

# Design for Diplomacy

NEW EMBASSIES FOR THE 21ST CENTURY



A Report of the AIA 21st-Century Embassy Task Force



THE AMERICAN INSTITUTE OF ARCHITECTS



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The American Institute of Architects ([www.aia.org](http://www.aia.org)) is the voice of the architectural profession and the resource for its members in service to society. The more than 83,000 AIA members express their commitment to excellence in design and livability in our nation's buildings and communities. Members adhere to a code of ethics and professional conduct that assures the client, the public, and colleagues of an AIA-member architect's dedication to the highest standards in professional practice.

THE AMERICAN INSTITUTE OF ARCHITECTS



July 1, 2009

Mr. Adam Namm  
Acting Director  
Bureau of Overseas Buildings Operations  
U.S. Department of State  
Washington, D.C. 20522-2008

Dear Acting Director Namm:

On behalf of the American Institute of Architects (AIA), we are pleased to submit the recommendations of the AIA 21st Century Embassy Task Force, as contained in this report. These findings reflect the dedicated collaboration of leading architects, engineers, landscape architects, ambassadors, diplomats, Foreign Service personnel, architectural historians, public art experts, and key members of the Bureau of Overseas Buildings Operations (OBO) involved with design, construction, and project delivery.

Ensuring the safety and security of Americans and foreign nationals who work in and visit U.S. embassies must remain the highest priority for the State Department. OBO's design and construction program must support this mission with robust protective measures, as mandated by the U.S. Congress.

At the same time, the AIA 21st Century Task Force believes that new U.S. embassies can, and must, reflect American values and ideals. U.S. embassies should symbolize America's vitality, enduring strength, decency, and innovation. These essential qualities contribute to the conduct of American diplomacy, encourage international commerce, and enhance cultural exchange.

Integrating security and design excellence provides a blueprint for creating high-performance buildings. Design excellence encompasses safety and security, along with aesthetics, energy efficiency, sustainability, flexibility of functions and work spaces, accessibility, historic preservation and user productivity. These are the critical issues that directly impact State Department employees, federal budgets, and the long-range planning and operational strategies for overseas facilities. When carefully considered and reviewed during the early phases of project planning, budgeting, and development, these goals can be achieved in ways that provide the best value for American taxpayers.

Design and construction of new embassies represents an enormous challenge – and an unprecedented opportunity – for the State Department to provide secure facilities for American personnel on a fast-track schedule, often under difficult safety conditions in volatile locations, and in an unpredictable economic climate.

This report addresses many of the complex issues, challenges, and opportunities that OBO is facing now and in the years ahead. The report includes recommendations on how the State Department can achieve the goals of integrating security and design excellence, while creating high-performance diplomatic facilities.

The AIA and its 21st Century Embassy Task Force wish to support you and OBO by providing expert advice from some of the nation's leading design and diplomacy professionals.

We extend our appreciation to you and to former Director, *Ad Interim*, Richard J. Shinnick, for your support of the Task Force as it conducted its work. We also wish to acknowledge several of your OBO colleagues for their invaluable assistance to the Task Force, in particular William G. Miner, Director, Design and Engineering Division; Jonathan J. Blyth, Director of External Affairs; and Patrick W. Collins, Architectural Bureau Branch Chief.

We welcome the opportunity to meet with you and others within the State Department to discuss how we can assist you in advancing these goals and implementing the recommendations in this report.

Sincerely,

Barbara A. Nadel, FAIA  
Chair, AIA 21<sup>st</sup> Century Embassy Task Force  
Former AIA Representative to OBO Industry Advisory Panel

Marvin J. Malecha, FAIA  
2009 AIA National President



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On the cover: Beijing, China, NEC. Architect: Skidmore, Owings & Merrill  
Photo: SOM

# I. Preface

In July 2008, the U.S. Department of State Bureau of Overseas Buildings Operations (OBO) asked the American Institute of Architects (AIA) to provide assistance in reviewing the manner in which new U.S. embassies are planned and designed.

