule on the actual construction side of the job that you can definitely take case studies here domestically. But I'm sure it also exists if you did retro reviews on jobs that OBO has produced throughout the world.

MS. HARTKE: Thanks for that. And hearing the word community so often in many of these questions, I'm curious-- and maybe I'll throw the question to Maureen first, and then open it up to others. What about any guidance or thought about when two communities in the same location may view it differently, and how do you reconcile, or how do we think about-- or how do we engage in that constructive dialogue around those differences? So Maureen, I'll ask you to respond first and then anyone else can jump in.

MS. EHRENBERG: Yeah, I mean, that process-- and actually, it really resonates with what Stacy had said. So what we've discussed on the panel was the importance of looking at the E, the S, and the G because currently, as many of you know, people are mostly laser-focused on the E and they, kind of, forget the other two. So each of these are all integrated. And we look at community impact, there are different communities. So even if there's two different, let's say, outside communities that are being impacted, we're trying to also create a community.



And so what we were talking about was literally, you know, within this idea of a framework in the workstreams, understanding the impact on the two different, the feedback that we're getting, and then starting to examine ourselves when we look at safety, security, and mission. And then what is it we can do to look at whether it's creating a more open area by buying additional land or addressing very specific issues that has come up with a few of the speakers around.

If they've got pain points in that community, is there some very, very positive impact we can have? And then are there things that we can do that may actually-- we could be almost like an intermediary in a way that if there are two very, very different views about the impact of difference, is there something we can do to help solve and actually build a bridge? So we believe that that could be anything from having more shared amenities, if there's the ability for us to do that.

Is there ability for us to-- we started thinking way out of the box. Is there a way to create even some maybe additional housing, you know, other things? We were just, kind of, really, really thinking boldly about what we could potentially do. But all of these ideas is that there could be a very, very positive impact that we believe we can have, particularly in these urban areas. So what we were really focused on was when we are going urban, when we're looking now at renewing some of these existing sites, we think this is where we're going to have to be very mindful.

And what-- the real power is this embassy effect in this new-- it's like a new version now of what it is with the sea change.

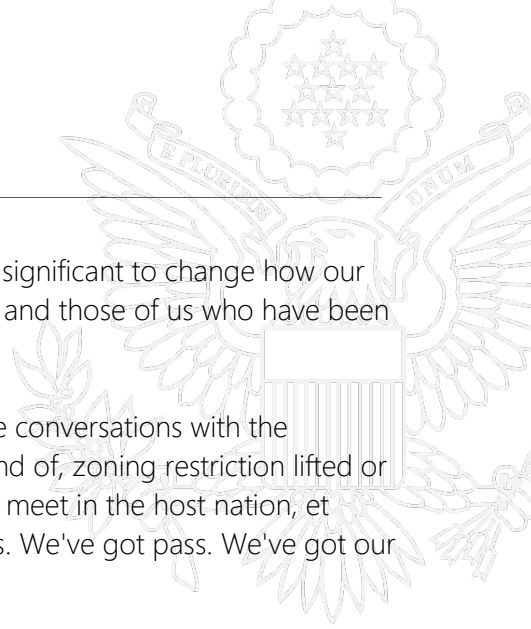
MS. HARTKE: Go ahead.

MR. WATTS: Yeah, I was going to say, as, you know, the challenge of trying to bridge the gap between different communities, you know, I would imagine that they're in their bubble. But the advantage that OBO has is past experience and past success around the world, right? And I think it ties back to the discussion today and understanding the impacts that we've had, I would imagine that, you know, whatever their issues are, we've seen similarities in one way or the other and being able, again, to understand the impacts that we've had-- the positive impacts and how we've been able to bridge those gaps. And then now bringing that to the table to help that discussion, I would imagine is a possibility.

MS. HARTKE: Thanks, Jer. And I also have a thought about the role of our embassies because OBO is, you know, we're remote, right? We're not living in those communities' day after day after day. But we're coming in. And we're very intense for a very short period of time while we're trying to get this job done, right? We're trying to get the land and build the new embassy and launch it, and cure the security deficiencies and get everyone off the street, and fix the set, you know, all these types of things.

But I wonder-- and I'm going to maybe ask Douglas, Chelsea, Tracy, and, you know, like, what are your thoughts about the role of OBO versus the role of the mission? And is there more we could be doing to sensitize the people at the embassy about some of these challenges and, sort of, begin to get their take? I mean, they'll know maybe where some of the pain points are to Darrell's point and, you know, so.

MS. BAKKEN: Absolutely. Actually, it was really funny. I was writing some notes almost precisely on that topic just now. And one of the terms that I thought of was mission pre-project diplomacy and thinking about, kind



of, softening the environment for the fact that we envision doing something significant to change how our mission presence is in a given location. And often, as a management officer, and those of us who have been in this role in the field, we go out and do the technical details.

You know, we start having conversation with the zoning authorities. We have conversations with the government about, you know, whether we can get an easement or some, kind of, zoning restriction lifted or what really are the environmental impact criteria that we're going to have to meet in the host nation, et cetera. But we've got our political sections. We've got our economic sessions. We've got pass. We've got our development colleagues, so USAID and others who are engaging.

So what I wrote down just after that was pursuing values that resonate with the communities that model our values. And that amplify our mission programs. And if we could think maybe with our country teams on the ground a little bit more holistically pre-project about some of those, we may find some ways. I like something you said about, you know, you can't hit every target in that, kind of, environmental goals. But you could hit some that would be meaningful to a community.

So it'd be interesting to, kind of, think about having a, kind of, a laundry list of things that we might want to achieve, but knowing that we're only going to choose a couple of them to really try to hit. So those were some thoughts.

MS. HARTKE: I appreciate that. Go ahead, Douglas.

MR. DYKHOUSE: Yeah, I'll pick this from a slightly different tack. I have worked in an embassy, which was right downtown. We were in sight of the parliament building. We could get out and do our work very easily. And I worked in an embassy out in a cornfield. And the difference in our ability as an embassy to be a platform for diplomacy was significant. We did a Presidential visit with our embassy in the cornfield. And the President passed it on the way to the airport, but never actually set foot in it, never looked at it. We've just moved the embassy downtown. When we did, a Secretary of State visit with the embassy downtown, he did half of-- half to three-quarters of his meeting in the embassy. And so the placement of the embassy can have a significant impact on our ability to do the work of diplomacy and have it be a platform for diplomacy in that country. But that's not just-- and that's, sort of, from an operational point of view and very, sort of, insular point of view.

But also, if the embassy is downtown and people don't have to make an effort to get there, they are much more likely to utilize it or come to us, whether it's a public diplomacy program, whether it's a meeting on the environment, whether it is our town hall that we do for American citizens services that we do every year. An embassy downtown becomes a symbol of accessibility to the United States government in a way that it can't be out in a cornfield on the way to the airport.

And so the siting of our embassy, just the symbolic American flag downtown, but also the ability to utilize it as a platform-- and Ambassador Moser used this yesterday, as a platform for diplomacy, but also as a platform for outreach into the community. And it becomes a very important thing. And this is a discussion that Victoria

and I have very often of where do we start our embassy so that it is most usable to engage with the community and with our interlocutors with the government. With that, I'll turn it back to you, Victoria.

MS. HARTKE: Thanks. And I was thinking back to Jeremiah's point about capturing successes. We heard these readouts, right, this morning about the projects that are up and coming. And that could be a place to start data mining, not just number of construction jobs created, but the E, to Stacy's point, about capturing how much of the E, how many of the E metrics we-- and maybe we could cleverly come up after the fact with what some S metrics were and then say, oh, and look, and we had this many town halls or this many community meetings, or we understood-- or we took into consideration something with that. And then the mission can give us this feedback.

Any other suggestions from anyone either-- oh, go ahead. I don't-- that's right--

MS. ANDERSON: I'm Jeralee.

[LAUGHS]

Thank you.

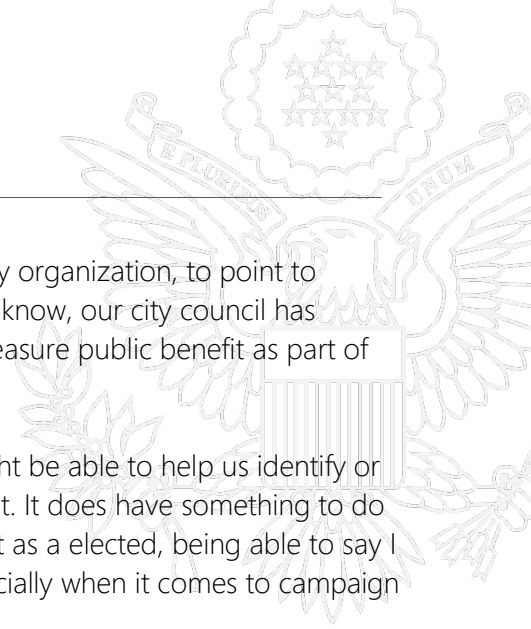
MS. HARTKE: Sorry, Jeralee, go ahead.

MS. ANDERSON: I don't have a hand raise on my Webex. So I'll just wave you down and if that works for everybody. So I did want to respond to two of the questions that I heard. And I think this is a wonderful conversation. How to handle more than one community, I just wanted to suggest that going externally when you have some, sort of, conflict within the community. Something that I believe we really need to think a little bit more about is how to expressly do outreach activities.

I love that two-year lead time idea. But thinking now about how we may use nontraditional communication to improve some participation from different communities so that we aren't weighing one community's opinion more than another, particularly because it may be louder, usually, we want to go and actually deliberately pursue information from a certain community, which may require us to do something a little differently than we currently are.

And then I think the most important question I was thinking-- so I'm also a city council member. And I'm trying to think, like, what do I think about when I'm an elected official? That's important to me. So if you wanted to take this to the Hill, what I need as a member of my local government is number one, reassurance that the process was comprehensive. Number two, I love the story, Darrell mentioned this, about jobs, so job creation. If I can bring this back to my voters or my community, that I brought this investment to my community, that's really important to me.

The housing story, almost everywhere goes along with that. I would-- places for people to live, work, and play nearby is very important and very highly valuable. Reid mentioned also to look to other organizations,



including the Federal Highway Administration, which is a major partner of my organization, to point to different ways that public benefits are measured. And I'll just say locally, you know, our city council has different opportunities for doing development agreements, where we do measure public benefit as part of the deal.

So understanding that there are existing processes and procedures that might be able to help us identify or quantify some of those things, there's definitely dollar value associated with it. It does have something to do with the pitch of that. And then thinking about the dollar value of investment as a elected, being able to say I brought X-- \$1.5 million or \$1.5 billion to my community is meaningful, especially when it comes to campaign promises and re-election and those kinds of things.

So I mean, we don't necessarily want to talk about politics. But that is what people really care about is telling that story to their community and their voters in the long run, bringing small business opportunities. And then on the-- I'll just hat tip to the idea of transportation in general is being able to show that that particular facility is connected and providing some, sort of, connection throughout the community, flow of people, goods, and services. And then that's the reason that that facility is there.

So being able to pitch that and say these meaningful things, like, that person or individual can bring home to that community to have those conversations, I think is a really important and valuable thing. Thank you.

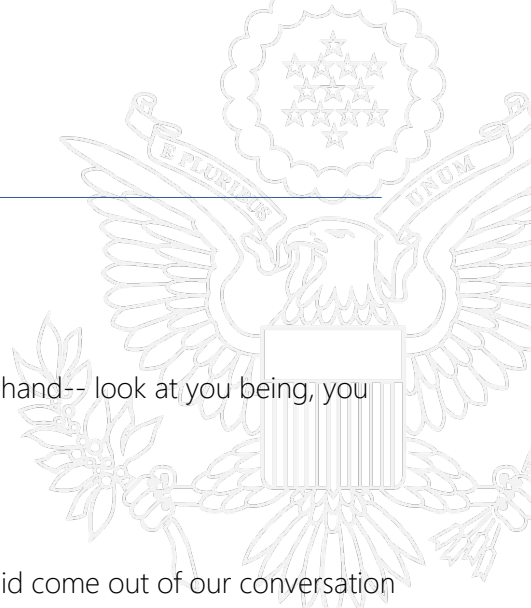
MS. HARTKE: Thanks so much. Go ahead, Darrell.

MR. ROUNDS: Yeah. So I think one of the-- a couple of the variables in the diplomacy equation are partnership and collaboration. So I'm sure that in the locales in which we decide to place these embassies that those entities have a vision of what they want that area to look like, right? And if they don't, then we could partner and collaborate with them to help form and shape that vision.

And in doing so, to Jeremiah's point, there's a lot of lessons learned in what we've done that we can offer in order to make the locales better. So some of the notes that I wrote down, you know, I would hope that the community would have certain goals. But the question that we need to answer, in my opinion, is how do we fit into their plan because-- go ahead.

MS. HARTKE: Something you said triggered in me. Maybe we aren't-- we don't have the right S components in our site selection criteria. And by that, I'm thinking we're not adjudicating-- we're not comparing the merits of one neighborhood's vision to another neighborhood's vision. And maybe that someplace, instead of just being lucky that we can find, you know, a site that's got-- that meets all the, you know, bells and whistles, the 320 evaluation criteria about drainage and constructability and two means of egress, maybe we say, you know, we're looking at neighborhood, how welcome would we be in the neighborhood, how does our building advance the goals that either already exist or how open are they to partnering with us to create shared goals.

I don't know. Other thoughts and I feel that I had any other thoughts--



MR. WEST: Maureen.

MS. HARTKE: Oh, go ahead, Maureen. Thank you so much. You've got your hand-- look at you being, you know, diligent and using the hand raise feature.

[LAUGHS]

MS. EHRENBERG: Victoria, I thought one of the most important things that did come out of our conversation is exactly what you're talking about and raising. When we talked about we are following processes that have been established. And we're, kind of, putting pieces on to it. And what's really being required here is, first of all, really a high level of integration between the workstreams and processes, but moreover, really looking at the entire end-to-end process.

And what we're saying is if we can think about what our targets are, really like some more concrete examples around these frameworks that we were talking about. And then we said and challenge our current processes to make sure they're actually still fit for purpose. And that we do have the right variables in from the beginning to the end because the more we can do that and, kind of, come up with our new target operating model for success, we then know all these different initiatives and how they could integrate into these workstreams.

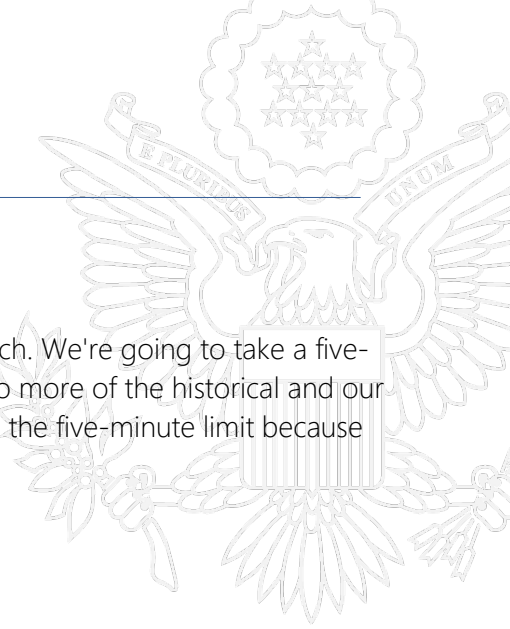
And so as you said, we know different factors. So we have a different process. It's a reinvented, redefined process for how we are looking at communities and evaluating them because it'll really speed up the process. And we thought it helps us manage risk better in doing so.

MS. HARTKE: Go ahead, Reid.

MR. NELSON: Yeah, I just wanted to add to the point made earlier, which I thought was interesting about an embassy in a cornfield versus an embassy in a downtown and just acknowledge that often, it's the case that an embassy in a cornfield would likely have little impact to existing historic properties. You know, often sites like that are chosen because they are environmentally a little bit easier, you know, to handle.

On the other hand, a selection of a site in a older downtown city could very likely have very significant impacts on historic properties that are important to that local community. So I think it's just worth acknowledging that particularly as you look at downtown and inner city locations that historic preservation impacts to historic properties becomes part of the equation. And I would argue that that's both part of the E equation and part of the S equation.

AMBASSADOR MOSER: This has been a fascinating discussion. But we do need to cut it off at this point. I want to thank everyone for this. I learned a great deal from everyone. And I have a great many things to think about. And I do think about the cornfields quite a bit.



[LAUGHS]

And we'll talk about that a little bit more this afternoon. Thank you all very much. We're going to take a five-minute break while we set up the chairs for the next session, which we'll turn to more of the historical and our corporal aspects of our program and those effects. But please stay strictly with the five-minute limit because we want to get started very promptly. So thank you.

[CHATTER]

MR. TRACEY: Testing, testing.

MS. BEYER: I'm looking for Andrew.

MR. TRACEY: Andrew, can you hear us? We're good?

MR. WEST: Perfect.

[CHATTER]

AMBASSADOR MOSER: If I could get everyone to get back in their seats, please.

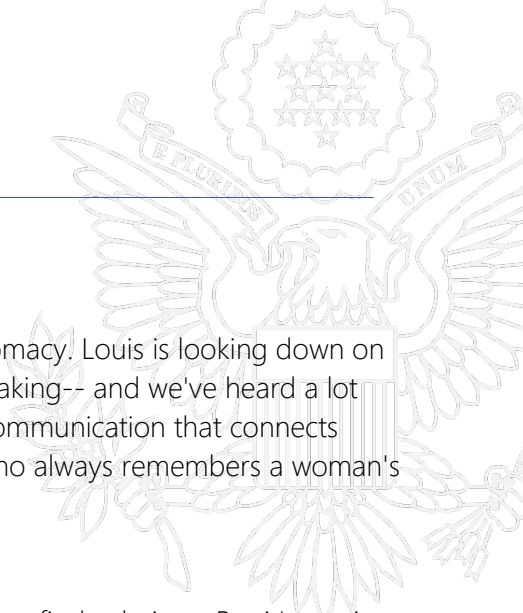
[CHATTER]

If I can get everyone to get in their seats, please. We want to get the next session started. So Tobin and Megan, I'm going to turn it over to you to introduce your panel and introduce your topic. So please go right ahead.

MR. TRACEY: All right, thank you very much, Ambassador Moser. And welcome to this session to learn a little bit about the social impact of art and cultural heritage. My name is Tobin Tracey. And I'm the director of the Office of Cultural Heritage. With me today is Megan Beyer, who is the office director for Art in Embassies. And we have our guest panelists, Margaret Boozer.

Margaret is an American ceramicist and sculpture artist, best known for her clay and ceramic positions or landscapes that focus on the individuality, history, and geology of the clay used as subject matters. She's the founder and director of Red Dirt Studio in Mount Rainier, Maryland. Online, I don't see their faces yet. But we also have two panelists, Ambassador Glyn Davies. Ambassador Davies is a career member of the Senior Foreign Service, who is nominated by President Obama and sworn in as U.S. Ambassador to Thailand on September 14, 2015.

Today, he serves as a senior advisor to the Office of Cultural Heritage. And we also have Reid Nelson, who you have heard from earlier. Reid is the acting executive director of the Advisory Council on Historic Preservation. He's an ex-officio member of the Department of State, Bureau of Overseas Buildings



Operations, Industry Advisory Group. So I'm going to turn it over to Megan.

MS. BEYER: Thank you, Toby-- Tobin. You know, this room was built for diplomacy. Louis is looking down on us now smiling, I'm sure. When we think of diplomacy, I think we think of speaking-- and we've heard a lot from people today this interesting discussion, considered artful, intentional communication that connects culturally and personally. Remember Robert Frost? A diplomat is someone who always remembers a woman's birthday, but never remembers a woman's age.

[CHUCKLES]

The job is to make good relationships, connect with people, resolve differences, find solutions. But it's not just the speaking. The room where it happens matters. Places speak to us. Our homes, for instance. Is that powerful feeling because of what happens there, or is it that some places are so powerful that things happen there, the Edmund Pettus Bridge, the Oval Office, the Reach, that perfect dive bar in college?

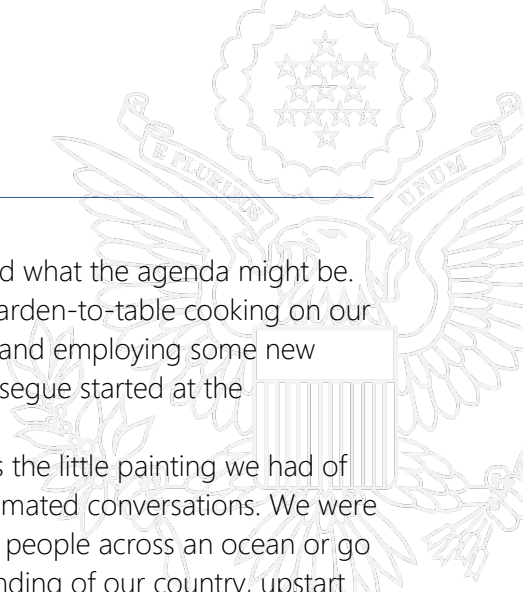
Alexandria, Virginia is 10 minutes from here. Its downtown, when I was born, was one of the worst places in the Washington metropolitan region. Historic homes were falling down. Buildings were abandoned. Drug crime was rampant. Homeless loitered in abandoned places. Nobody wanted to go there. But one artist did, Mary Ann VanLandingham. She started an art studio in an old torpedo factory.

Murals went up. Crime went down. Homes got renovated. And downtown became old town with cool shops, new restaurants, and advocates for public assets for those social issues, like a homeless shelter, advocates for historic preservation and better schools. Art transformed my city, revealing enchantment and uncovering a different take, a different identity, not so much gentrification, more cool, urban frontier. Toby-- Tobin lives there, too.

In 2009, President Obama appointed my husband ambassador to Switzerland. We would leave our renovated historic home in Old Town, Alexandria for a beautiful French chateau in Bern, Switzerland. Switzerland was about to get a new ambassador, but also a new diplomacy from a very different administration. The diplomacy would be happening in all the same places in that residence, in that embassy. But the agenda would be different.

Take the environment, the previous ambassador had had to redact references to climate change or climate science or global warming from bilateral documents. The new ambassador was going to have to make speeches advocating for action on climate change. It was, kind of, a rocky transition. We needed a way to make a transformation and do it diplomatically. One of our briefings at the State Department was with the office I now run, the office of Art in Embassies. And we saw our diplomatic opportunity. We worked with curators to select paintings, depicting places where my husband had hiked the Appalachian Trail, Virginia Shenandoah, Northeastern farmlands, forests in Pennsylvania. And if we could, we'd get a painting with a cow. We knew that'd go over well in Switzerland. As we suspected, those paintings were plus one guest at every one of our dinners. They started conversations. They prompted questions. They sometimes helped with a distraction when things got a little rough at a dinner party, "Look at that cow!"

Don got to talk about how he had seen all of those places, what he did when he hiked there. And then he



could bring up what the administration had to say about the environment and what the agenda might be. We ultimately backed it up by establishing a vegetable garden, developing garden-to-table cooking on our menus, getting the embassy property designated protected wildlife territory, and employing some new energy efficiency policies. But that transformation that we wanted, that initial segue started at the ambassador's door, in our residence because of the art.

The exhibition was a front line, soft power, diplomatic tool. A big surprise was the little painting we had of Mount Vernon, which is right up from Old Town. It started countless, very animated conversations. We were humbled and thrilled because you don't realize it until you hear it from other people across an ocean or go see Hamilton three times like I have. But, you know, it's a great story, the founding of our country, upstart rejection of monarchy, the advent of the little guy, meritocracy, solidarity, equality. Who rules? We the people.

No matter what the policy or the president, that is our story. And it is diplomatic gold. After World War II, the center of gravity of the modern art movement had to move from Paris to New York. Abstract expressionism was new. It made the Museum of Modern Art an exciting place. And they had the great idea to work with ambassadors and export that modern art through our residencies. And that was the genesis of the Art in Embassies program that I'm running now.

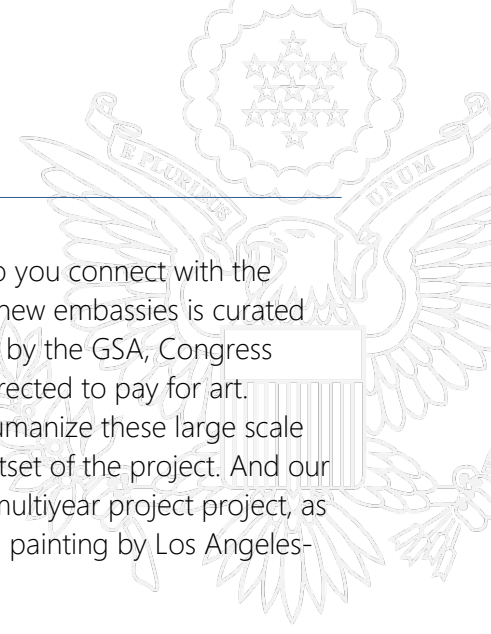
The Kennedys came in and saw what mama was doing and saw what it did at those posts to have that art because modern art, abstract art, that kind of art, in particular, projects the values of America's iconoclastic founding, that freedom, freedom of expression and so much more. So today, my office curates customized exhibitions for almost 200 residences for each administration. Now that's 60 curations a year for our small cadre of curators, about 10.

Now most of these exhibitions are comprised of loaned pieces. And anybody who's put together an exhibition knows to get all loaned pieces, to iron out all those loan agreements, they're doing this 60 times a year. They're delivering these exhibitions in six months. It's really quite a feat. And when you go to these beautiful residences, their work is of the very highest quality. Now the other side of our portfolio is curating permanent collections for new embassy construction, the projects we're talking about today.

We commission or acquire most of the art for new embassies. But there are many incredible gifts as well. Some of the most identifiable pieces that we place at diplomatic venues are gifts. Most of them come from the Foundation for Art and Preservation in Embassies. You may have heard of FATE. They are irreplaceable partner with the U.S. Department of State. For over 30 years, this powerful nonprofit, driven by patriotic Americans, former ambassadors, corporations, foundations regularly donate incredible signature pieces that grace our diplomatic properties.

We'll look at a few today. This week, I'm sure the Sol LeWitt red spiral line in blue is getting quite a workout with UNGA. It's a massive 70-foot high representational space on the 22nd floor rotunda of the USUN Mission in New York. In Istanbul, Maya Lin created two sundial pieces, both granite and steel, 14 feet in diameter, characteristically for Lin, sitting among the natural elements. One in an entryway, and this one here in the courtyard space.

And in Beijing, in honor of renowned American art philanthropist Agnes Gund, FAPE's Martin Puryear



beckons beyond embassy walls with this issue we've been talking about, how do you connect with the community? This one goes over the wall, 31 feet into the sky. Most of the art in new embassies is curated directly, though, by our office. Since 2017, just like in federal buildings managed by the GSA, Congress directed that one-half percent of the construction costs of new embassies be directed to pay for art. Curators in our office apply their years of experience and cultural research to humanize these large scale embassy spaces, where diplomats host the public. The process begins at the outset of the project. And our team works with engineers, architects, and construction teams throughout the multiyear project project, as you know. So let's take a look. We are so proud of the We The People 32-panel painting by Los Angeles-based artist Mark Bradford in London.

This is in the London embassy atrium. It's made up of fragments of and complete articles of the United States Constitution. Ocean activist and artist Courtney Mattison created Confluence, a work that transforms the ecosystem of a coral reef into the shape of that massive cyclone. This two-story site-specific installation in Jakarta honors the biodiversity of Indonesian marine life.

Margo Sawyer's Synchronicity Spiral is on the terrace of the U.S. Embassy in Pristina, Kosovo. The spiral form was inspired by the interior designs and motifs of Kosovo's national library. Saudi artists Manal Al Dowayan, The Encounter, is of the first meeting between a U.S. President and a Saudi King. And in Harare, Zimbabwe, Robert Pruitt's Forever People greet visitors entering our U.S. Embassy. The Office of Art in Embassies curates the transformation of embassies and residence for the purpose of diplomacy.

The art-- or the Office of Art in Embassies curates it. But it's the artists who create it. I have the pleasure of introducing Margaret Boozer, an American ceramicist and sculptor. Your works focus on individuality, on history. And so I know you have a cultural instinct. But when the Department of State came to you with this project in Djibouti, what was your reaction? Had you ever done anything like that before?

MS. MARGARET BOOZER: Well, first of all, I didn't know where Djibouti was. And so my work, I dig a lot local clays. And I like to tie, you know, I like to use the material from a site to really make it site-specific. So I just started some research, which was super interesting. I learned a lot. And it was important to me to put what I learned, kind of, into this piece.

MS. BEYER: So you traveled there before?

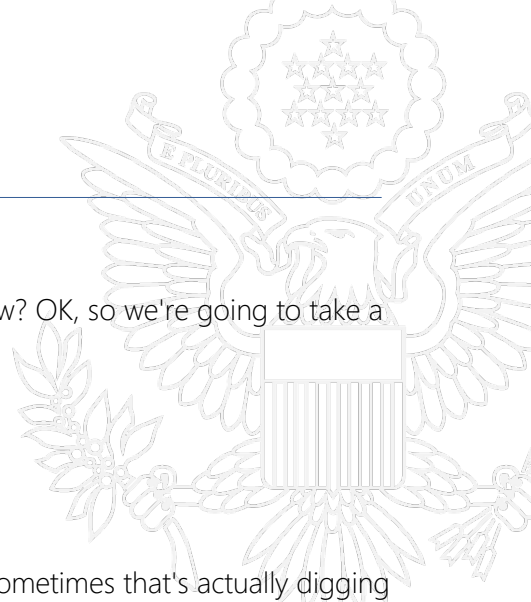
MS. BOOZER: I traveled on the internet.

MS. BEYER: OK.

MS. BOOZER: Yeah.

MS. BEYER: OK.

MS. BOOZER: I got to travel there when I installed it, which was amazing. So I got to see afterwards what I had only seen in photos.



MS. BEYER: OK, so this is a good place for us. Do we have that video, Andrew? OK, so we're going to take a look at Margaret's process.

[VIDEO PLAYBACK]

[MUSIC PLAYING]

MS. BOOZER: I like to tie pieces to the site where they're going to go. And sometimes that's actually digging clay from the site and using it in the work. So I was looking at what was going on with the geology. And one of the things that I saw that I was really interested in was the salt lakes that are there. I liked the, sort of, visual rhyming, symmetry of that with, kind of, how I've been doing some work anyway with these disk pieces and, kind of, doing these circular compositions and just thinking about clusters of white disks, kind of, making the perimeter.

You're thinking about an embassy being a little piece of one country in another country. That this is literally Maryland clay. And it's earth from Maryland that is going over to Djibouti. And it's going to live there in the U.S. Embassy.

[END PLAYBACK]

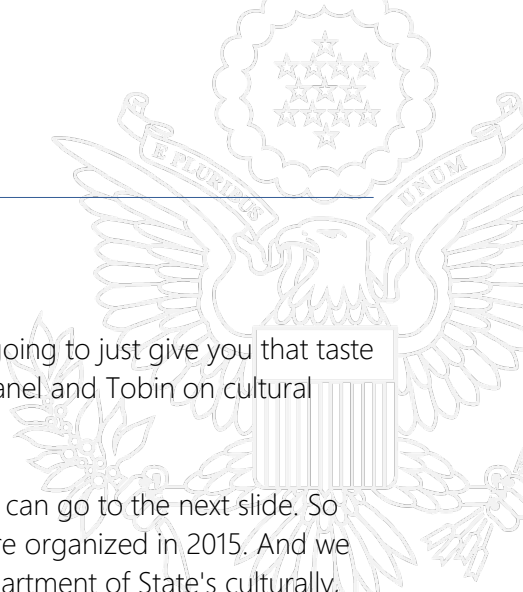
MS. BEYER: So I'm so proud of our curators for the inspiration to find you. It's-- how did you feel when you were installing it there?

MS. BOOZER: It was amazing. It's one of the largest pieces that I had done at that time. And I also felt like this conversation has been really interesting. I felt that responsibility of here I am, a white woman going into Djibouti and putting this giant piece on the wall. And what do I need to be listening to? What do I need to learn before I do that? And I really-- I mean, I was being paid for this work. But I really felt like I wanted it to be a gift to whoever saw it, to the country.

You know, I speak a little bit of French. But it was really hard to communicate with people who were in the embassy. There were, you know, women from Djibouti who were-- I think they were the cleaning ladies there, you know. And we installed over a week. And they wanted to know what was I doing, like, what was this thing going to be. And we couldn't-- we didn't have a translator. But you know, we could point and gesture.

And as the piece evolved over the week, they really-- they were interested in it. And at the end, I had leftover pieces because I brought spares in case anything happened. And so I gave them the pieces. And they were able to communicate to me that they were going to make a little mini installation in their houses using those pieces. So that, I loved that.

MS. BEYER: Did I tell you it's diplomacy?



MS. BOOZER: Yeah.

MS. BEYER: You know, that is an incredible bilateral story right there. So I'm going to just give you that taste of Margaret. We're going to come back to her. But we'll move on with our panel and Tobin on cultural heritage.

MR. TRACEY: All right, thank you, Megan. Andrew, can you cue up our-- you can go to the next slide. So the Office of Cultural Heritage is a lot younger than Art in Embassies. We were organized in 2015. And we were organized to implement a stewardship program for the care of the Department of State's culturally, historically, and architecturally significant properties, Andrew. And we are based here in Washington, D.C. But we do have a locally employed staff person in London, Paris, Rome, and Buenos Aires.

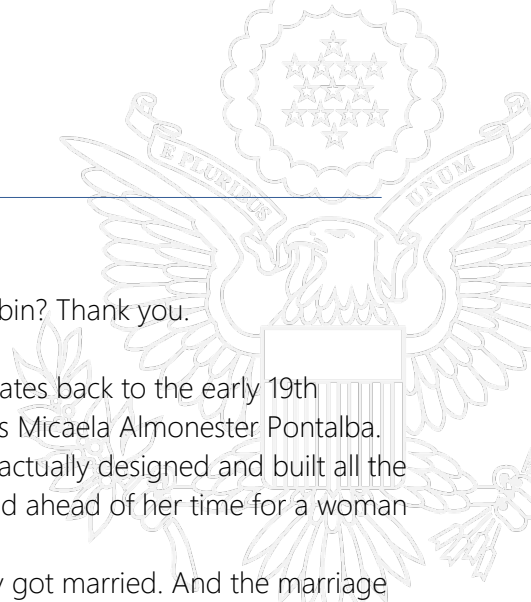
That's where our largest collection of buildings and museum pieces are located, Andrew. We have about 16,500 pieces in our heritage collection worldwide. And they're conservatively valued at about \$300 million, Andrew. It's a wide-ranging collection. The oldest pieces are some ceramics from 5,000 BC all the way up to paintings by contemporary artists from today, Andrew. And we also oversee our heritage buildings overseas. We have about 240 of those buildings.

Heritage buildings are buildings that are parts of UNESCO World Heritage sites, or they're protected by the host nation, or they're eligible for being listed on the Secretary of State's Register of Culturally Significant Properties. This is a program that was started in 2000 by Secretary Albright and then first Lady Hillary Clinton. It's an honorific listing. It's similar to the National Historic Landmark Program here in the United States, so buildings that are designed by a significant architect or an important person live there or an important event or it's a very good example of a style of architecture are included.

MR. WEST: Apologies, Megan, could you--

MR. TRACEY: But what I really want to talk to you about is social democracy is about bringing people together. So I want to tell you some stories of how cultural heritage has done that. And I'm going to start with the Tangier Old Legation. It's a building that's near and dear I think to everybody in the State Department. It's the first building that we acquired overseas. The Moroccan government was the first to recognize the United States as an independent nation back in 1777.

And in 1786, John Adams and Thomas Jefferson signed the Moroccan-American Treaty of Friendship. So in return, in 1821, sultan gave a gift to the American people of this legation building. Now it's grown and expanded over time. But it served as our diplomatic post for 140 years. And we still own it today. But we lease it to a nonprofit organization known as the Tangier American Legation Museum Society. We're responsible for the care and uptake of the building. And they are responsible for the interior collections and sharing it with the public, both visitors and Moroccans. In 1982, it was named a National Historic Landmark in the United States. It's the only national historic landmark outside of the United States. And today, it's one of the most recognized and visited spots in Tangier. And all of this from a gift from the sultan in 1860- or 1821. Next slide, please.



MR. WEST: Megan, can you turn off your microphone so that we can see Tobin? Thank you.

MR. TRACEY: So moving on, this is our Ambassador's Residence in Paris. It dates back to the early 19th century. It was actually built by an American woman. Her name was Baroness Micaela Almonester Pontalba. She was from New Orleans. If any of you are familiar with New Orleans, she actually designed and built all the buildings that surround Jackson Square. She was very, I think, progressive and ahead of her time for a woman of that era. She was from a family of wealth. But she always wanted a title. So she found a Baron in Paris who had no money, but he had a title. So they got married. And the marriage didn't work out so well. But she continued to lead a fascinating life. So she built her hotel here in Paris. And in one of the rooms, she installed these Chinese chinoiserie panels, which was very common during that time period to take a room from a historic building and install it in your house.

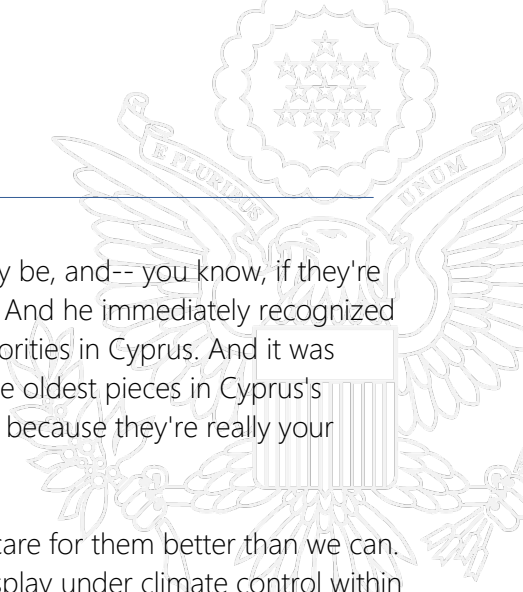
Late in the 19th century, she sold the house to the Rothschild family, who owned it for many years. And then they sold it to the U.S. government right after World War II. Before they sold the house, though, they took a lot of the interior paneling and pieces out. And they moved them to their chateaus. They owned several properties throughout France. And you can see-- so the U.S. government, at first, we used it just as an office space. And then in 1970, we decided to convert it back to an ambassador's residence.

So on the right side of the screen, you see what it looked like when we converted it back to a house, sort of, your 1970s upscale residence. Well, by the end of the 20th century, we decided we were going to start to restore the house. And in 1996, there was a very energetic interior designer who worked for the State Department. Her name was Vivian Woofter. And we owe a lot to Vivian.

So she went to Paris. And she knew about these Chinese chinois because she had a small sample of one. And somebody said, you know what, you need to meet this antique dealer. His name is Bernard Steinitz. He's one of the best known antique dealers in Paris. So Vivian went and met with him. And she showed him this piece that she had. And they started talking. And he said, well, guess what, I bought a Rothschild chateau in 1969. And I have all the rest of the panels in my basement.

So Vivian got very excited and said, can I buy them from you? And he said, sure. So she got the money and acquired them in 1998. But then the restoration process began. So Mr. Steinitz offered to restore all of the paneling. And he installed it into the room. It took over a year. And he paid for it all himself, didn't charge the government anything. And Vivian asked why. And he said he was very grateful to the U.S. government and for everything they did for his family during World War II. And this was a small way that he could pay us back. Next slide, please.