In response, in September 2008 the AIA formed the 21st Century Embassy Task Force, comprising nationally recognized architects, engineers, and landscape architects familiar with embassy design; former ambassadors; and representatives of the American Foreign Service Association (AFSA), the American Academy of Diplomacy (AAD), the Foundation for Art and Preservation in Embassies (FAPE), the U.S. General Services Administration (GSA), and OBO.

The primary goal of the Task Force was to prepare a report for OBO that provided recommendations on:

- Ensuring that all diplomatic facilities meet the security requirements as identified by the Bureau of Diplomatic Security (DS) to protect all Embassy personnel
- Integrating security and design excellence to create high-performance diplomatic facilities
- Providing American taxpayers with the best value for diplomatic facilities.

The AIA hosted a symposium in Washington, D.C., in November 2008 for Task Force members, at which a set of recommendations to OBO was developed. Task Force participants and OBO Industry Advisory Panel (IAP) members received copies of the draft report for review in December 2008. The AIA reviewed comments to the draft; many of those comments have been included in this document.

Recommendations were developed from data collected from Task Force participants via the symposium and an online survey tool, and are supported by observations, experience, and comments from individuals with whom the Task Force met, spoke with, and heard from. The State Department cooperated extensively with the Task Force. However, the findings and recommendations contained in this document are those of the AIA and the Task Force.

## II. Introduction

The purpose of the U.S. Department of State's embassy design and construction program, authorized and funded by Congress, is to provide more secure, safer, more functional and better-maintained facilities for American personnel who serve the U.S. Government in foreign countries.

Diplomatic facilities abroad are more than just offices, residences, and places of assembly and refuge. They are the physical presence of the United States beyond its borders. U.S. embassies are symbols of the values and aspirations of the American people.

The location, appearance and convenience of, and the presence and maintenance of public spaces in and around, the embassy often contribute to the first impression of the U.S. embassy for all visitors. Even the extent of protection from the elements while waiting outdoors plays a role in how visitors perceive their experience in a U.S. facility.

To citizens of host countries, U.S. embassies, especially the public-consular sections, often represent a first interaction with the United States and the institutional face of America. This is true for those seeking visas and passports from a U.S. embassy anywhere in the world.

To American expatriates seeking assistance with passports, visas, medical and family emergencies, legal issues in a host country, or a variety of government services from Social Security to Veterans Administration benefits, the U.S. embassy and its dedicated cadre of foreign service personnel is often a vital link to essential communications and public assistance.

However, U.S. embassies also serve as potential targets of those who seek to perform violent acts against the United States, protest American foreign

*This is going to be a challenging time and it will require 21st Century tools and solutions to meet our problems and seize our opportunities. I'm going to be asking a lot of you. I want you to think outside the proverbial box. I want you to give me the best advice you can.*

**SECRETARY OF STATE  
HILLARY RODHAM CLINTON  
WELCOME REMARKS TO STATE  
DEPARTMENT EMPLOYEES  
JANUARY 22, 2009  
WASHINGTON, D.C.**

policies, take Americans hostage, and kill American citizens. From the storming and hostage-taking at the U.S. Embassy in Tehran in 1979, the deadly 1998 bombings of the U.S. Embassies in Nairobi, Kenya, and Dar es Salaam, Tanzania, to the 2008 assault on the U.S. Embassy in Sana'a, Yemen, incidents of international terrorism directed towards U.S. embassies, diplomatic personnel, and American assets have been and will continue to be an ongoing concern for the State Department.

As a result, ensuring the safety and security of Americans and foreign nationals who work in and visit U.S. embassies and diplomatic facilities must remain the highest priority for the State Department and OBO's design and construction program, as mandated by the U.S. Congress.

Architects, engineers, and other design professionals are required by their licensing bodies and codes of ethics to design structures that protect the health, safety, and welfare of the public. Ensuring to the maximum extent possible the safety and security of American personnel working in U.S. diplomatic facilities is one of the most important and valuable contributions that design professionals can make to U.S. national security and the conduct of American diplomacy.