So from there, I want to take us to Cyprus. So as I said, our office started in 2015. And I had to develop the office, hire the staff and everything. When I started, it was me and just two other people. So in 2016, I received a phone call from Nicosia in Cyprus. And they said, you know, we have these really old vases that are just sitting on the coffee table in the lobby of our embassy. And they're not tagged as heritage. But we think you might want to come and look at them.



And I was thinking, well, vases on a coffee table, like, how old could that really be, and-- you know, if they're just sitting there? So I sent my senior curator over to Nicosia to look at them. And he immediately recognized that they were truly heritage pieces. So he went to the national heritage authorities in Cyprus. And it was confirmed that the vases are Cypriot. And they're 5,000 years old, some of the oldest pieces in Cyprus's history and collection. And we said, well, we would like to return them to you because they're really your heritage, so they belong to you.

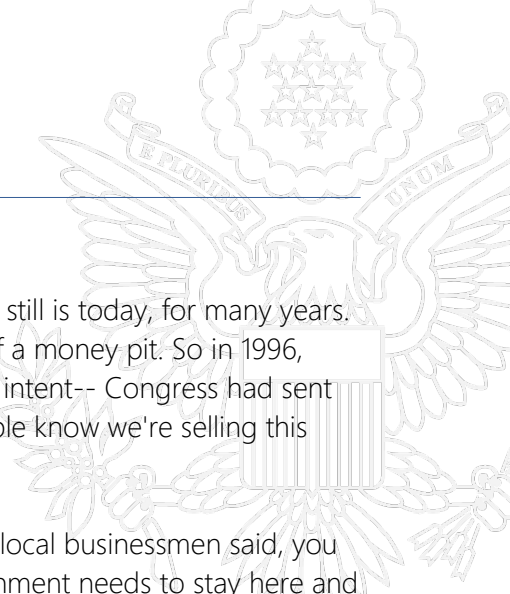
Well, the government said, no, we want you to keep them because you can care for them better than we can. And so we went out. And we bought a vitrine. And now we have them on display under climate control within the lobby of our embassy in Nicosia. And we are very proud to be the caretakers of this heritage for the people of Cyprus. Next slide, please. So this is the Hiawatha. It's a boat that we actually own in Istanbul, Turkey.

It was built in 1932 in the United States. And it was brought to Istanbul by its first owner who was Ambassador Charles Sherrill. And after he left, obviously, he brought this boat over there. He didn't want to have to worry about bringing it back to the States. So he donated it to the U.S. government. And what are we going to do with the boat? So it has run continuously for the last 90 years on the Bosphorus. It's the Belle of the Bosphorus, in fact. And what's been interesting about it is it's always been paid for by American and Turkish businesses.

The people of Istanbul are enamored by it. They're as proud to talk about it and pointed out as we are as Americans. Today it's actually maintained for us by a Turkish museum. We have an agreement with them. They take care of it. And they manage it. They pay for all the costs for it. But we are allowed to use it. We just pay for the outings that we go out on it. And so it's very unique because it still flies under an American flag, even though it's maintained by a Turkish organization.

And as I said, people love it when they see it out on the Bosphorus, moving around Istanbul today. Next slide. Now I want to take us to South America and our ambassador's residence there in Buenos Aires. It was designed by a French architect. His name is Rene Sergent. And it was completed in 1917 for an Argentine diplomat named Ernesto Bosch and his wife Eliza Alvear Bosch. And this is another instance, again, where MS. Bosch had all the money in the family.

And so she was an important part of that marriage. And she also was a bit of a woman ahead of her time. She's who really wanted this French architect to come and design this palace for her. And she loved it. It was her pride and joy. And Ambassador-- or Mr. Bosch, he was a diplomat. And he was a big talker. Well, we had our American Ambassador Bliss was sent down to Argentina in 1927. And he fell in love with the place. And he's like, I really need to have this house. This needs to be the U.S. Ambassador's Residence. And Ernesto said, no, no. We're not selling it. And Ambassador Bush kept going back. You name the price. Whatever you want. And so one night, he, kind of, tricked Ernesto. And in a public reception, he said, in front of many people, you know, how much would it really take for us to buy that house? So Ernesto threw out a number that he thought was impossible, you know. No one would ever pay that kind of money. The next day, Ambassador Bliss showed up with a check. And we bought the house much to Eliza's dismay.



So like many of our properties, it served as the ambassador's residence, and it still is today, for many years. But we didn't do a very good job of maintaining it. And it became a little bit of a money pit. So in 1996, Senator Hollings from South Carolina was sent down to Buenos Aires with the intent-- Congress had sent him. The entire purpose of his trip was to go down and let the Argentine people know we're selling this house. We just can't care for it anymore.

Much to his surprise and Congress's, the President of Argentina and all of the local businessmen said, you can't. This is the most prized residence in Argentina. And the American government needs to stay here and take care of it. This means so much to us. They put on such a hard sell that Senator Hollings came back and talked to Congress. And Congress agreed to pay for the restoration of the infrastructure and the exterior of the house, if we could get donations for the interior of the house to restore it, which, again, Vivian Woofter stepped in.

And she worked her magic. And the house was restored. She talked to an Argentine architect, who had been studying the house and its history for 10 years. He donated all of his time and notes and drawings on the house so that we knew what it originally looked like. She talked to Robert Carlhian in Paris, who was the son of Andre Carlhian, who had done all of the original interiors. Robert had all of the original fabrics and prints for the house. He donated everything to the U.S. government to help restore the interior finishes.

And then there were many children, grandchildren of the craftsmen who had built the house who were still running their ancestors' businesses. And they donated all of their time and energy to help restore the house because it meant so much to them. So we were able to restore this house. And it was really the first restoration that the State Department has done. And I'm happy to say since then, we have started to do a few more.

Next slide, please. Oh, let me see. We're missing a slide there, Andrew.

That's it? OK, well, we'll go on without the slide. So I want to tell you about one last property. It's in Pretoria, South Africa. And it's called Hill House. It was built in the 1940s in an all-white-- a very upscale all-white neighborhood. And the U.S. government acquired it in 1948. And when we acquired it, the original deed of transfer stipulated that the property was never to be transferred, leased in any other manner assigned or disposed of to any colored person. Well, we must have forgot that was in the lease because in 1986 we sent over Ambassador Edward Perkins, who was the first U.S. African-American ambassador to South Africa. Well, the neighbors were not happy, of course, but they resolved it because they made him an honorary white person. So that he could stay in the neighborhood.

They did, however, put together a petition to prohibit Black people from coming to the residence. Only the Ambassador Perkins could be there. In spite all the threats and the push back, Ambassador Perkins prevailed, as did all of the other ambassadors after him, and they brought in as many Black South Africans as they could to the house to visit. The Mandela's, both Nelson and Winnie Mandela were there, Desmond Tutu, JC Jackson from the United States was there, and of course, this was all through apartheid, and he just kept pushing it. The U.S. Government just kept pushing it back into this neighborhood. Today, I'm happy to say that we live in

perfect harmony in that neighborhood, and people of all races are welcome at the U.S. ambassador's residence in Pretoria.

So one last thing I want to mention is, we have these wonderful buildings and these collections, and it does cost a lot of money to maintain them. So we have a non-profit partner, it's the fund to conserve U.S. Diplomatic treasures abroad. If you ever have the pleasure of meeting with Ambassador Mosher in his office, he'll tell you about our \$3 billion deficit that we have for maintenance of our properties, and he's happy to tell you that a lot of that is our historic buildings.

So our non-profit partner was organized to help us raise money to care for these buildings, and our collections. They have an ambitious goal ahead of them to raise \$200 million. It's something that we have just started this year that goal. But they have already raised one and half million within just the last six months. It's a great program that is getting legs and moving forward. So with that, I would like to go to our panelists. They disappeared on me. Yes, Glyn Davis and Reid.

Reid, I was just wondering if you could elaborate a little bit more on how sharing the stories of our properties and collections, how that does add value to the communities that we're located in.

MR. REID NELSON: Sure, thank you, Tobin. And let me just deconstruct that question a little bit as I address a great question.

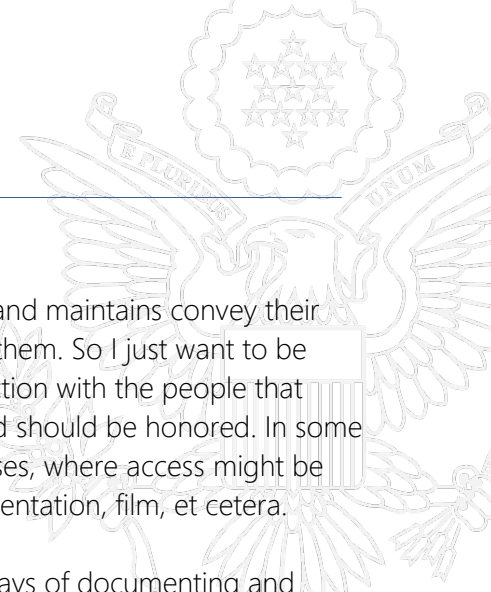
MR. TRACEY: One moment, Reid. I'm trying to pull your audio back in.

MR. REID NELSON: OK.

MR. TRACEY: We got you.

MR. REID NELSON: All right. All right. So let me just deconstruct that question a little bit as I work to answer it. Let me first suggest that we think a little bit about how we define the word community here. I would argue that properties and collections under your ownership or control have meaning or belong to many different communities. There are those that are connected with the creation of the property or the object, there are those that are connected perhaps with its story, its symbolism, or its meaning, and there are those that are connected because they might have hosted, or cared for, or visited the object or the property.

Each one of those I think will derive different meaning and attach different values, but almost without exception all will want to say in how it is interpreted, cared for, and honored in the future. Second, I think it's important to recognize that different properties and collections have significance for very different reasons. Some may be significant because of their architectural style, or perhaps because they are the work of a master or a well-known architect, some may be significant because of the events that took place in association with them or perhaps the association that they have with well-known persons, and others might be significant for broader reasons, perhaps because they provide a connection to our shared past or even simply because they played an important part in history.



In almost every case, though, the buildings and collections that the OBO owns and maintains convey their significance if there are people connected to them and deriving meaning from them. So I just want to be clear that they're significant only when they have an ongoing and active connection with the people that value them. In almost every case, though, I think that those connections can and should be honored. In some cases, that means allowing access and encouraging access to them. In other cases, where access might be limited, it means providing other ways to access it through social media, documentation, film, et cetera.

And even in those cases where they can't be accessed, I think there are other ways of documenting and keeping that information available for those that can use that information. I think it's only when you do that. When you acknowledge that significance is tied to connections with active people, people visiting those things, that a community can benefit. Without doing so, I think without keeping those connections with living people and living communities, I think you find that some of these objects might become relics of interest only to archeologists.

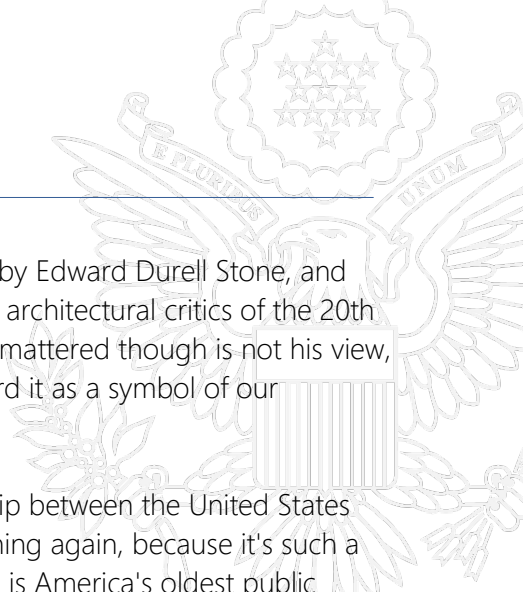
I would just add finally that the connections that we make with one another through these properties and through these collections can be really powerful and if done right can be very reaffirming and meaningful, and they can reaffirm relationships that took a lot of investment to establish. As a historic preservationist, I can tell you that most people in most places want to celebrate those connections, and they want to remember their shared stories, even those that are tough stories, and places and objects like this are critical to that end.

MR. TOBIN TRACEY: Thanks, Reid. Glenn, I was wondering if you could speak to us a little bit about as a former ambassador how using our historic structures and collections is a form of diplomacy, much as Megan had referred to early on?

AMBASSADOR GLYN DAVIS: Sure. Well, thanks very much, Tobin, and it's great to join everybody. America's historic structures overseas enhance our diplomacy in a lot of different ways. But because we don't have all day today, I'll restrict myself to about three of them. And this also picks up on some of the themes that Reid mentioned. Many of them have played a prominent role in the history of our host countries as well as our own. So they are revered locally, and residents of our host countries are grateful that we've given them new life.

When I was ambassador in the Kingdom of Thailand, everybody was happy that we, for instance, continue to own and operate the residence in which I lived, because they knew that if the Americans didn't have it, it would become a shopping center pretty soon. Now, a great example of this is a 300-year-old Schonborn Palace in Prague, which has been our embassy in the Czech Republic and before that Czechoslovakia for almost a century. It's been an important part of that city's history and character for generations and played a very important symbolic role during the Cold War because our flag flying above it served as a beacon of inspiration to the Czech people.

Now, second, a number of post-war buildings designed by U.S. architects project an American aesthetic of openness, of modernity, and faith in the future that host country citizens find inspiring and that strengthens



our ties. For example, there's our modernist embassy in New Delhi designed by Edward Durell Stone, and built in the 1950s. Frank Lloyd Wright, who was probably one of the toughest architectural critics of the 20th century, said it was the only embassy to do credit to the United States. What mattered though is not his view, but that of the Indians who admired it then, and 70 years later, they still regard it as a symbol of our commitment to them.

And finally, a few of our buildings actually incarnate the diplomatic relationship between the United States and our host country. And Tobin already mentioned it, but it's worth mentioning again, because it's such a special place, because the best example of this is the Tangiar Legation, which is America's oldest public property beyond our borders, as Tobin explained, and it turned 200 years old last year. So we are using that remarkable bicentennial for an American diplomatic building to bring attention to it and try to make a little bit of philanthropic hay out of it.

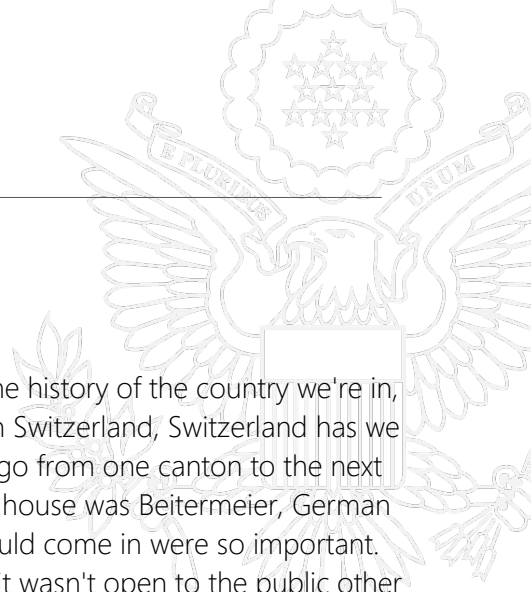
It served for seven generations diplomatically, first as a legation, then an embassy, then a consulate, so it became the longest serving diplomatic facility in history. And my point is that in known history really it's never not been a diplomatic building, and it's never not been Moroccan and American, and so today it continues to serve as a living symbol of the Moroccan American relationship. And those are all the ways that I have noted that historic buildings enhance our diplomacy.

MR. TOBIN TRACEY: Thanks, Glyn. I'm glad you brought up the New Delhi Embassy. Sorry to put you on the spot here, Marion, I know you probably weren't expecting any questions. But it's interesting because it's a building that we did build, but it is an important part of Indian's culture and history, and now Marie Anne is involved with building a beautiful new NEC on the same grounds and property, and I just was wondering if you could talk a little bit about what that meant to your design when you were looking at building your new building. The whole social value and importance of that.

MS. MARION WEISS: Thanks for putting me on the spot, because I mean, in fact, it has been both humbling and an incredible honor to find that we have so much to learn about the values of how the Indian connection between architecture and landscape and literally walls as places of protecting gardens, so we could say its fortification for us, they could say it's a place to create a protected environment.

How all of those can come together when we could actually then still show enormous respect for Edward Durell Stone's Embassy and that involved in many ways coming up with devices to put almost 50% of our building below grade with light drawn through light wells, so that the companion building, Julie Snow is on our ING, so we know, our companion building could be literally just a little bit behind, but in dialogue and connected through wandering landscape that would make sense of 27 acres, two building blocks that literally cross the city.

So for us, it's just been both an honor and humbling because it is about learning about how its relevance can be sustained today. The honorific reflecting pool, which was just evaporative cooling only symbolism in front of Edward Wilson, is now a water retention basin, so that we could get the benefit of the monsoon season to make sure that we have water throughout the year. So it's rejuvenating, but taking that symbolism forward.



MR. TOBIN TRACEY: Thanks, Marion.

MS. MEGAN BEYER: But art is diplomacy, and what we always know is that the history of the country we're in, the country we're from is cultural heritage. And you know when we served in Switzerland, Switzerland has we used to call it Epcot, because they speak Italian, French, German, and if you go from one canton to the next 20 minutes away, it is France in Merton, and it is Germany and Bern, but the house was Beitermeier, German furniture, French furniture as well, and those connections when the Swiss would come in were so important. And then creating the wildlife protected area on our property, even though it wasn't open to the public other than on our National Day, sent incredible messages on our values. So these properties are living diplomacy in posts around the world.

So for you coming in the first time, I wonder what you're thinking about as you hear about people who've done this considered work for a long time. You came in, put on the spot and created something so innovative, and special.

MS. BOOZER: Well, I think if I was doing some research and learning and had I had the opportunity to listen like that would have been added value to made the piece even better. I've started working with soil scientists. And that's been really interesting to learn something about the science of the ground where we're working. And it's just an opportunity to bring some learning to open up some conversations. So I don't know if I'm really answering your question, but I think for me what's interesting is the opportunity to open up a conversation to learn some things, to give back some things, but to really leave space to have the conversation and how do you do that through art. I think art is really good at that.

MS. BEYER: And what I particularly like about the installation we did, your piece, is that it literally took that culture. I mean, going right to the Earth, bringing America there, it was an impressive interpretation.

MS. BOOZER: I love that there's a little bit of Prince George's County over there.

MS. BEYER: I do. I love that. So do we still have Glen Davis with us?

GLYN DAVIS: Still here.

MS. MEGAN BEYER: So, Glyn you speak so eloquently about cultural heritage, I'm just curious when you had to sit down and curate your art exhibition in Thailand, which I assume you did as ambassador.

GLYN DAVIS: Yeah.

MS. MEGAN BEYER: What kinds of pieces did you pick, and how did you deploy them?

GLYN DAVIS: Well, what we did, and I think it was a-- I don't know that this had been done before was we went to the Smithsonian because we knew that they had a huge repository of very, very old gifts between the

Kingdom of Siam, and the later Thailand in the United States. And we asked the Smithsonian, if we could borrow some of those and bring them over to really rewrite the history of the relationship between the U.S. and Thailand and get across to the Thai people that it really began 200 years before when the first American trader came to buy some sugar and was conducted into the presence of the King.

Smithsonian was a little resistant at first, so we had to raise about four million bucks to do this, but they ended up being terrific and on board came the archives, eight presidential libraries, the Library of Congress, and we ended up really allowing our curators to pick the objects, but these were objects that had been made by the Thai people, the Siamese people, generations before that they'd never seen that were sent over to the Saint Louis World's Fair to Chicago, New York, gifts to American presidents, and we put those on display, and we told the story of the friendship between us, and it seemed to be a pretty big hit.

MS. MEGAN BEYER: I had no idea you had such a great answer to that question, but it's quite a hit, I would say. And Reid, did you have something? Did you want to comment?

REID NELSON: No, I didn't have my hand up.

MS. MEGAN BEYER: Oh, OK. So anyone else? We'd love to bring you into the conversation. Frank, you must have some something to say.

[LAUGHTER]

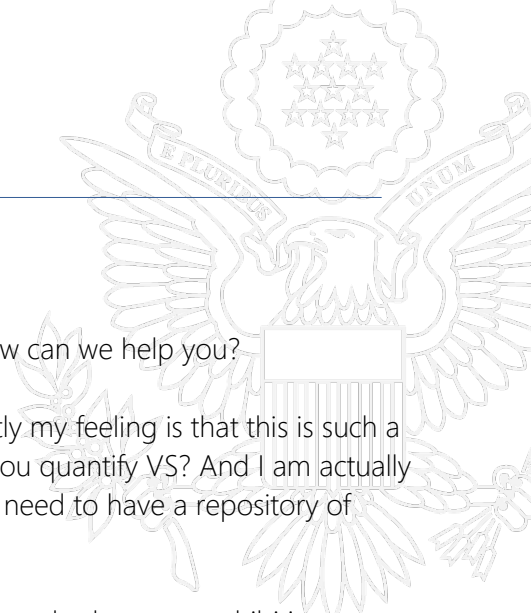
TOBIN TRACEY: Thank you. Any other questions, or?

AMBASSADOR MOSER: I want to make a comment to what Frank said that tell your Congressman. Mm hmm, yep. You know, I take a lot of grief because of both art and our Cultural Heritage Program, and it is really hard for me to explain this, and I need advocates. I will say this very honestly, because this is one reason why I'm so happy to have both Megan and Tobin, because they're so articulate about this. But we need a constituency because it's so hard for dollars and cents people to really understand how important this is to our overall diplomatic profile. And so, I really do appreciate any communication you can have.

MR. TRACEY: With that little segue there. Sorry.

MS. DEBRA LEHMAN SMITH: I have a question. Bravo to everybody on the board and all the work you've done. And knowing that you're having a hard time keeping a budget up, and the work is so spectacular, and art is a great communicator. And the level that you're doing is beyond. But is there a way that you can actually bring it to the forefront?

And I know we don't have access that you can in most of these facilities. But someone had mentioned there's now with just visual arts and technology and all the social media. But is there a way to be able to publish more of what you're doing so that it's an education process? Whether it's through The New York Times on Sunday, or if you just look at really mainstream artists and what they're really getting as praise, and your work that you've done from Maryland to-- you know, how do you get the praise of the post on that so that people



have to be able to fund this? Right?

So the more press you get-- and it's easy press-- how do you do that, or how can we help you?

MS. MEGAN BEYER: I've only been here for three months, but that was exactly my feeling is that this is such a great story to tell. It's sort of the conversation we had about ESGs. How do you quantify VS? And I am actually putting together a little project called the Democracy Collection because we need to have a repository of important works for these residences and embassies.

You know, we really don't have much of a repository. And I know those of you who have put exhibitions together understand just how challenging that is initially. But also we really should. The UK has something like 500,000 pieces in their repository.

And so they can curate these things and get them to where they need to be very quickly. But, number one, our president and our secretary have both said democracy is the number one imperative in public diplomacy right now. And we've all seen it with Ukraine, and we happen to be celebrating a 250th anniversary of the United States in 2026. So this is going to be a collection that we hope to complete in two years so that the ambassadors leaving in the next administration in 2025 we'll have art assets that specifically relate to the themes of democracy, if not the narrative founding of our country.

And so through that I want to tell the story, this story we're talking about today. And we're going to be launching in Athens in the spring. We'll go to another location in Europe and then end with the opening of the UN Human Rights Council in Geneva, where the exhibit will travel, and then come back to the Smithsonian. But all during that period we're going to be making the case for the arts in diplomacy.

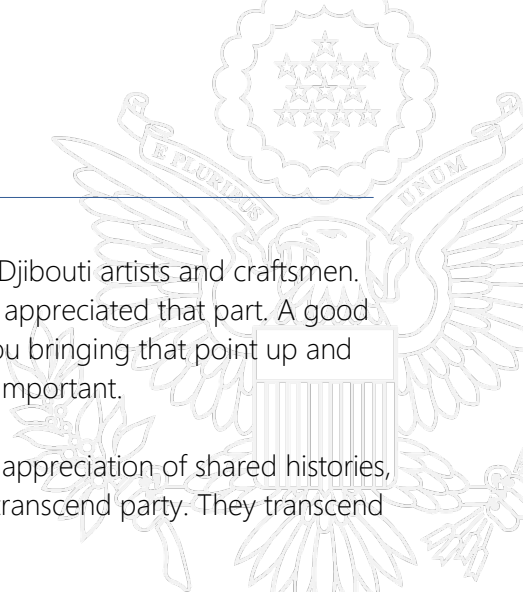
MS. BOOZER: Could I add something to that?

MS. MEGAN BEYER: And actually asking for gifts of art, if I wasn't clear enough.

MS. BOOZER: You know, and I think we do have an amazing collection. And we also have like extremely good documentation. Like, that video was made by Michael Bowles. He's amazing. And so this is a collection that we have that could be made available to public school kids so easily. Like, teachers are looking for material to bring into the classroom. And that's such an easy connection without costing very much at all.

MS. MEGAN BEYER: Yeah, absolutely. We have a little program called American Spaces that are in shopping malls in places where children gather in the U.S. embassy, programs with the Smithsonian. And, in fact, the Smithsonian is a partner in this little project I'm doing.

And they're going to try to program using the visuals from ultimately what we get to be this traveling collection. And so that will be part of it, and we should take it to America's public schools.



MS. BOOZER: And I also wanted to add something I got to learn a lot about Djibouti artists and craftsmen. When I was there installing, I got to see the rest of the collection. And I really appreciated that part. A good size of the budget went to supporting local artists and artisans. And I think you bringing that point up and making that a visual part of the collection as we get it out to people is super important.

REID NELSON: I might just add that historic preservation, appreciation of art, appreciation of shared histories, are some of the most universal values we find. They transcend politics. They transcend party. They transcend government.

There is almost a universal appreciation of these places that tell stories and remind us of our shared histories. It's worth acknowledging that investing in these is a way of investing in those future relationships. The other thing I would just acknowledge is that there are many others that face challenges of allowing access to their historic buildings, and paintings, and art objects. The Department of Defense is one that comes to mind.

They have so many incredible structures, and items, and objects, but they're often behind walls that cannot be visited. And so I would just urge you to think about ways of adding-- one way to add value is to look at online, remote, video, social media-- anything that you can do to provide-- it's not direct physical access I think will raise awareness of the incredible collection. And hopefully if you raise awareness, you then raise support.

AMBASSADOR MOSER: Thank you all, I want to give round of applause for this. It's been a wonderful session. And thank you very much, and this is now our lunch break. And I please ask all participants to be back promptly in their seats by 2:05.

For those of you that are online, if you would please try to log on by 2:00 so that we can do a sound check and make sure that you're connected and resolve any of those problems. And the industry advisors, if you'll just stay in your seats for just a minute, we'll take care of you. OK. Thank you.

WOMAN 5: You good?

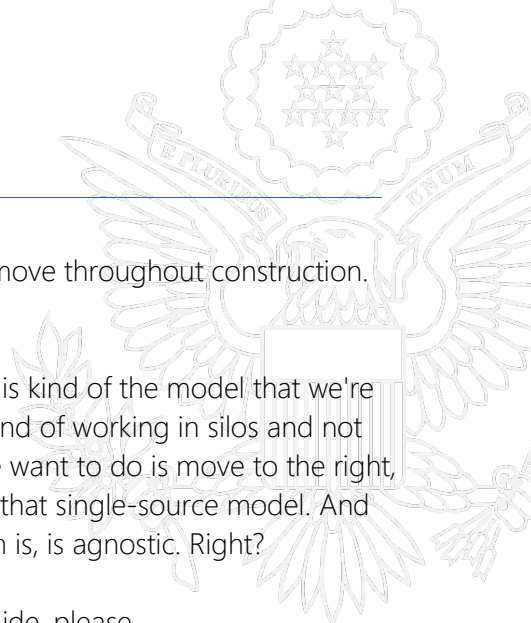
WOAMBASSADOR MOSER: Yep.

CHRISTY FOUSHEE: OK. [INAUDIBLE] still coming

[ECHOING AUDIO - INDISTINCT SPEAKERS]

PAUL FREDERICKSON: Then taking that idea of the single-source model and then applying it to building. So what you're seeing on the screen here is an X-ray view of one of our towers in New York. And this model really followed us all the way from early stages of design into bidding, and then into contracting, and also into post-occupancy. And what you're seeing here is a model that you guys are probably all familiar with.

It's a BIM model that incorporates all the MBPS systems, facades systems, et cetera. So really this allowed



everyone, all stakeholders, to view the same model at the same time as we move throughout construction. Next slide.

And then zooming back out in terms of workflow, what you have on the left is kind of the model that we're functioning in right now, which is a highly aggregated model, where we're kind of working in silos and not necessarily communicating with each other as best as possible. And what we want to do is move to the right, which is a more integrated model, again, where all stakeholders are viewing that single-source model. And the important thing to note here is that that software, whatever that platform is, is agnostic. Right?

So it's all inclusive. Anybody can access that model at any given time. Next slide, please.

And then this is a video showing just an example. Not sure if it's going to start playing. An example of one of the platforms that we work from. In this instance, it's 3D experience, or as many of you know, is Catia. And what this does is you can see many of our projects in here-- Barclays, Botswana, et cetera.

And what the video would show is each one of these pieces and projects being pulled apart into its different components. And all of those components carry IDs that talk about where it exists on the supply chain. Next slide, please.

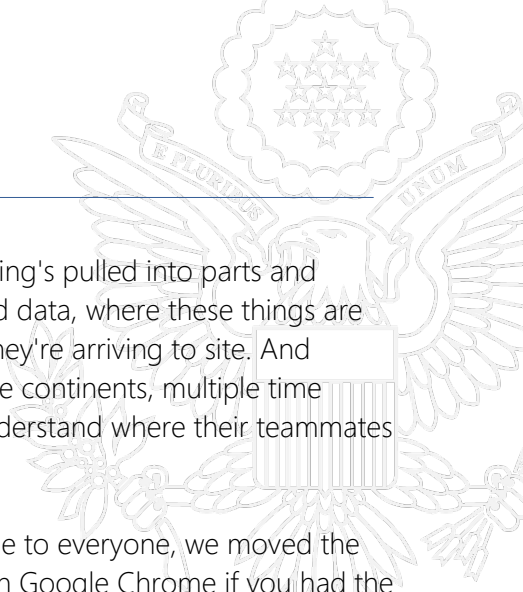
This is another video here that's supposed to play, but-- [CHUCKLES] the idea here is taking that platform that's kind of robust and heavy and making it even more accessible by bringing it to something like a mobile app, where the clients and contractor will be that much more ready to use it. And then just kind of talking about one of our individual projects here, where we were-- this is Barclays in New York. We started this up in 2010, and this really enabled us to-- this platform here that you're seeing enabled us to communicate with the contractor at all times, understanding what we focused on here was the facade primarily.

And what we were able to do is communicate with contractor, the facade subcontractor, throughout the process and understand where those parts and pieces were at any given time, if they were having trouble fitting onto the superstructure, et cetera. So this is a test case that we finished up in New York stateside. And what we wanted to do was move it to a project that was international. Next slide, please.

And what you're seeing here is the Botswana Innovation Hub. So this is a tech incubator in the southern part of Botswana, right outside of Gaborone on the edge of the Kalahari. And what we did here is we used the facade as kind of a test for this process that we're talking about of the single-source model. And what we did is we teamed up with the local labor force as well as the subcontractor in South Africa.

We really did a deep dive to understand their capabilities, the ways they liked working, what their supply chain looked like, and we understood the ins and outs of it. Next slide, please. So you can see here in gold is the anodized aluminum rain screen, and that's really what we're focusing on here. There were thousands of typical panels but atypical panels as well.

So what we did here was teaming up with the team in Cape Town is we had our team in New York creating the fabrication tickets for the rain screens. They would send those files down to Cape Town, where they would be ultimately fabbed up, flat packed, and then shipped to Gaborone, Botswana. Next slide, please.



And then zooming in on the platform again here, where you can see everything's pulled into parts and pieces. This is one of the rain screen units itself. So this carries that embedded data, where these things are coming from in the supply chain, how they're filtering into the system, how they're arriving to site. And another important thing to note here is since we were working across multiple continents, multiple time zones, it's also tracking the individuals working on the project so they can understand where their teammates were at any given time.

And then, again taking that idea of making the single-source model accessible to everyone, we moved the platform to the mobile app as well as just something that you could access on Google Chrome if you had the correct credentials. And what this is doing here in the different colors you see here, green meant installed on the building, red meant still in South Africa, and then brown meant still under design. Just a view of the green roofs. Next slide, please.

And then just another example of using technology as a way to make the process more efficient. What you're seeing in neon green and yellow is a 3D scan of the as-built structure, which we were able to pull back into our platform and adjust any of the panels as needed to get a nice fit. So just using this view as a discussion point, what was interesting here is a lot of the conventional trades had issues. We ran into several issues along the way, as you do with any construction job, but the facade proved to be by far the smoothest piece of the project.

Next slide, please. And then again being able to break that-- being able to break that rain screen down into a kit of parts that was easily understood. Next slide, please. And then making it able to be easily un-flatpacked and installed on site. So this is basically the shop that we had erected in the basement in Gaborone, Botswana. And what happened here was nice.

It wasn't only a software tech transfer. It was also a fabrication tech transfer. So not only were these guys learning how to use Revit, how to use Catia, how to use Rhino, but they're also learning a lot of our break forming techniques, et cetera. Next slide.

And then you can just flip through these. Just some finished shots of the building. Next, please. Next, and next. OK. Next slide, please. And then you can go another one.

So assembly. Assembly is an offshoot of SHoP that focuses on mostly platform, modular, and offsite manufacturing. At Assembly, we were thinking how do you take the processes that we apply to the facade and the previous projects that you saw and how do you bring that actually to the entire building. Right? Like all the way down to the chassis, the doorknob, et cetera. Next slide.

And then zooming back out to the supply chain and understanding how someone like Boeing works, which is truly having transparency over your entire supply chain. They understand all the ins and the outs, and they've created these great relationships over the years, which in part made them so successful. Next slide.

And then zooming out another step to the tiered manufacturing model and going back to the issue of forced



labor. I think it's important to note that the issue of forced labor is not only occurring on tiers 1, 2, and 3, but it's also occurring on tiers 10 and 11 within material extraction, fabrication, et cetera. Next slide.

And then this is just describing that transparent platform that we all work on. So, again, this is accessible by the entire project team. So what you have on the left is starting at site, basically where we chose our site, how we masked the building. And then moving to the center of the screen, you have all the parts of the pieces pulled and exploded out. And that's tracked throughout the supply chain, who your suppliers are. All that data is embedded within the model itself and then going all the way to where it actually is on the supply chain and what tier is that.

Next slide. And then just a quick view of one of the projects that we're working on in Harlem. Next slide. This is one of the single bedroom mods that you're seeing here. On the left is it completed within the model, and then on the right it's exploded with all the systems, facade systems, MEP systems, et cetera. Next slide.

So this is a video, and I don't know if it's going to play. It's a shame that this one won't play. It's on the website.

[CHUCKLES]

What this is showing basically-- sorry-- yeah, this is a video of our shop in Jersey. And what's funny about this video is that's all designers and engineers are actually putting the thing together. There was only one licensed electrician on the job, proving its simplicity. [CHUCKLES] If we could do it, you know-- next slide, please.

And then these slides, you can just quickly go through these interior slides. Just showing that it's not-- you know, we're not striving for your kit of parts. Looking interior, it's nice. It looks stick built rather than off-the-shelf kit of parts, et cetera. Next slide.

And then just a quick note. We've been working with OBO for over a year now on this R&D effort that Dan was talking to earlier for offsite manufacturing, kind of trying to figure out how we can get offsite manufacturing into OBO's program, develop an incremental framework that they can build upon. And that's in progress.

Basically, we started with case studies, site visits, et cetera, seeing who the big players are in the field. Moved to creating that framework through a meeting with OBO, all the various SMEs and stakeholders. And in the end we eventually proposed a few pilot projects and programs, and that's still in process. So next slide, and next slide, please.

So all that to come back to what SHoP Architects is trying to do right now to start to take away at this issue of forced labor and the supply chain. We've been working with FairSupply and Grace Farms and OBO over the past year. What FairSupply does is they provide a series of reporting mechanisms-- they're based out of Australia-- a series of reporting mechanisms that basically tell you how much forced labor risk is in a given supply chain that you might be working in or what the risk of that forced labor entering the supply chain could potentially be.



Next slide. This is some of the various reports that they offer, and they've really set the global bar to where we need to be at. Next slide. So really quick, this is their dashboard. And what we did at SHoP was we provided them parts and pieces of several projects that we have already done to kind of test this out, to understand how much forced labor was in that given supply chain.

And what you're seeing here to the left is they would break it out by tier, by supplier, by industry, and by country. So this given project here, it's on a per-million-dollar-spent metric. You can see it was 0.0849 in forced laborers per million dollars spent, which is quite high. And then total spent, nine million, you're getting close to one indentured person, which is fairly alarming. Next slide, please.

And this is just going over their dashboard and what we're seeing. So here's listing out risk by industry. Next slide. Risk by country and then risk by suppliers.

So just to kind of loop all the way back around, we view this as not only a great tool to educate the client, the project team, et cetera. But now we can start to actually pull this data from previous projects and build it into our specifications, our design, and start to understand where that risk of forced labor might actually enter our supply chain so we can try our best to avoid it moving forward. Next slide.

And just leaving with these two slides. We believe that transparency of the supply chain, investing in the digitization of your platform, will lead ultimately to awareness. Next slide.

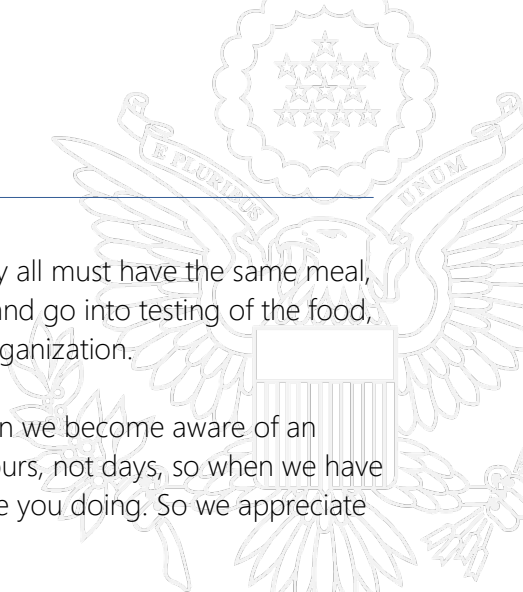
And by doing so, this will ultimately lead to resiliency of that given supply chain. Thank you.

[APPLAUSE]

MR. CHRISTOPHER DUDDING: Thank you so much. Thank you so much, Paul. That was great. I'm a fan of how this talk was structured because we started with the vision, and then we went to policy, and then we went to practicalities, and then opened to the group. So before we open for comments and questions from the group, I just want to thank our panelists and our keynote once again. Really appreciate you guys coming here and traveling to Washington DC, so really appreciate your time and effort.

I think from my standpoint-- so, again, I'm Chris Dudding. I'm the head of construction operations for the State Department. We have at least 15,000 workers overseas working for us right now. Pre-COVID, it was a bit more, we think. And of course that's just at this moment. So how many people do we have upstream of that through the supply chain? We touch a lot of people. And there was a story earlier this morning about West Point, and there are some food disparities. And we saw something along the same lines, kind of the formation of our modern construction program in the rebuilding after the Dar es Salaam and Nairobi attacks is that we saw that some workers were getting one meal and other workers were getting another meal.