At the same time, U.S. embassies can, and must, reflect American values and ideals. U.S. embassies should symbolize America's vitality, enduring strength, decency, and innovation. These essential qualities contribute to the conduct of American diplomacy, encourage international commerce, and enhance cultural exchange.

## A COMMITMENT TO FEDERAL ARCHITECTURE

On May 23, 1962, President John F. Kennedy disseminated *The Guiding Principles for Federal Architecture*, authored by Daniel Patrick Moynihan, Hon. AIA, a member of the Kennedy administration and later a Senator from New York:

1. Produce facilities that reflect the dignity, enterprise, vigor, and stability of the federal government;
2. Avoid an official style;
3. Incorporate the work of living artists in public buildings.

Senator Moynihan's principles embodied the belief that each federal building should be both an individual expression of design excellence and a part of a larger body of work representing the best of what America's designers and artists would leave to later generations. These three principles are the framework for developing design excellence in American civic architecture.

In 1994, the GSA adapted these goals and created a Design Excellence Program, which has become a widely recognized and accepted benchmark within the building industry.

According to GSA, "The program has resulted in dramatic improvements in the design of federal buildings and the positive perceptions Americans



have of their own government. Implementation of the Design Excellence mandate by GSA's regions is enhancing cities across the nation. We now have a track record – a design legacy – that we and future generations can point to with pride.”<sup>1</sup>

Although the fundamental mission of GSA and the buildings it manages within the United States is different from that of OBO, GSA is also concerned about the safety and security of federal employees, especially after the deadly 1995 Oklahoma City bombing of the Alfred P. Murrah Federal Building. As symbols of the U.S. government, federal buildings remain potential targets of violence for those who seek to harm federal employees or damage American assets.

## DEFINING DESIGN EXCELLENCE

In meeting the challenges associated with stewardship of the vast national real-estate portfolio that GSA owns and leases, GSA has designated design excellence as its performance standard. These buildings express the vision, leadership, and commitment of the government to serving the public and the values of the nation. Specifically, design excellence in the GSA Public Buildings Service means:

- Providing the best value to customer agencies and the American taxpayer;
- Developing safe, productive, and attractive workplaces;
- Operating efficiently and effectively – keeping projects on time and on budget;
- Ensuring that projects respond positively to national urban and environmental policies; and
- Selecting America's most talented designers and artists to create facilities that ultimately become respected landmarks.

The GSA approach to design excellence is holistic, incorporating expertise in many areas: architecture, urban design, landscape architecture, interior design, art, engineering, construction, security, sustainability, and workplace design. GSA's goal is to utilize this expertise to deliver projects that are exceptional – models that others seek to emulate. In this effort, GSA sees design excellence as neither veneer nor luxury, but rather an integral feature of the GSA culture and how the Public Buildings Service addresses its work.<sup>2</sup>



Moscow, Russia, NEC. Architect: Hellmuth Obata + Kassebaum Photo: HOK

In recent years, Congress and the design professions increasingly have looked to promote the concept of, and more clearly define, “high-

performance” buildings, which seek to maximize, through the design, construction, and operation processes, a wide range of operational goals, including energy conservation, environment, safety, security, durability, accessibility, cost-benefit, productivity, sustainability, and functionality. In other words, through high performance, the attributes of design excellence, security, and other goals are integrated and optimized. A more in-depth discussion of high-performance buildings is in Section III.

## INTEGRATING SECURITY AND DESIGN EXCELLENCE

The AIA 21st Century Embassy Task Force believes that integrating security and design excellence is an achievable goal. The two are not mutually exclusive.



Berlin, Germany, NEC. Architect: Moore Ruble Yudell  
Photo: U.S. Embassy, Berlin

Integrating security and design excellence provides a blueprint for creating high-performance buildings. Design excellence encompasses safety and security, along with a wide range of goals: aesthetics, energy efficiency, sustainability, historic preservation, accessibility, flexibility of functions and work spaces, and user productivity.