And we stepped back we said, time out. This doesn't reflect our values. This doesn't reflect who we are as a people, and we need to correct this. And today and for the past several two decades, we've had requirements



in our contracts for a calorie count. If you do serve food to your workers, they all must have the same meal, within certain dietary restrictions. And they also have a certain calorie count and go into testing of the food, et cetera. Trafficking in persons, of course, is a paramount concern for our organization.

I think we are all tip trained. Our contracting officers are tip trained. And when we become aware of an allegation, sometimes that letter from the contracting officer comes out in hours, not days, so when we have a concern. And it really buttonholes the contractor to just what specifically are you doing. So we appreciate that.

And so I will open with a question for our panelists. So for Sharon and Paul, what practical difficulties have you had implementing or researching some of these supply chain issues? And what is the practical advice you can give for us?

MS. SHARON PRICE: OK. All right. First of all, this is fantastic, like you said, to have all of us together. One of the main things that we've seen is that this is the beginning, just like it was with how to determine the carbon sequestration. Right?

They embody carbon. We're trying to determine bodied suffering. It's actually more difficult. It's also dynamic. The means of testing is difficult, right? And yet it's our responsibility, and part of the thing-- part of the ways that we've seen this is that one of the hurdles is, again, the industry, first of all, sometimes trying to shun the responsibility. We won't let that happen, as you all know.

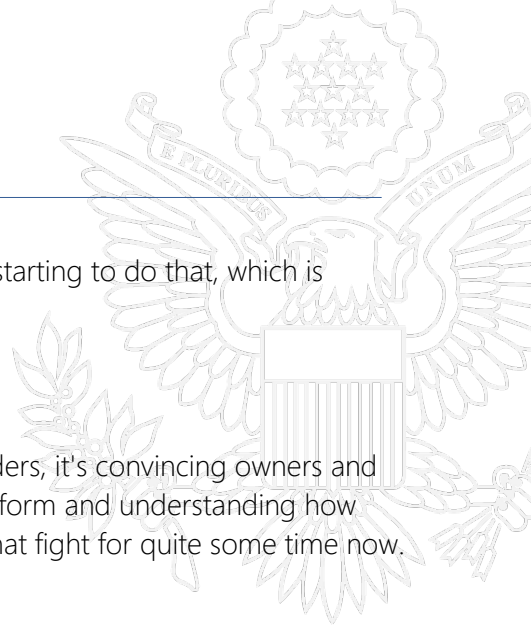
It won't happen, but also the idea now is to clear the hurdle of making it onerous is actually trying to add these design principles to existing aggregators of certification. So mindful materials is on board to start figuring out how to add a design and filter to mindful materials and the Material Bank, new emerging technologies, and thinking about that.

And then also thinking about with you, Stacy, too-- and I'd love for you to also say something about this as well because we talked yesterday about the parallels that exist. And I think this is actually promising to have the muscle memory of the green building movement and have some of those material-focused applications in place.

For construction, FairSupply came around because they have more construction folks that are counted due to a loss. They all come to the act in Australia. When that emerged, it also made not only the construction sector accountable but the investors. And all of a sudden it really ramped up the investigations.

So it all works together. So I see that the hurdle to clear is to, again, add the additive to the marketplace and also to have the manufacturers and the minds-- like I was saying, you know, the copper mark now is 30. That's not enough. This is just beginning. So we need to be additive and to start to create the demand so that the data comes forward. Mhm.

PAUL FREDERICKSON: Yeah. I really couldn't say it any better. I think we are at the very beginning stages, and



there is no metric or incentive applied to it yet. And you can see FairSupply starting to do that, which is fantastic. Oh, there's the video.

[LAUGHTER]

I think also from our point of view as just architects and as assembly, as builders, it's convincing owners and contractors and convincing the industry to switch over to digitizing your platform and understanding how that would benefit all of this. It is a tough thing to do. We've been fighting that fight for quite some time now. So yeah.

MR. CHRISTOPHER DUDDING: All right. Thank you. I like how this is SHoP's shop, right?

SHARON PRICE: Mhm.

PAUL FREDERICKSON: Correct.

MR. CHRISTOPHER DUDDING: Maybe I only think that's funny. OK. So are there any questions or comments from the--

MS. SMEDLEY: So I just want to-- I have like five page of notes. And we're going to have multiple conversations, Sharon. So I'm not going to go through all of my notes right now. But I do want to make the point that, you know, the analogy of what's gone on with food and fashion and now what we are doing with embodied carbon in the construction industry, which I think is the closest proxy to what you're doing, where it's very supply chain-specific-- you have to go up the supply chain. You have to find the inputs for the Data points. The biggest question I want to ask today is to get folks opinions on the panel is the work with EPDs, environmental product declarations, and embodied carbon was enabled because there were global standards in place for how you actually create the data, and how you publish it.

And then what we've done with these three is make it digitally available. So are there those global standards that help you in the reporting structure make sure that when you're getting these declarations or disclosures from the suppliers-- make sure they're comparable and that they're verified? If not, how do we help push for that either through what we're doing here in the U.S. government or through other coalitions like the UN? ...

Easy format that gives a trust that you can use it is vitally important to all this. And I'm just wondering where are when it comes to this component of things compared to where we are with embodied carbon or health.

SHARON PRICE: Right. So we're not there yet even though the laws exist. That's the interesting thing. It's, like I said, different than the green building movement in that these are crimes against humanity. And there are laws that do vary even in terms of child labor, what that age is, to determine whether it's child labor or not.

But what I think is compelling about the use of EPDs we were discussing yesterday is having the data available, so being able to use that format. There are not enough standards that are being met because there has been no-- there's no inspection. It will surface when there's more inspection. And also just thinking like

some of the well used certifications, whether it be us and 6,001 and two. There's others, too, that do apply. But if you're not asking for certifications, the widespread use of them is going to wane.

So this is where we're initializing that. So they're there. The standards are there. They're just not-- we're not being held-- we're not holding the suppliers and the extractors and harvesters accountable yet. I will say the timber industry because of the climate change and importance in terms of timber has had more attention. And there are several-- I mean, so a lot of the forests are using some of the varied certifications. They also come with some critique. So the adding of the core layer requirements was just within the last couple of years. So I think it can be done with the other certifications that are widely used. And that's what we need. That's the imperative. That's what we need to be prodding and requiring.

MR. CHRISTOPHER DUDDING: And I think I heard from both Sharon and Paul that starting early is important. Right? So you have to start that process early and say this is where we're going. Trying to do it from the back end it's pretty difficult, to go find out where did the screw come from, where did this microphone come from—

SHARON PRICE: Mhm.

MR. CHRISTOPHER DUDDING: --where did steel come from.

SHARON PRICE: But we also don't want it-- because construction is a long-term commitment, too, we don't want any of your projects that say, we may have already started. I'm out you. You're not out. Sorry. You're in because the next thing you specify for or procure for your interiors, your landscape-- there's a long process. There's still a lot of work that's being done. You sell your construction documents. That can be adding.

I mean, don't claim that you've already started your project. I don't want that to be an out either. Mhm.

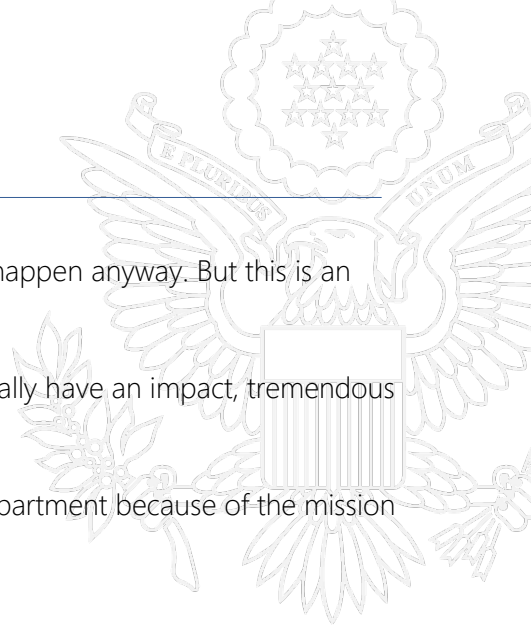
MR. CHRISTOPHER DUDDING: I see that being a lot of work.

SHARON PRICE: [CHUCKLES]

MR. CHRISTOPHER DUDDING: But Paul, any comment?

MR. PAUL FREDERICKSON: Yeah. I do think starting early is essential. But also by going back and looking at our previous projects, we're always going-- we're reusing facade subcontractors a lot, any subcontractor. And by understanding where that risk started to seep in, we can hopefully prevent it through writing better specifications for the next project.

SHARON PRICE: And can I also say something that's exciting here? Is that with the OBO commitment to design for freedom, those that are on the call, those are in the room, you're going to have a leg up on the



next project. Right? When you are also committing-- and we're seeing that happen anyway. But this is an opportunity unlike others to create favor in the marketplace.

You're early adopters. You're innovators. This is an opportunity that will actually have an impact, tremendous impact, but also business impact as well for you and your companies.

MR. CHRISTOPHER DUDDING: Yeah. Thank you. So you joined the State Department because of the mission of the State Department.

SHARON PRICE: Right.

MR. CHRISTOPHER DUDDING: And this is another way to fulfill the mission of the State Department and our country.

SHARON PRICE: Exactly. Yeah.

MR. CHRISTOPHER DUDDING: Yeah, so that's great. I know as a project director on site, most recently in Mexico City but in other places is-- and having been one of the people pushing the shovel through college and in high school, you really look for the mistreatment of these workers on site. And that's been our focus for a lot of years, and how do we implement the traffic in person policies.

You know, and especially during COVID we use-- the welfare of our workers was top of mind. It's probably the subject of a whole other presentation, how we got vaccines for our workers who scared up 20,000 doses of vaccines and made sure they were vaccinated.

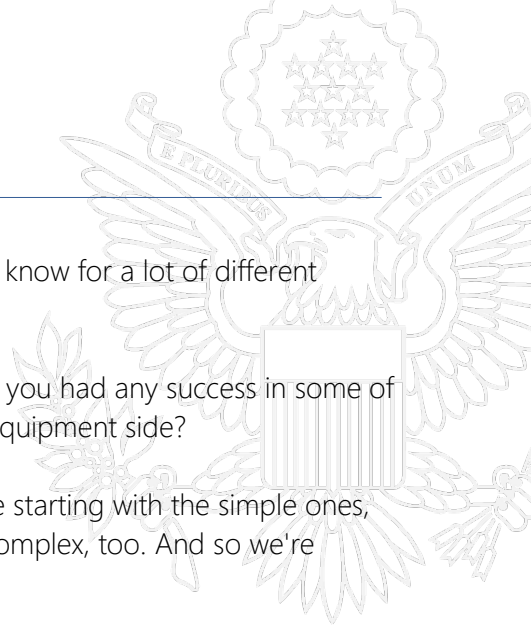
And we also used the traffic in person policies to check their housing for COVID. We're really stretching those rules at that point, but we were able to go to their residents and say what are you doing not just for trafficking persons. But while we're here, how are you doing for your COVID, sanitation, and things like that?

And we continue to have innovations, how we can add new hygiene and things like that but, again, on site. So this is more about what is off site, what is contributing to this work site. So I really appreciate that. Any other questions or comments from the panel? I see-- right here?

MS. CARA LANIGAN: I have a question. So, one, I think the mission is outstanding. And I love the concept of transparency and the supply chain because I think that has direct benefit but then so many ancillary benefits--

SHARON PRICE: Mhm.

MS. CARA LANIGAN: --across the industry. My question is on like the facade. That's something that as an industry we've been tracking components of facade because of the way that they aggregate together for a long time. In the last two years during COVID, we've seen substantial stress on the supply chain as it relates to the more complex components like switchgear, substations, electrical, complex mechanical. And we've



actually seen some reticence on the wanting to dive into the supply chain to know for a lot of different reasons the why, and the where, and the who's touching it.

And we've seen some reluctance to be able to get that, so I'm curious. Have you had any success in some of the more complex components, in particular on the technology and heavy equipment side?

SHARON PRICE: Do you want to talk about that? I'll just say it's super-- we're starting with the simple ones, not at HVAC-- all the ones you described, HVAC, lighting-- those are very complex, too. And so we're starting.

The first step is actually a lot of the raw materials that are less complex that way. Yes. Yes. But can you tackle it? You got this one, right? You got this. [CHUCKLES]

MR. PAUL FREDERICKSON: You're up.

SHARON PRICE: You leave that one. You leave that one. We got it. No. What you're saying though is exciting because you already have a lot of the data. So that's what's also apparent. There's a lot of data that's not activated yet, and that will be the next move from some of you here.

PAUL FREDERICKSON: Yeah, I agree with that. I think we have had success at assembly-- success at assembly just by building in redundancy also to the supply chain and understanding where things are coming from, where they're at-- like you're saying, what the reason is for the holdup and that kind of thing. But once you go, I think, to like full build, traditional building conventional construction, building in that data and building that up over time will be key.

MS. CARA LANIGAN: Thank you.

MR. JEREMIAH WATTS: Yeah. Well, I was just going to say one of the challenges as you move forward-- you know, up and down the supply chain there's always this incentive to cut corners. You know? And competing.

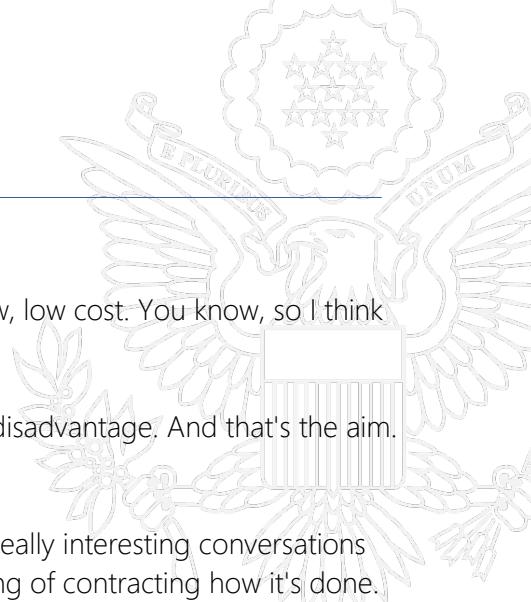
And it's like when-- as a supplier, I would imagine you try to do the right thing. Your prices go up. Now you're at a disadvantage.

And so just tossing it out there, right? How do we address that? And one thought that comes to mind is exactly what we're doing here today.

And we have to leverage big players in the market that has a lot of money to spend to quickly kind of change that tide. So hats off to this group and which-- you know, it--

SHARON PRICE: Exactly.

MR. JEREMIAH WATTS: That's going to be key.



SHARON PRICE: No. The industry itself has been known to just go to you low, low cost. You know, so I think it's the differentiator will be, OK, this is now mandated.

And now who are the first to be in? And you've got the advantage, not the disadvantage. And that's the aim. Mhm.

MS. AMY O'NEIL RICHARDS: I would also say that we started to have some really interesting conversations with our Office of Procurement Executive to just have a greater understanding of contracting how it's done. And so the focus-- asking questions like are the bids always done on lowest price, or is there a best value to include quality and built-in due diligence, human rights concerns, as well as low cost. Because I think it's a fair question. And so to do it right, it's going to cost more. And so I think that has to be built into the contracts.

SHARON PRINCE: OK.

MR. CHRISTOPHER DUDDING: Yeah. I agree. Well, of course, they're following the law submitting a bid, but anyway. But I appreciate a lot of these laws already exist. They're already on the books.

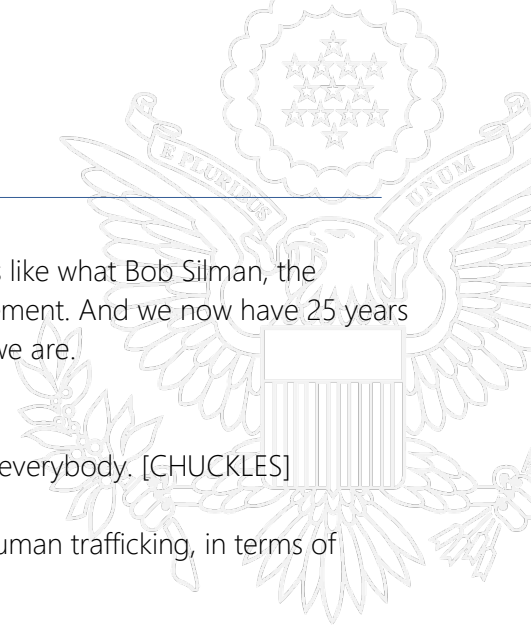
Which is just, how do you push that downstream to take that look, and let's see. Any other questions from the group?

MR. NAT OPPENHEIMER: I would just add, as Sharon mentioned, I was along with Joe Mizzi and others that some of the first meetings. It's easy. I think what you're hearing here today-- and I would just add perspective-- it's easy to be very skeptical when you think about some of the daunting things we're up against.

I would just mention early on there was a lot of skepticism about whether clients would even take it on because they were afraid they'd be pressured by constituents. So if you looked at a president of a college taking this pledge, worried that they wouldn't be able to deliver because you can't see through the supply chain. And what I've seen having been involved in this is that over the last four years universities now are coming to members of Designed for Freedom looking for specification and understanding that it's not a perfection that you're trying to achieve.

And just I do think it's one of these things where we're just throwing everything out there and trying to move the market. And I also think that it's easy to look back the last 20 years and think it's just all daunting and we'll never see through the supply chain. But as this data and the ability to aggregate data and everything else comes into play, it's a changing world.

So I think if we can get a mindset the data will catch up, we'll catch up to the data, and we may find ourselves, hopefully, 5, 10 years down the road where we actually can see through these supply chains and be set up to make these decisions.



I can just tell you that early on, four or five years ago, I said to Sharon it feels like what Bob Silman, the founder of the firm I run now, felt like in the '70s with the sustainability movement. And we now have 25 years or 30 years. And Sharon looked at me and said we have five years, so here we are.

MR. CHRISTOPHER DUDDING: Yeah. No. I appreciate that.

WOMAN 2: So just one more year-- two years ago. So at three more years, everybody. [CHUCKLES]

MR. CHRISTOPHER DUDDING: Yeah. We've come a long ways in terms of human trafficking, in terms of treating people the right way and what is the next step. Thank you.

MR. FRANK SCIAME: Having worked with Bob Silman, I could see that. But sustainability was difficult to convince everybody of. Child slavery is going to be universally embraced, and it really underscores why China was building at 1/20 of the cost of the U.S.A. a while back. Now it's 1/ of the cost.

Cost? Well, I mean, if this is exposed, that will bring manufacturing back to the U.S., where it should be. I mean, that is an unfair advantage. And I think the more we get this out there, the better it's going to be because cost is going to be one of the considerations, but this is great.

MR. CHRISTOPHER DUDDING: Very profound any other comments. Any comments from online? What's that? Oh, right here? OK. Please.

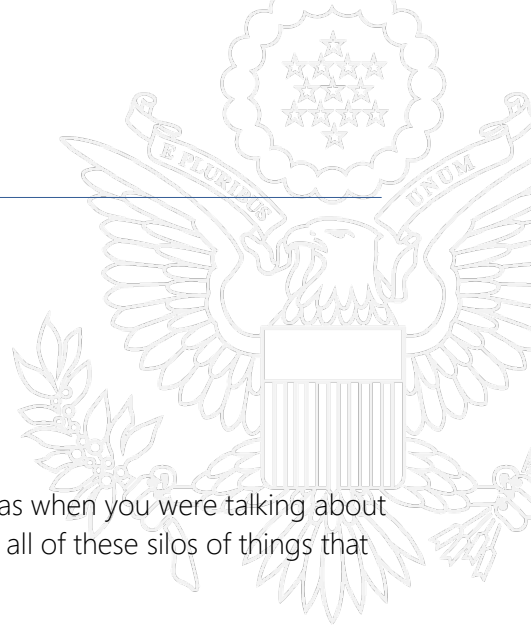
MS. ANNE MARIE DECKER DUVALL: Just-- it's really just an observation that it is a top-down strategy, which I think it's how it has to be. So you take the projects with the ability to spend on that additional work, the additional modeling, and the sharing, and all the things that you have to spend to do this to eventually bring it down to the dumbest of projects. Right? That can't do that.