**Therefore, it is the recommendation of the American Institute of Architects and the 21st Century Embassy Task Force that the U.S. Department of State Bureau of Overseas Buildings Operations adopt Design Excellence as a mandate to advance a new generation of secure, high performance embassies and diplomatic facilities that support the conduct of American diplomacy.**

The State Department and OBO should commit to mandating a design excellence program for new embassies and diplomatic facilities. Several actions are necessary to

realize the benefits of design excellence:

- Establishing a policy mandate so that design excellence becomes part of OBO’s culture;
- Setting up and supporting a peer-review process for selecting architectural/engineering firms and reviewing designs;
- Providing design policy guidance to clearly establish design excellence in project activities, including site selection, planning, design, construction, and maintenance;
- Applying appropriate building systems technology to projects according to their location, available personnel, cost, sustainability, and maintainability; and

- Educating Congress and policymakers about the benefits of adopting a design excellence program, and the need to fund long-term facilities operations and maintenance costs.

The result of a successful design excellence program will be a new generation of embassies that are secure, functional, sustainable, support the conduct of diplomacy, remain cost-efficient to operate and maintain, and represent an expression of American values.

The State Department, along with other U.S. government agencies and building industry partners, should analyze the best methods for the planning, design, and construction of secure, high-performance diplomatic facilities. This analysis should review the effectiveness of the Standard Embassy Design (SED) program in meeting current and future benchmarks for building performance and life-cycle costs for maintenance and operations. The analysis should identify strengths and weaknesses in the program, provide recommendations on how to build on previous successes, and offer viable solutions for addressing areas that can be improved.

This report addresses, in Section III, many of the complex issues, challenges, and opportunities that OBO will be facing in the years ahead. The report includes recommendations in Section IV on how the Department can achieve the goals of integrating security and design excellence, while creating high-performance diplomatic facilities.

# III. Issues Facing U.S. Diplomatic Facilities

U.S. embassies serve many important roles for the U.S. government. As civic buildings, authorized and funded by Congress, U.S. embassies represent a vital American presence overseas. They serve as centers for the conduct of diplomacy; workplaces for American personnel from various government agencies; offices that provide visas for those visiting the U.S. and assistance on passports, emergencies, legal issues and government services for Americans living abroad; and venues that foster cultural exchange with host cities and countries. They facilitate a variety of foreign policy and intelligence roles. In some instances, embassy compounds provide housing for Foreign Service and military personnel charged with diplomatic security.

These buildings are more than structures housing an array of official government functions. While similar to other types of civic facilities, U.S. embassies are a specific and unique building type, managed exclusively by the Department of State. For many citizens and visitors to the host countries, the U.S. embassy often serves as a symbol of the United States, an icon of American democratic values and ideals, and a representation of the diversity and spirit of the American people.

Table 1: Notable Incidents of International Terrorism Directed Toward U.S. Embassies, Diplomatic Personnel, and U.S. Assets

1979 – 2002 <sup>3</sup>	
Militants storm U.S. Embassy and take 90 hostages, Tehran, Iran	November 4, 1979
U.S. Embassy bombing, Beirut, Lebanon	April 18, 1983
U.S. Marine barracks bombing, Beirut, Lebanon	October 23, 1983
World Trade Center bombing, New York City	February 26, 1993
Khobar Towers bombing, Dhahran, Saudi Arabia	June 26, 1996
U.S. Embassy bombings in Kenya and Tanzania	August 7, 1998
<i>USS Cole</i> bombing, Yemen	October 12, 2000
Terrorist attacks on the World Trade Center, New York City, and the Pentagon, Washington, D.C.	September 11, 2001
Fatal attack on employees in Islamabad, Pakistan	March 7, 2002
2008 <sup>4</sup>	
Fatal attack on Embassy employees, Khartoum, Sudan	January 2008
Assault on the U.S. Embassy, N'Djamena, Chad	February 2, 2008
Mob attack on the U.S. Embassy, Belgrade, Serbia	February 21, 2008
Evacuation of U.S. personnel from Embassy in Tbilisi, Georgia	August 2008
Assault on the U.S. Embassy, Sana'a, Yemen	September 17, 2008