It has to eventually totally get implemented into every piece and part in a way. And only because I think about my work, where I have a place over here where I might be doing the project that can make a difference. And then over here, there's the project that will never help you get there. So kudos, to take that asset and make it have productivity.

SHARON PRINCE: Which makes sense, but I also say we do want the public demand. So every project, you just don't know where it goes. So I understand, yes, in terms of the systemic change, but it's just going to compound.

And you just don't know what project-- that person might be building a headquarters next and say I'm going to build a headquarters that she wants to ensure is made without forced and child labor. So you just never know.

MS. ANNE MARIE DECKER DUVALL: And you can pick, right? The thing that you can try to do first. If you can't assure your



[INAUDIBLE]

board, you can assure something--

SHARON PRINCE: Some element. Exactly. Mhm.

MS. JULIE SNOW: I think the thing that you said that really hit me, Sharon, was when you were talking about the solar panels and what's happening behind solar panels. I mean, we have all of these silos of things that we're trying to think about.

We're trying to think about sustainability, and we're trying to think about cost, and we're trying to think of-- and so how do you overlap these silos? And one thing that I get concerned about is I see big wind blades going down the highway. And where are these blades going, and who made the blades?

And when the blade breaks down, where is it going to go even though we're capturing some wind? And so what you're talking about now with the human factor is really the essence of it all. And so in a sense it's the center of the cog.

The center of the wheel is how it's being made, so I really commend you on your work.

SHARON PRINCE: I appreciate that because the intentions are good, especially with sustainability. Our intentions are good, but without having the knowledge that we're creating these solutions at the expense of people, which is in essence we were-- it's for us. It's for all of us.

But one quick example on solar panels is that there was some MIT engineers at Grace Farms. And I gave that-- OK, driving cost lower, raise the risk of human cost, if there is no inspection. And the engineers said, yes, that's actually true. So it's not theoretical.

R&D dollars were withdrawn from a solar project that he was on because of the lack of commercial viability. Too cheap. You know, the polysilicon is so cheap. Inhibits innovation, so they're not going to put-- you're not going to put-- companies not going to put into creating new organic perovskite cells if it's not going to be commercially viable. You know, there's no commercial viability of it in the long run.

So that does have to go together, and it is a real thing. It's like we're inhibiting the advancement of the industry as well as-- you know, as well as committing these-- you know, one of the most egregious violations of equity, social equity, that there is within the industry.

AMBASSADOR MOSER: Chris?

MR. CHRISTOPHER DUDDING: That's an excellent question. Ambassador.

AMBASSADOR MOSER: No, I have a comment.



SHARON PRINCE: Oh.

AMBASSADOR MOSER: Yeah. I get one every once in a while.

SHARON PRINCE: [CHUCKLES]

AMBASSADOR MOSER: First of all, I'd like to tell the whole group that in 2007 I joined OBO to testify in a hearing before the House Oversight and Government Reform Committee about the Baghdad new embassy compound. It was very obvious from that hearing that OBO was actually turning a blind eye to what was obviously trafficking in persons.

And so I am very proud to work in this organization today because I know from that hearing that because of that hearing we made a radical transformation in our processes and decided that this had to come to an end. And you heard what Chris said, is that now all the construction engineers have training on trafficking in persons. And it's something that we think about in all of our processes.

What Sharon is taking on is very hard. It is very hard, but I also saw what happened with our whole approach to trafficking in persons in the direct labor sense. So I'm not so discouraged that I know that this can happen, but it will take a concerted effort on the part of many-- on all of us.

Then I wanted to say to Amy that having been an Ambassador twice, I spent a lot of time on trafficking in persons issues. And, in fact, when I was in Kazakhstan, where I just came in October of last year to OBO, I actually was able to motivate the government to actually put together a concrete plan to fight trafficking. And really it made a difference.

And one of the reasons I want to tell everyone why this works, why trafficking in persons works effectively for U.S. diplomats overseas, is because the trafficking in persons office does a report on the United States. And we are more than happy to admit what our faults are. We do a better job in diplomacy when we're not preaching at people but when we say these are the things that we do wrong, but maybe we can help you and as we help ourselves do things better.

So I want to thank all of you on the panel. Sharon, Amy-- I can't see--

PAUL FREDERICKSON: Paul.

AMBASSADOR MOSER: Thank you, and Chris. Chris, thank you very much for a wonderful panel. And then everyone, I want to give you a five-minute break before we go into our last session. So thank you all very much.

[SIDE CONVERSATION]



MS. AMY O'NIEL RICHARDS: Oh, that's right. Thank you so much.

MAN 5: Yeah. I was excited to see you guys were here because I never got to actually see in the panel--

MS. AMY O'NEILL RICHARD: In Chicago.

MAN 5: Right. Yeah.

MS. AMY O'NEILL RICHARD: Yeah, yeah, yeah.

MAN 5: Just wanted to say hi.

MS. AMY O'NEILL RICHARD: Thank you. I remember. Like, I think I know him. Say hi!

MAN 5: Right. [INAUDIBLE]

MS. AMY O'NEILL RICHARD: So helpful.

[SIDE CONVERSATION]

MS. AMY O'NEILL RICHARD: We got a lot of really good ideas.

MAN 5: Yeah.

MS. AMY O'NEILL RICHARD: So we'll have to-- and we have a new procurement specialist that's joining our office.

MAN 5: OK. So I'm going to talk to Curtis again because I was sort of tasked with helping. So I'm sure-- I'm not away--

MS. AMY O'NEILL RICHARD: Yeah.

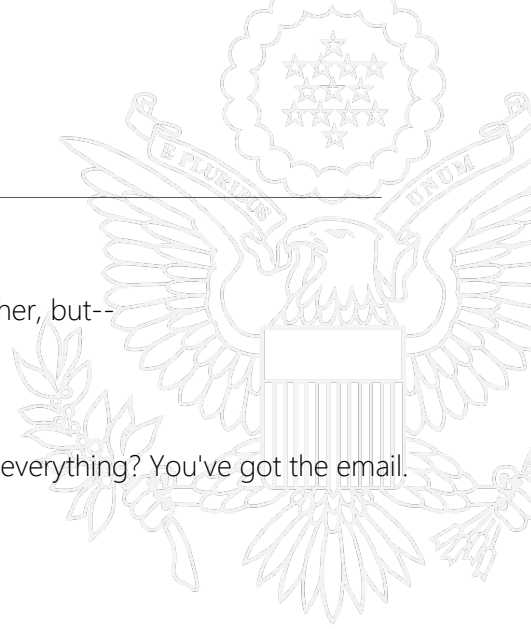
MAN 5: [INAUDIBLE] as we now start getting this thing rolling out.

MS. AMY O'NEILL RICHARD: I would love that. And did I hear someone say this is Christy's last IAG? Is she going somewhere?

MAN 5: I started hearing [INAUDIBLE] but I don't know any details. Yeah.

MS. AMY O'NEILL RICHARD: I mean, I don't know what it--

MAN 5: Yeah.



MS. AMY O'NEILL RICHARD: It could on-- yep, it could be quite exciting for her, but--

MAN 5: Right. Yeah, I have no idea.

MS. AMY O'NEILL RICHARD: So OK. Well, please do. You have my card and everything? You've got the email.

MAN 5: Yeah. [INAUDIBLE]

MS. AMY O'NEILL RICHARD: Yeah, yeah. OK, great. Thank you.
[SIDE CONVERSATION]

MR. DYKHOUSE: If everyone can please take their seats.

[SIDE CONVERSATION]

Please, if we can get everyone to sit down.
[SIDE CONVERSATION]

MAN 5: [INAUDIBLE] May I send you an email? We'll just swap through.
[SIDE CONVERSATION]

MR. DYKHOUSE: If we can get everyone to take their seats. Thanks. So we can finish up, and you guys can all go about your day.

MAN 6: Start speaking.

AMBASSADOR MOSER: My persuasive ability is declining, I can see.

MAN 6: The networking is--

AMBASSADOR MOSER: Yeah. The networking is beginning. Yeah. Come on. OK.

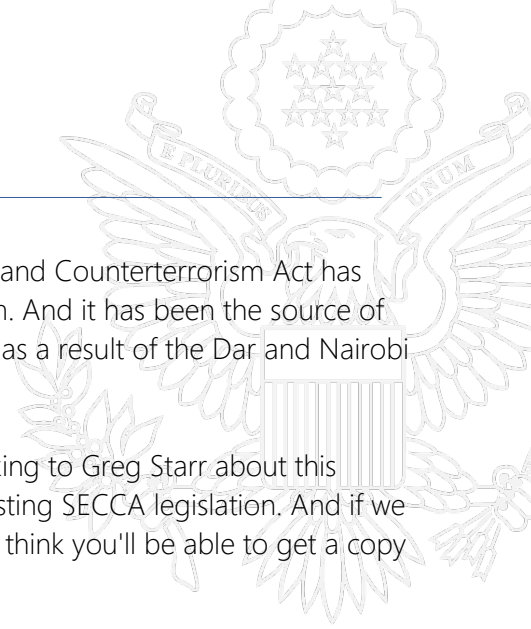
SHARON PRINCE: [CHUCKLES]

AMBASSADOR MOSER: It's the OBO people I really worry about when they don't pay attention to me.

[LAUGHTER]

MAN 6: [INAUDIBLE]

AMBASSADOR MOSER: OK. Everyone, our next session, we want to give you a quick update on what's going



on with the SECCA legislation. Since 1999, the Secure Embassy Construction and Counterterrorism Act has really been the piece of legislation that underpins the OBO building program. And it has been the source of the reason for the funding that we've received since that period of time and as a result of the Dar and Nairobi embassy bombings.

There are, though-- but of all the time that I have been here-- and I was talking to Greg Starr about this earlier today, that we've never seen the sentiment to actually change the existing SECCA legislation. And if we could go to the next slide, please, Andrew. I know this is awfully heavy, and I think you'll be able to get a copy of the slides.

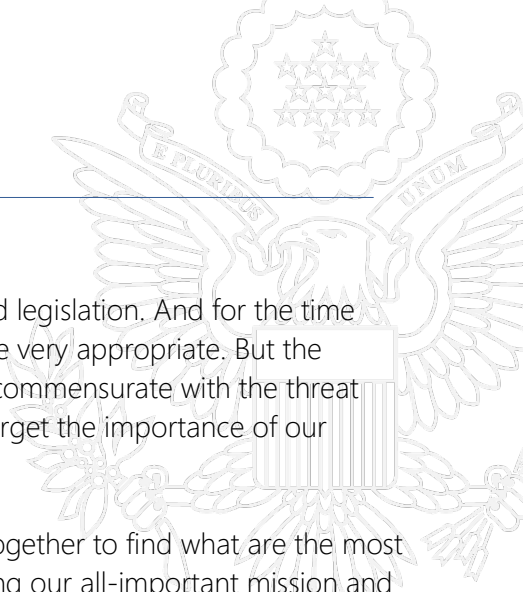
But just for those of you that really want to take a look at this again, it is S.4654 Department of State Authorization Act of 2022, as passed by committee. Now, I'm not going to read this whole section, but I will give you an idea of where the committee wants to go. And I want to emphasize before I do this is this is something that passed on a bipartisan basis out of the Senate Foreign Relations Committee.

So this legislation is not a partisan proposal. It is definitely a bipartisan proposal that was based on a report that the State Department did called "The Overseas Security Panel." And so in the middle of this and under the sense of Congress, it is the sense of Congress that the setback and co-location requirements referred to in subsection (b)(5)(a) of SECCA, even with available waivers, no longer provides the security sets requirements used to provide because of advancement in technologies, such as remote-controlled drones that can evade walls and other such static barriers.

Two, the department should focus on creating performance security standards that, A, attempt to keep the setback requirements of diplomatic posts as limited as possible-- limited-- B, provide diplomats access to local populations as much as possible while still providing a necessary level of security. And then, three, co-location of diplomatic facilities is often not feasible or advisable, particularly for public diplomacy spaces whose mission is to reach and to be accessible to wide sectors of the public, including in countries with repressive governments, since such spaces are required to permit the foreign public to enter and exit the space easily and openly.

Now, why did Congress want to do this? And I think that this is the reason why this is so bipartisan. In paragraph five, the return of great power competition requires United States diplomats to do all they can to outperform our adversaries. And B, the department is to better optimize use of taxpayer funding to advance United States National interests. And six, this section will enable the United States diplomats to compete in the 21st century while saving United States taxpayers millions and reduce property and maintenance costs at embassies and consulates abroad.

Ladies and gentlemen, this is essentially at least so far is a mandate from Congress to change what we've been doing in the past. And this is something that I cannot predict whether it will be passed or not. But we actually realize that there is bipartisan sentiment on Capitol Hill for us to change the way we look at our embassies and really build the embassies that are more appropriate in the security environment that they're in.



One of the things that I have said about SECCA-- it's not that SECCA was bad legislation. And for the time when we were fearing terrorist threats in very dangerous places, it was maybe very appropriate. But the problem is I think that it's let us stop thinking that we need to make security commensurate with the threat environment that we're operating in. And we cannot as a diplomatic entity forget the importance of our contact and our outreach to host government population.

We can't stop being diplomats, and we as an organization have to all work together to find what are the most appropriate ways that we can protect our people but at the same time fulfilling our all-important mission and are really the reason we are stationed overseas, which is to have to establish contact with local governments and in many times in repressive places with local populations because we're forgetting what we're really have to be all about. But that's going to take some creativity on everyone's part, and it's good to see Congress is finally focused on this and trying to push us forward.

We'll take questions on this in the question and answer session. But I do want to go on now to Curtis Clay. And if you'd just talk, Curtis, you give us an idea of where we're going in architecture.

CURTIS CLAY: Thank you, Director Moser. This has been fun today, huh? All together?

MAN 5: Thank you.

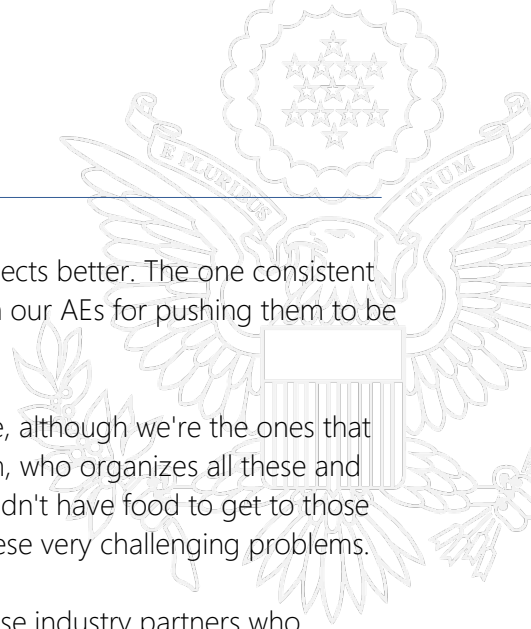
CURTIS CLAY: Welcome to OBO's COVID super spreader event. I hope everybody gets home safely. I appreciate it.

I do want to say one person I do want to thank is Rick for his initial support, Rick Sullivan, who's sitting next to Director Moser. When we first brought this idea of Design for Freedom and pushing it forward with him and Angel, he was the first one to just really step up and said, let's do it.

So we made that connection with Sharon, and we proposed for the AIA conference. And they put us right before Barack Obama spoke at the AIA conference. And so everybody was running out of every other session, but our session stayed packed. Everybody was really interested in that.

So obviously the continuous engagement with industry is extremely valuable to our program. Over the past couple of years, I've had the pleasure of moderating several of these IAG discussions. And I'm always impressed with how prepared you all come to these events.

You read the hundreds of pages we send you in advance. The members really arrive prepared to dive really deep into these discussions and into the details. The deliberations are intense behind the scenes. The disagreements make us often reconsider what we had initially thought. You know, we're so close to these projects for so long, and then we start getting these discussions. And oftentimes the disagreements don't have to really be resolved. But that discussion about what we're disagreeing on is what really drives to push the project forward.



And then the discussions with the AE teams afterwards always make the projects better. The one consistent thing I always hear at the end of them is always "thank you." Thank you from our AEs for pushing them to be better.

Thank you from the industry reviewers for allowing them to come participate, although we're the ones that are really thankful for you. And then also thankful to the external affairs team, who organizes all these and make sure we have lunch, which is probably the most important part if we didn't have food to get to those full-day events. But it's you guys that are really helpful in helping us solve these very challenging problems.

One question I often receive is, how can I work on these projects? So for those industry partners who participated in our panelists and for other architect engineering professionals here that would like to be a part of the program, I'm pleased to announce the upcoming release of our next IDIQ for design services, which will hopefully be released by the end of the year. So we're currently seeking to expand the pool of firms who currently contribute to the program. And we're going to be releasing an RFP for firms to contribute to several modernization projects.

So most of what you all have seen today is the big sexy stuff, which is about 60% of the money. But really the bulk of the work-- really the backbone of the program are these ambassador's residences, compound security upgrades, marine security guard residencies, lease fit-outs. There's all kinds of projects, the major innovations.

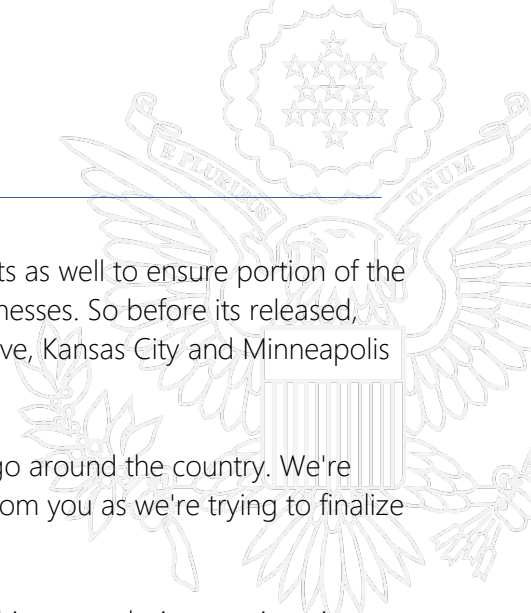
You know, we have all these modern masters from Marcel Breuer to Edward Rowe Stone building to IM Pei that are all coming up to the end of their useful life. Cultural heritage projects, master planning-- this is really the bulk of what really keeps all of these posts running.

And so IDIQ opportunities can be focused on that set of work. And it honestly gives you the best chance to compete for the big design embassy IDIQ when it finally comes out. You get to learn the program. You learn the design standards. You learn us. We get to learn you. I really is the, I believe, the best contract opportunity to prepare you to be competitive for the larger design idea IDIQs.

In conversations I've had with many of you, we've been meeting with the capabilities conversations. Shout out to external affairs and Christy Foushee, capabilities conversations. You can go on the website and ask.

We talk to everybody and anybody that wants to have a conversation with us. They'll set those up. But we've been listening, we've been asking, we've been getting feedback, and we've tried to incorporate a lot of the feedback we received into this upcoming solicitation.

One thing we've heard is that the barrier of entry for small and medium sized firms was too high. So we're working to introduce a page limit to try to level that playing field for the solicitation. We've also expanded the project submission requirements to give equal credit to some non-OBO work and also incorporated the ability to submit unbuilt work as part of the submission.



And we've also introduced the ability to credit innovation and research efforts as well to ensure portion of the contract-- and insure a portion of those contracts will be given to small businesses. So before its released, we're going to be visiting cities across the country. We currently have, I believe, Kansas City and Minneapolis scheduled. We're planning some more.

We also heard we never knew it was going to come out. So we're going to go around the country. We're going to spread the word about this and then get some more information from you as we're trying to finalize this to get some more feedback.