Historically, and particularly in recent years, U.S. embassies, ambassadors, Foreign Service officers, diplomatic personnel, and American critical assets have been targets for those who wish to make a violent statement about America's reputation in the world and its foreign policy. Based on published accounts, U.S. embassies and diplomatic personnel often have been the targets of violence, vehicle bombs, gunfire, mob assaults on buildings, terrorist threats, kidnapping attempts, and violent attacks directed towards Americans and U.S. policies (Table 1).

## DIPLOMATIC SECURITY: THE MISSION

The Bureau of Diplomatic Security (DS), the law enforcement and security arm of the Department, provides a secure environment for the conduct of American diplomacy. To advance American interests and foreign policy, DS protects people, property, and information at more than 285 State Department missions worldwide. DS is the most widely represented U.S. security and law enforcement organization in the world, and a leader in international investigations, threat analysis, cyber security, counterterrorism, and security technology.<sup>5</sup>

DS is responsible for setting security standards and requirements for the site selection, site planning, design, and construction of U.S. embassies. DS remains involved after construction is completed.<sup>6</sup>

Before such facilities may be opened, DS must conduct a security review, or accreditation inspection, of the finished projects. These comprehensive reviews evaluate all security aspects of the facilities, as well as the integration of building support systems that affect overall security.

As an added layer of security, DS has launched a proactive initiative of post-occupancy compliance reviews, in which the Bureau conducts a second security review at newly commissioned facilities six to nine months after they have been in operation. These secondary reviews focus on completion of security items noted during the initial accreditation inspection, as well as lessons learned on functionality and operability of the various security systems.

## ADDRESSING SECURITY THREATS POST-1998

According to the U.S. Government Accountability Office (GAO), from 1987 to 1997, U.S. diplomatic facilities overseas were attacked on more than 200 occasions.<sup>7</sup> On August 7, 1998, terrorist bombings of the U.S. embassies in Dar es Salaam, Tanzania, and Nairobi, Kenya, killed 220 people and injured thousands more. Subsequent investigations into these attacks and on the conditions of U.S. overseas facilities determined that U.S. embassies and consulates worldwide were insecure, unsafe, overcrowded, deteriorating, and “shockingly shabby.” Unless security vulnerabilities were addressed, employees and the public using these facilities would remain at risk of terrorist attacks.<sup>8</sup>

After publication of these reports, the Department embarked on an unprecedented effort to construct diplomatic facilities at 214 overseas posts. The goal of this effort has been to replace insecure, dilapidated, and dysfunctional embassies, consulates, and other overseas diplomatic office buildings with safe, secure, functional, and modern facilities as quickly as possible.

As of June 2009, OBO has completed the construction of 68 new embassies, consulates, and annexes and has relocated more than 20,000 U.S. employees into these new facilities. The SED design-build execution strategy has assisted in the efficient construction of these facilities. As of January 2009, when the GAO report was issued, OBO had 31 additional ongoing construction contracts for new facilities and plans to build approximately 90 more facilities between 2009 and 2023. Beyond this effort, Department officials indicated that after 2023, OBO would need to replace facilities at approximately 50 posts. The total project cost for the 68 completed projects since 1999 and the 29 currently under design or construction is approximately \$8.6 billion.