So, honestly, for our projects to continue to deliver the best of American architecture, design, engineering, sustainability, art, cultural heritage, maintainability, construction, and all the other things that make these projects so fun and complex, we really want the best of the best from around the country to be a part of our program. So I hope you'll consider responding to this RFP when it's released and help us continue to build what I believe are the finest projects around the globe. So thank you very much.

[APPLAUSE]

AMBASSADOR MOSER: OK. We've now come to a very important part of our session, where we're going to open up the floor to questions. And the questions really are about anything really that you want to talk about about today's program or questions about OBO. And this is really where it's not just the industry advisor peers that get a chance to ask questions but all of the participants who took the time both here and online, who took the time to join us today.

MS. CHRISTY FOUSHEE: Yeah.

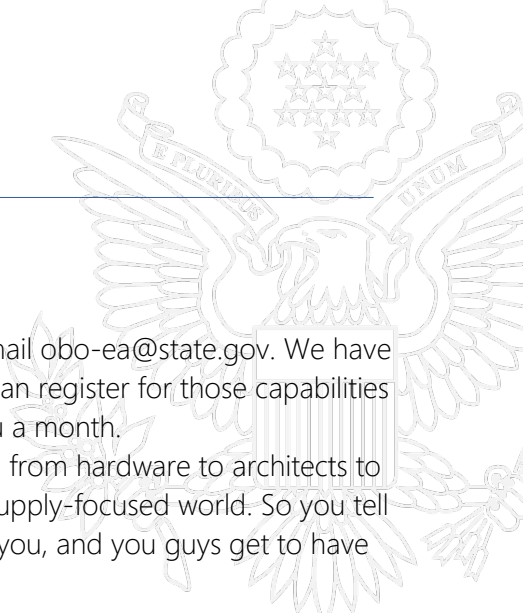
AMBASSADOR MOSER: So Christy, if you'll do ground rules.

MS. CHRISTY FOUSHEE: I do. Yeah. So we've all been in a windowless room all day. So let's liven this up. Ask some-- get to those mics and ask someone some great questions. I think know we're ready to hear from you guys. We've got mics here on the sides. You can see that they're kind of flanking the back screen over here both on the right and left. So feel free to come up there.

We've got some that have already come in through the chat function, and some folks have emailed us. So I'm going to start there, if you're not going to line up.

We also-- you know, if folks here at the table have comments and/or other questions they want to ask, please feel free. But what we'll do is we'll-- as the ones online continue to come in. So folks out there send in your questions on the chat function, and we'll get them included in the queue.

But we'll do a couple here in person and then online, and we'll make sure we get the questions answered as best as we can. I do want to plug, like Curtis said, just quickly on the capabilities conversations because as these solicitations come out, you know, you don't want to wait until they're out to ask and know about the



program.

So Lauren Lockett is going to love me for this, but she's back in the room. Email obo-ea@state.gov. We have a whole really robust industry engagement page on our website where you can register for those capabilities conversations. We talk to you guys in the industry probably, at least 10 of you a month. And it's great for our folks to learn about what's going on, and it's everything from hardware to architects to construction contractors. We really hear from everybody, the whole kind of supply-focused world. So you tell us who you are, we find the people in our building that need to know about you, and you guys get to have an exchange.

So if you've never done one of those, I highly recommend that you do it because it's a great way for you to get to know us. So to the questions.

MS. CHRISTY FOUSHEE: OK. So I'm going to read the ones online while you guys are waiting to get in. OK. Now, wait. So I said I had them.

Andrew, you got to send them again. [CHUCKLES] Or wait. It's on a group chat. You know, I don't have my son to tell me how this works. Oh, it's going to be a challenge. All right.

AMBASSADOR MOSER: And you know why I want new blood in OBO?

MS. CHRISTY FOUSHEE: Yeah. [LAUGHS] I have reached and I still can't find the questions.

AMBASSADOR MOSER: Yeah, because I want people that actually understand all the technological tools that we have now and--

MS. CHRISTY FOUSHEE: I understand them.

AMBASSADOR MOSER: And we have to have somebody that's less than 30 to do that.

MS. CHRISTY FOUSHEE: Rats. OK.

AMBASSADOR MOSER: OK.

MS. CHRISTY FOUSHEE: OK. Yeah, you get to go first.

AMBASSADOR MOSER: OK. You get to go first, please.

NASH EMMERICH: OK. Sure. I guess I'm Nash Emmerich with Buro Happold. Thanks for having everybody today and for putting on a great program.

My question-- I guess a quick observation followed by a question. So I think one of the really cool things

about today was this afternoon's conversation about equity in the supply chain as well as this morning, talking about the social valuation and how do we value the social aspects and really the diplomatic work that everyone's doing in these buildings. Also connects back to last year, where you talked a lot about the E in carbon. And I know that that's still a huge important priority for OBO.

So I guess my question is I see a lot of overlap between all of those things. And, you know, we have a tremendous opportunity with these buildings to implement performance-based outcomes within these projects. And so what is the plan for OBO in order to start to clarify direction to the design teams and operations and construction teams to take that next step and make it more formal?

AMBASSADOR MOSER: OK. Rick, do you want to take that one?

MR. RICK SULLIVAN: Yeah. Thank you very much. I expect nothing less than a great question like that from our peers from Buro Happold. So I appreciate that.

You know, there's tons of changes going on right now in the industry. We are desperately trying to keep our heads above water and keep up with it. Our partners in this room here and some of our peers are certainly helping us with that.

I'd say just be a little bit patient. We are working on decarbonization, sustainability, climate. We've got a great climate security resiliency program going now. We kind of reconstituted our energy program, tying in decarbonization, our whole Design for Freedom stuff. We got to figure that out, just where we're going to go.

Lots of stuff that's kind of coming to the head in keeping up with technology and making sure we're fully using all the skills and tools that the industry uses. We've been behind in the past. We're trying not to be behind anymore. So I can say we're going to keep working it, and we're going to need your help.

NASH EMMERICH: Yeah, absolutely. I mean, I think it's great for OBO to be asking the questions, and that's how you become a leader. So yeah. Certainly willing to help.

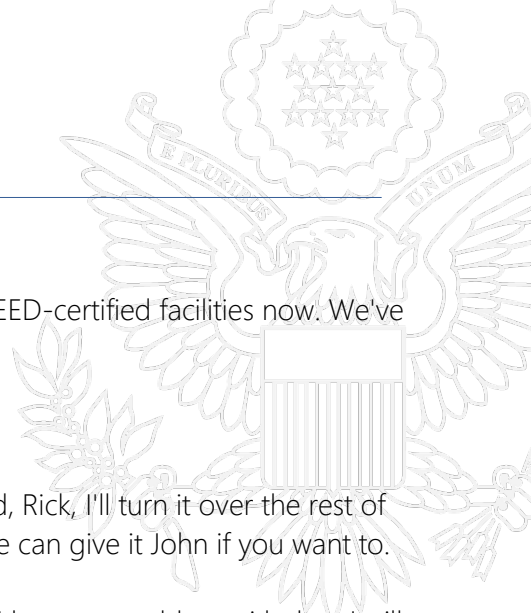
MR. RICK SULLIVAN: All right. Thank you.

SHARON PRICE: All right. Let's go--

MR. RICK SULLIVAN: OK. Next one?

BRYAN KATZ: You'll have excuse me. I'm going to re-pepper you with embodied carbon. Bryan Katz, Integral RSG. We're a resilience and sustainability consultant and technology provider.

I'm just sort of curious with where GSA has taken a first step and brought some performance metrics and performance specification into P100 standards now. Where does that help to lay the groundwork for OBO for IAG to look at supplementing, ICS direction, or really opening the gateway for performance?



AMBASSADOR MOSER: Well, let me say one thing. You know, we have 57 LEED-certified facilities now. We've been doing this a long time.

BRYAN KATZ: And paved the way.

AMBASSADOR MOSER: And I think that we do have a good record and. And, Rick, I'll turn it over the rest of this to you. But I just want to say for-- or you want to give it to John Pitts. We can give it John if you want to.

MR. RICK SULLIVAN: Yeah. John can have the [INAUDIBLE] still in the room. I have no problem with that. I will say with GSA, we partner with GSA and BOD and all the other [INAUDIBLE] building programs, talk with them regularly. So we do the best we can to keep up with them and share their knowledge. Like I said, we're still working on a lot of stuff right now.

AMBASSADOR MOSER: Yeah, and we do. One of the things is to-- when we look at-- one of the things that I try to do very much in my role-- as I told you, I'm the owner operator. And I have to be responsible for all the personnel overseas.

There's only like 70 to 100,000 of them, so it's a small job. But one of the things is I look at the posts where we have energy deficits and we have trouble supplying electricity. And I realize that we've got to think of energy solutions, that we've got to be aggressive in this.

Now, I know we've got really some of the trafficking concerns in the supply chain for solar panels. And this is something that I think we'll have to get around. But I really do think that in the future we should start looking at energy programs for these places wherever we'll be able to take care of many of their needs because many times they are living in places where they might not have electricity for days or only have it for a couple of hours a day.

And then the consequence of that is they're spending a fortune on diesel fuel. And as a result of that, that's even more environmental pollution. So there's a lot of-- if you do the right thing, there's lots of times ancillary benefits that can help a whole host of issues. Was that OK, Rick?

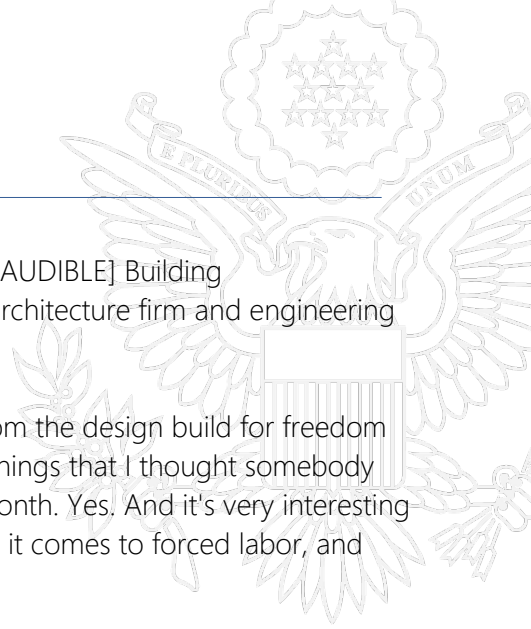
SHARON PRICE: [CHUCKLES]

AMBASSADOR MOSER: OK. OK. Next.

MS. CHRISTY FOUSHEE: OK. Should we do-- how about we do one more here--

AMBASSADOR MOSER: Yeah, please.

MS. CHRISTY FOUSHEE: And then I've got a couple from the Q&A.



ALICIA: Thank you very much. My name is Alicia Diaz de Leona. I'm from [INAUDIBLE] Building Performance Consulting in Silver Spring, Maryland. We're a small financing architecture firm and engineering firm.

I have a small comment and then the question. An observation that I had from the design build for freedom is that it was pointed out about today being September 15. And one of the things that I thought somebody was going to say is that today is actually the first day of Hispanic Heritage Month. Yes. And it's very interesting because it is Hispanics, one of the populations that check all the boxes when it comes to forced labor, and human trafficking, and all those issues.

I'm not going to delve too deep into that, obviously, but it's something to keep in mind especially for domestic construction work and see how can we do better in that respect. We are a minority in Hispanic populations here. But now going to the question, it's a different topic.

For firms like ours, who want to partner with OBO is the approval process-- how rigorous is the approval process for smaller specialized firms as opposed to large design firms?

MR. RICK SULLIVAN: Ooh. Yeah.

MS. CHRISTY FOUSHEE: You know, so I will give you kind of a general response. But I know probably Curtis or Rick or others that work more in specialized areas might tell you.

But we have-- lot of our opportunities go through what they call indefinite delivery, indefinite quantity contracts, which you heard about. We have them for all kinds of things. Literally, the list is like this long-- roofing, you know, HVAC, everything. So that's a really good first place to go to really kind of see those contracts are typically one base year with four-year renewal.

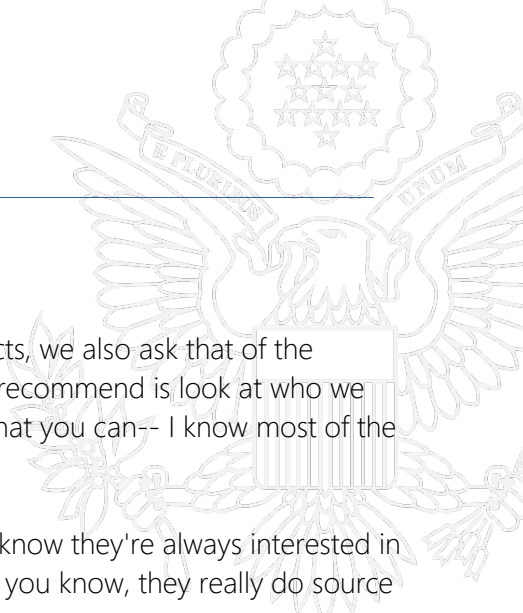
Our website, Lauren, has done an incredible job of sourcing our whole building to really collect all of the universe of IDIQ and give you the sense of when it was put out, the firms that are on it, and so when it would be renewed. So I would say if you haven't checked that out, definitely do because you might easily find an-- and a significant amount of our work is awarded through that mechanism.

AMBASSADOR MOSER: And can I add one thing?

MS. CHRISTY FOUSHEE: Please. Yeah.

AMBASSADOR MOSER: And also too I will note that OBO is the biggest supplier of small business contracts in the Department of State. And, in fact, what's amazing to me if you start to look at it-- there are whole areas like our electrical work and some of our design work, and generator work, and elevator work. It's all done through small businesses.

We are a huge customer of small business services. So we really feel like that if you've got a capability that we



can use, we can probably find a vehicle to make it happen.

SHARON PRICE: Yeah. And in addition to us awarding that volume of contracts, we also ask that of the people that we award the larger contracts to too. So the other thing I would recommend is look at who we award contracts to and talk to them about teaming opportunities and ways that you can-- I know most of the firms that are here really do get a lot of interest, especially on this work.

And I know they-- the same kind of capabilities conversations that we host, I know they're always interested in open-- I mean, obviously it's their business. So they make those choices. But, you know, they really do source a lot of the teams from the groups that are here.

So they're actually the good little plug in the agenda booklet on the last page as a registration sheet. So if you're kind of new to this world and you want to know more people, everybody that registered to attend here is listed on there. It's a great source to go through and try to figure out some contacts that you might want to make in the business.

And then yeah. Rick or Curtis, please.

MR. CURTIS CLAY: I'll just add one thing is that we don't measure the firms against their scale of each other. If you look at the list of our AIQs, there are several small firms on that list. Speaking of, [INAUDIBLE] is here...[INAUDIBLE] off small when we first were in their contract. It's about their ability-- they showed us their ability to solve problems in their RFP responses. It was not about the scale or size of their crown.

One example I can give just recently in the support services contract [INAUDIBLE] WXY. You know, one of their projects was a wastewater treatment facility. But it was not just about the wastewater treatment facility. It was about they showed their ability to solve problems beyond just the original program, which is something that resonated with us. And that's the kind of things that our projects like to do as well.

So don't think of the size of the firm. Evaluation panels are really keen to just get the best thinkers, the best people to solve problems as part of the program.

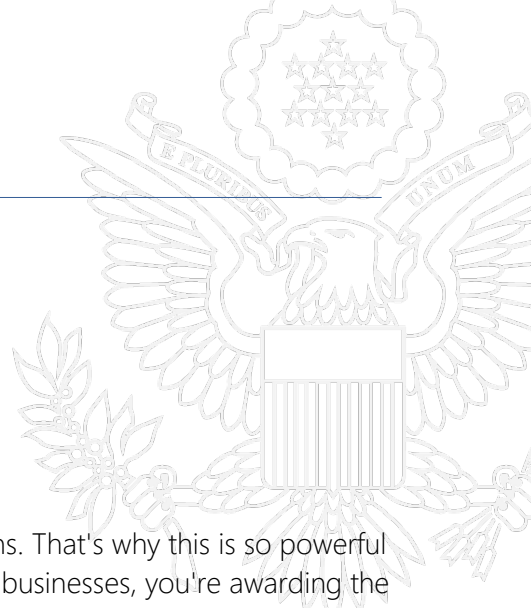
AMBASSADOR MOSER: OK. We're going to go to one of the taken questions.

MS. CHRISTY FOUSHEE: Yeah, and then you know we've got you next.

AMBASSADOR MOSER: And we'll get you next.

MS. CHRISTY FOUSHEE: We have a lot of really good data questions in here. So I'm going to-- there's a whole lot, but I did want to-- there's a Design for Freedom, Sharon. So I'm going to reference this. It's how can Design for Freedom mission help SMEs or independent practitioners learn from OBO's mission to iteratively grow the local skill sets of Americans in construction and design worldwide. So you and us.

SHARON PRICE: Yeah. Yeah.



AMBASSADOR MOSER: No. This is--

SHARON PRICE: [CHUCKLES]

AMBASSADOR MOSER: Sure.

SHARON PRICE: So how can-- and this is where the cascading effect happens. That's why this is so powerful because the commitment by you will then-- just like you're saying, the small businesses, you're awarding the most contracts. And this is a very empowering movement and really combining both of those comments.

So yes, there's going to be new means and methods, and standards, and ways to really bolster small businesses as well. Terrific. Yeah.

AMBASSADOR MOSER: OK. Gentleman at the mic.

BRIAN THOMPSON: Hi. Brian Thompson, CAI. I was on the Malta project back in the day, about 2010-2011. My question is, what's the relationship between the GC and the commission engagement? Are we still doing separate contracts?

And if we're not, if we're doing it all under one contract, how do we maintain the independence under LEED constructs?

AMBASSADOR MOSER: OK. Tracy?

TRACY THOMAS: Yes. Thank you, sir. That's a great question. And back in the day, the time frame you're talking about, we had a moment where general contractors were doing the commissioning. And that's not the case anymore.

We have a number of qualified commissioning agents that all work under IDIQ contracts. And so the contractor provides a commissioning rep and the commissioning agent is in the lead on performing commissioning.

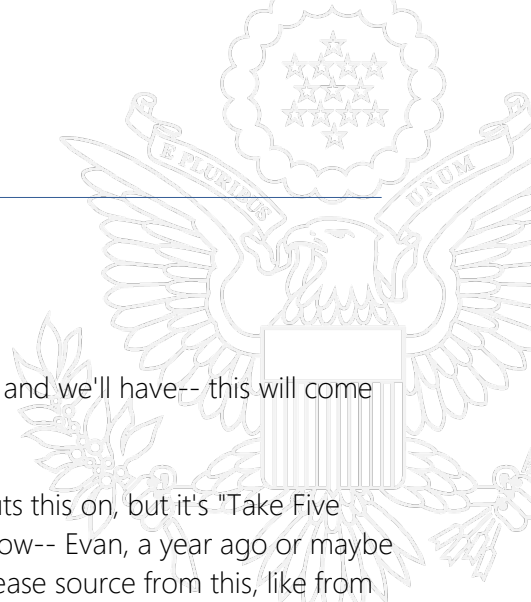
BRIAN THOMPSON: So separate contracts?

TRACY THOMAS: Separate contracts.

BRIAN THOMPSON: I got to look out for those. Sam.gov or--

CURTIS CLAY: [CHUCKLES]

TRACY THOMAS: Yeah. Well--



SHARON PRICE: Those are procured under IDIQ contract opportunities.

AMBASSADOR MOSER: Yeah. You need to look at our IDIQ advertisements, and we'll have-- this will come up periodically.

MS. CHRISTY FOUSHEE: Yeah. This is a great question because my group puts this on, but it's "Take Five Fridays." For any of you that don't know, we started this podcast-- I don't know-- Evan, a year ago or maybe a little so? A year ago and because we really were trying to find a way to release source from this, like from you guys, how to talk about how we collaborate on this work because we find it so interesting all the time.

And this little kind of like idea of like a five-minute podcast on Fridays really took off. And we had a whole lot of interest. But the question is "Take Five Fridays" was so informative. How can the promotion of this short weekly address inspire the nature industry or young-- the nature of the industry and young professionals to engage. Maybe there's an app that you can put together for viewership. [CHUCKLES]
So yeah.

AMBASSADOR MOSER: You can still see them.

MS. CHRISTY FOUSHEE: We can still see them. Yeah. And if you want, if you're interested in being a guest on "Take Five Fridays," we've turned them into more of a series based upon subject matter. Like for preservation month, I know Tobin does a great lineup for us in May because it's a big lift to do it every single Friday all year.

But if folks are interested, we'd love to host you. It's a great joy I know for the people on our side to sit with you guys and talk for five minutes about the cool stuff that you do.

AMBASSADOR MOSER: And I will say in general about all of our media products we are trying to figure out what are the best ways to reach our various constituencies. So feedback is very helpful for us because we get an idea-- if the people do like it, then it's something that we'll try to do more of. and external affairs does a super job at all of these, but we really don't have good statistics that shows how well they do.

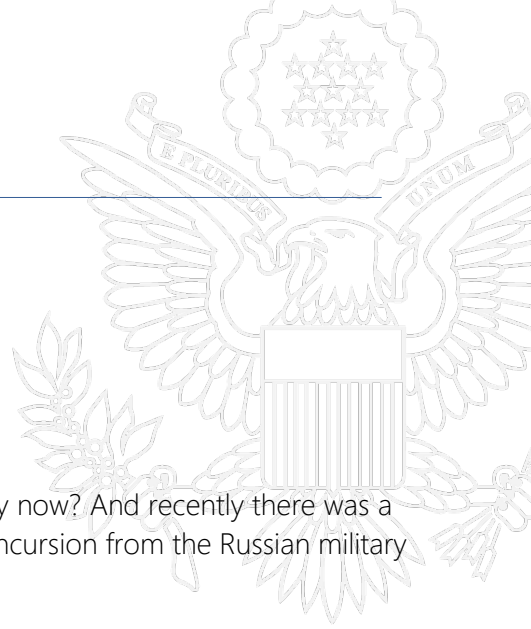
MS. CHRISTY FOUSHEE: We can get them.

AMBASSADOR MOSER: We can get them. Sure.

MS. CHRISTY FOUSHEE: Yeah, we can get them. All right. I think we've got one here--

AMBASSADOR MOSER: Yeah.

NEEL MATA: Good afternoon. My name is Neel Mata. I'm with HDR. When Afghanistan was vacated by U.S. Army--



AMBASSADOR MOSER: Uh-huh.

NEEL MATA: --the Kabul embassy was vacated.

AMBASSADOR MOSER: Right.

NEEL MATA: So my question is two part. What is the status of Kabul embassy now? And recently there was a situation. You know, the U.S. embassy in Kyiv had to be vacated during the incursion from the Russian military on Ukraine.

AMBASSADOR MOSER: Mhm.

NEEL MATA: So is OBO developing any guidelines, design guidelines for situations like these? You know, as we all know, the countries are turning hostile. And there are situations emerging that the embassies need vacating or evacuating at like a week's notice or maybe even 30 days notice. So is OBO looking into developing some design guidelines for resiliency and if an embassy has to be vacated fully? In case of Kabul, it has not been repopulated. So what's happening with that embassy?

AMBASSADOR MOSER: Well, currently to give you the facts for Kabul, is that we have-- the State of Qatar is our protecting power. And they are actually monitoring our properties in the country. And your other one was about Kyiv. In Kyiv, even though we were gone for actually what ended up to be a very short period of time, we are now back in the existing building. Now, regarding design standards, MR. RICK SULLIVAN, maybe I'll give that one to you.

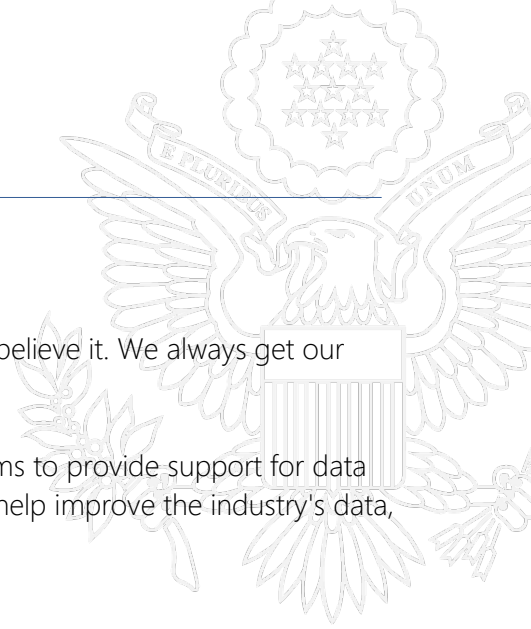
MR. RICK SULLIVAN: Thank you again. [LAUGHS]

AMBASSADOR MOSER: Well, they said design, and I go [INAUDIBLE]

MR. RICK SULLIVAN: Just because they say "design," does it-- you know, we do build our buildings quite resilient. And we secure them the best we can. Obviously, if we evacuate a building, it sits empty for too long. That's never a good thing, right? We've had other places. Caracas. We've been out of Caracas for quite some time. We've been lucky enough to have local staff keep the power on, which keeps the air conditioning on, which we hope keeps the mold out and stuff like that.

But if bad actors get in, ten bad actors get in, and we're going to have to mitigate that after we come back. Right? So there's 1,000 different variables. I think we do the best we can with what we know up front. And then there's going to be a project when we move back in, one way or the other, I think, so--

AMBASSADOR MOSER: But all of this about the building evacuations-- any time anyone brings this up with me, I always tell them do you know that in Ho Chi Minh City, what used to be called Saigon, we're in the same building that the helicopters took off from in 1967? We went and we still own title to that building, and



we got our title back.

So anytime everybody says is, oh, you'll never get your building back, don't believe it. We always get our buildings back. It just takes a while.

MS. CHRISTY FOUSHEE: OK. The next question is, who partners with AEC firms to provide support for data analysis and improvement industry wide? Can an AEC and tech partnership help improve the industry's data, like a software bill of materials or the repetitive tasks of quantity?

CURTIS CLAY: But wait.

MS. CHRISTY FOUSHEE: [CHUCKLES] Anybody. [LAUGHS]

AMBASSADOR MOSER: I don't know if I-- I don't know if I have anybody on my staff that can actually answer that one. Rick, are you the lucky winner?

MS. CHRISTY FOUSHEE: Rick goes, I know I'm going to get it anyway.

MR. RICK SULLIVAN: Yeah. You know, that has been another one where we've struggled in the past. We've got a pretty robust building formation modeling now. I think we've come a long ways on that in the last handful of years.

We're still working on some tech platforms within OBO that are a little bit archaic still. Everybody's working with these projects, things like that. We're working on replacement programs. Hopefully--

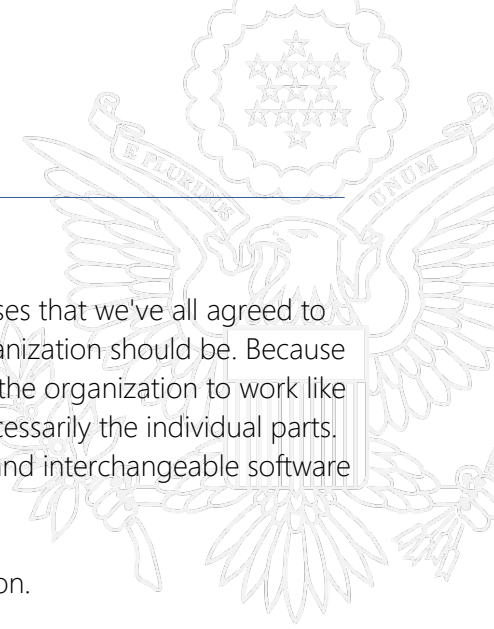
AMBASSADOR MOSER: Yeah. I thought it was more like stone wheels and chisel.

MR. RICK SULLIVAN: Some of them have been there. So we've come a long ways, but we're still working on a lot of tech platforms on our side. We've come a long ways on cleaning up our data and naming conventions and just trying to be a little smarter in how we do things up front. So we can find that information in the back end when we need it.

That's been going through the whole facility all the way started on the planning and design side all the way through facilities and construction. So I think we're getting better at it. We have partnered with some of our IDIQs to help us with some of that stuff. Our IRM group, our a technology computer group within the building's come a long ways in supporting that this last couple of years.

So still a big challenge for us but way better than we were, and we will get better yet next year or the year after.

AMBASSADOR MOSER: And, Rck, probably I would be remiss if I didn't add a little bit. You know, this is our year to really work on business process improvement and that we get a kick-off this summer. And we're going to work on this really probably till about the summer of 2023.



In the next year, my intention is for us to say what-- is take the business processes that we've all agreed to and then really talk about what the automation platform that can unite the organization should be. Because one of the things is I want-- in my own very selfish and parochial view is I want the organization to work like the way I look at it because I look at the organization as a whole and not as necessarily the individual parts. And we've got to find ways so that the whole organization works on common and interchangeable software platforms.

It's a big undertaking, but it's the way to really make OBO a modern organization.

MS. CHRISTY FOUSHEE: OK. I think I know who will like this one.

AMBASSADOR MOSER: OK.

MS. CHRISTY FOUSHEE: OK. Can growth of local recycling from main streets to U.S. embassies spur sustainable industry and skills that lower logistical costs and inspire design? **MR. RICK SULLIVAN.** [LAUGHS]

I'm kidding. I'm kidding. I don't know. You assigned it. **MR. RICK SULLIVAN.**

[LAUGHTER]

MR. RICK SULLIVAN: Well, if you're talking local for where-- local for us overseas, there are a lot of pretty robust recycling programs out there. The State Department has what we call the Greening Diplomacy Initiative that's actually run out of a different bureau. But we work with them all the time, and they work with local green teams made up of embassy staff, and they do a lot of good local work with recycling, and smaller post-managed projects, reach out to the local community to really increase their resiliency, decrease their profile on certain materiality, stuff like that.

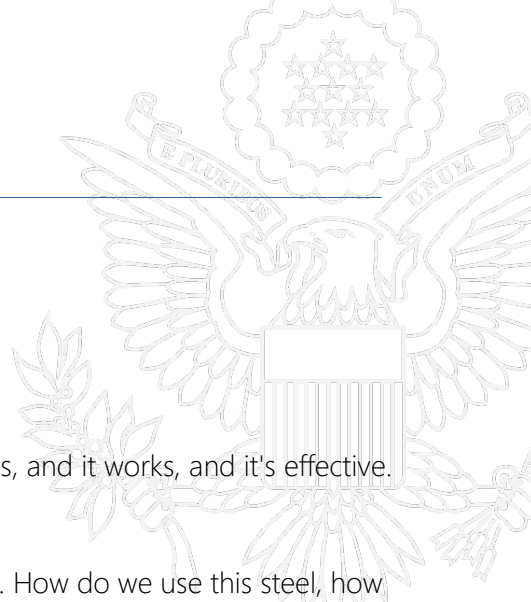
We work with them when they need the assistance on something a little bit bigger. So that answers the question on local. I might have missed part of that.

MS. CHRISTY FOUSHEE: I was wondering too if Chris or Tracy-- you know, you guys-- a lot of the contractors do an incredible amount of recycling as a part of the LEED credits I know on site. I mean, sometimes in some places it's leaving it out on the street and, you know, it recycles on its own. But, I mean, I think that we're pretty robust in the way that we approach recycling I know on our sites. I don't know if you guys--

AMBASSADOR MOSER: Tracy, you want to make a comment?

MS. CHRISTY FOUSHEE: Or Chris. [CHUCKLES]

MS. TRACY THOMAS: I won't add anything more to that description. Thank you.



MS. CHRISTY FOUSHEE: OK.

AMBASSADOR MOSER: OK. Chris?

CHRISTOPHER DUDDING: Sure thing, boss. We do a lot of recycling overseas, and it works, and it's effective. And it's both in developed countries and developing countries.

And, you know, it does open up some opportunities for the local population. How do we use this steel, how do we use this wood, how do we use this thing. So in some cases-- or if there's a very developed recycling program, it just feeds directly into that in terms of materials. And we're happy to continue both recycling and using recycled materials when they're available.

AMBASSADOR MOSER: OK.

MS. CHRISTY FOUSHEE: OK. I think-- yeah, you want-- should we close it out?

AMBASSADOR MOSER: And no waiting for the microphones.

MS. CHRISTY FOUSHEE: OK. Maybe one time for one more-- oh, here we go. And then we'll have one more. This and then one more online.

AMBASSADOR MOSER: OK. Please.

PETER DOHERTY: Thanks. My name is Peter Doherty with Peter William Architects here in DC. Among the great conversations today was this one concerning social impact. And I thought the discussion about sort of maximizing the value and, let's say, mitigating the impact on sites was really terrific.

I had a specific question about that, which is sort of whether in a sense, amid all the sort of potentially negative talk about how do we not do this, how do we not upset that, if OBO is also tracking kind of success stories. Right? Is there sort of a post-occupancy process in which the impact and the interaction of the site design and the kind of public design of the building is sort of tracked over time for different projects?

And it would be interesting to know and hear about those success stories in general, not just necessarily for design teams.

SHARON PRICE: Yeah. And I-- for, I mean-- we definitely do post-occupancy. And I know, you know, we get-- we're owner operator, so we get a lot of feedback, as you might imagine, when things don't work. Feeding that into a centralized system, I think, has been the thing that we've been looking, you know, how do we track those comments and kind of that interest. I will say on the social-- that's kind of more on the operational.



And on the social evaluation part, Embassy Effect has really worked to kind of capture that. If you haven't seen our video, it's a great way-- we've got some ambassadors on there that are giving some really tangible examples of how the building either in its own right or how they're able to use it within the community is providing opportunity to truly be diplomatic in its existence and how the building has-- our U.S. consulate in Matamoros and Broussard Kennedy's here, that project really transformed that neighborhood.

And the Consulate General just could not talk enough about the change in their ability to service their customer, which is that people come to get visas every day. And the building literally changed the way that they could have relationships with those people. And I know a lot of our buildings-- you know some, of them like Mexico City and Beijing, I mean, these are major-- you're talking, you know, hundreds and hundreds of people coming through those buildings every day.

And so the ability for it to provide a social value on top of an operational one is incredible. And we are tracking that in the very early stages. But I'll tell you guys in this room a lot of the stories we have come from you all because you all really are sometimes on the ground more operationally than we are know sometimes intermittently. And some of the great stories that we've had like with Juba and the fence around where the children were able to come and do their homework to the lights around the compound, that came from Mason & Hangar, who were operating the project there.

So feed us that stuff. We do have a way to collect it, and that feedback is transformational for us internally, too. We love to be inspired by the work that we do.

AMBASSADOR MOSER: And then one of the other things is that when I talk to ambassadors or consulate generals that have new buildings coming up, I remind them that they're missing a huge opportunity if they don't bring local architecture students into the buildings and engineering students. And if they don't do those outreach, whether it's students or it's actually the local engineers and architects, that they need to use these as public diplomacy tools because every ambassador is faced with the same thing. They want to know how to reach audiences that we don't normally reach, and the building can be a wonderful tool for that.

And the same thing goes for the art collections that we put in each building, that they are wonderful public diplomacy tools. And they can be-- you need to make liaison with your local artist community in order to show what we're doing in order to associate the art of the country with the art in the United States and really use these things as ways to do outreach.

MS. CHRISTY FOUSHEE: OK. I think to keep-- you've been so good on time the whole time. So--

AMBASSADOR MOSER: OK.

MS. CHRISTY FOUSHEE: --we're almost done. So I'm going to-- there's a lot of questions here, but I'll just throw this one out there because I do think it kind of sums up why we're all here today. And not in the specific way it asks but in the potential for it. And it's can the U.S. government influence the tools we use. A recent Nordic nations open letter to Autodesk about about its lack of software modernization for users

really caused them to review what they were doing. So the power in this room is significant. So I think the question is more are we doing that, are there ways that we're thinking about how we can use the power that we have to make changes in the industry like we're doing with Design for Freedom.

Autodesk is obviously-- it's a software tool, but I think, you know, that's it's a good thing to maybe leave with, if anybody wants to comment on this.

AMBASSADOR MOSER: No. But I think to sum it up, though, that's the reason we wanted to have the session today. It was essentially so that we could discuss these and so that we are trying to incorporate these things in our way of doing business. And as we've said over and over today, we need your help in order to do this. And so this was a session to allow us to have that kind of discussion where you start to think about these things as well.

MS. CHRISTY FOUSHEE: Yeah. OK.

AMBASSADOR MOSER: OK. OK. Thank you all very much. I wanted to say while we're all together we do have the networking event.

MS. CHRISTY FOUSHEE: We do.

AMBASSADOR MOSER: And it's next door?

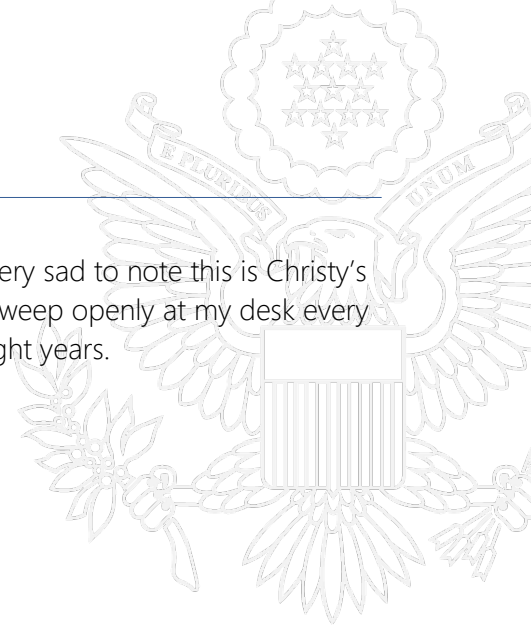
MS. CHRISTY FOUSHEE: It's Right outside the delegates lounge. A few plugs. There was a lot of questions about climate. The climate team will be in the delegates lounge specifically. Go talk to them. Ask them your questions. John Pitts and Dave Keller are over here, right there. They're going to be in the delegates lounge. Sharon Prince, the keynote-- I know if you want to have a quick few words with her, she's going to be in there as well. Tobin Tracy from Cultural Heritage. If you want to find out how you can be a part of making these ambassador residents and embassies, we'd love to-- there's a lot of people in this room. Contribute. Offer some help. Throw them some change. [CHUCKLES] Whatever. They need like what? \$22 billion?

AMBASSADOR MOSER: Fundraising is always welcome.

MS. CHRISTY FOUSHEE: Specifically, yeah. So they'll be in the room as well to provide more, as well as everybody in this room. So--

AMBASSADOR MOSER: OK. And then I want to say a special thanks to our external affairs unit and give them a great round of applause.

[APPLAUSE]



Because they have done a wonderful job of organizing this. And then I am very sad to note this is Christy's last event with us. She's going to go on to other activities, and I am-- I cry. I weep openly at my desk every day because of this because I've worked with Christy now for really about eight years.

MS. CHRISTY FOUSHEE: We're old friends.

AMBASSADOR MOSER: Yeah, and we're old friends.

MS. CHRISTY FOUSHEE: Yeah.

AMBASSADOR MOSER: And it's very sad for me to see her go. But I always say that people have to decide what they want to do with their lives and really go on and pursue those dreams. And we don't want to hold her back because she's going to be a positive contribution to whatever she does.

MS. CHRISTY FOUSHEE: Thank you. That's so nice. I have loved working with all of you.

[APPLAUSE]

AMBASSADOR MOSER: OK.

AMBASSADOR MOSER: Sure?

OK so we'll see you for the networking session, we're going to get a picture.

Certified as accurate in accordance with 41 C.F.R. § 102-3.165.

A handwritten signature in black ink, appearing to read "Debra Lehman-Smith", is written over a horizontal line.

Debra Lehman-Smith

11/4/2022

Date