## ONGOING EFFORTS TO SPEED CONSTRUCTION AND CONTAIN COSTS

In 1986, in response to terrorist threats, the Department began an embassy construction program, known as the Inman program, to better protect U.S. personnel and facilities overseas. However, due to systemic weaknesses in program management and acquisition of new sites, as well as subsequent funding limitations, the Department completed only 22 of the 77 construction projects planned under the Inman program. Following the demise of the Inman program in the early 1990s, the Department initiated very few new construction projects, until the 1998 embassy bombings in Africa prompted additional funding for security upgrades and the construction of secure embassies and consulates.<sup>9</sup>

In response to the performance problems experienced under the Inman program, State implemented numerous reforms to its management structure and contracting, planning, and construction processes. These reforms were designed to speed completion of projects, reduce costs, and standardize processes, and they had the cumulative effect of reducing the average construction cycle time by two years and nine months.<sup>10</sup>

Among the most prominent reforms were:

- Elevating the former Office of Foreign Buildings Operations (FBO) to bureau status as OBO;
- Relying on the design-build delivery method, which reduces the number of solicitation, proposal, and award processes from two to one and allows contractors to begin basic construction before the design process is completed; and
- Convening the Industry Advisory Panel (IAP) on a quarterly basis to advise OBO on industry best practices on facilities management and construction issues.<sup>11</sup>

# DEVELOPMENT OF THE STANDARD EMBASSY DESIGN PROGRAM

In 2002, OBO implemented the SED to expedite the planning, awarding, design, and construction of embassies and consulates. The SED is a series of documents that outline site and building plans, specifications, and design criteria, and explain how to adapt these specifications to a project and contract requirements. The SED is not an actual building design but rather a template that standardizes the basic plans for the structural, spatial, safety, and security requirements for each embassy, including the following:

- Main office buildings and annexes;
- Security features, such as the compound access control (CAC) buildings and perimeter walls;
- Utility buildings, warehouses, and general services annex;
- Living quarters for marine security guards (MSGQ); and
- Employee and visitor parking.

The SED also identifies ways to allow for future building expansion on the site; establishes minimum permissible baseline standards for materials and interior finishes; and factors in environmental concerns such as temperature, humidity, dust, rain, and air quality when designing and selecting mechanical equipment.

Since 2002, there have been three primary classes of standard design embassy and consulate compounds—small, medium, and large—based on the size and cost of the facility, each of which have predefined construction schedules and total project durations associated with them. In 2004, the Department introduced a fourth class of SED, called Extra Large or Special SEDs, which generally exceed the size and cost of large SEDs. In 2007, the Department introduced the Standard Secure Mini Compound (SSMC), which is generally smaller and less costly than a small SED. In addition, OBO has developed standard designs for MSGQs and stand-alone unclassified annexes.<sup>12</sup>

SEDs have been found by designers and diplomatic personnel to be useful in some, but not all, overseas locations. There has been significant interest in developing an approach that would enable architects and engineers to design embassies that reflected the unique needs of a site at a foreign post and incorporate appropriate standard design and construction components common to this building type.

*Architecture is inescapably a political art, and it reports faithfully for ages to come what the political values of a particular age were. Surely ours must be openness and fearlessness in the face of those who hide in the darkness. Precaution, yes. Sequester, no.*

**SEN. DANIEL PATRICK  
MOYNIHAN**  
MARCH 25, 1999

## CREATION AND ELIMINATION OF THE ARCHITECTURAL ADVISORY BOARD

In 1954, the State Department created the Architectural Advisory Board (AAB; initially called the Architectural Advisory Committee), which was comprised of outside design professionals to advise the Department on the design standards and the selection of embassy architects. The AAB was comprised initially of four members, each of whom served two-year terms.

According to *The Architecture of Diplomacy: Building America's Embassies*, by architectural historian Jane Loeffler (a member of the Task Force), “the AAC was charged with the task of recommending ‘the most appropriate style of architecture’ for prospective projects, reviewing the quality and fitness of designs, and providing both majority and minority views where ‘unanimity of opinion’ was lacking.”<sup>13</sup>

The AAC remained in existence until 2004 when it was disbanded.

## THE EMBASSY OF THE FUTURE

In 2007, the Center for Strategic and International Studies (CSIS) issued a report, *The Embassy of the Future*, developed by a distinguished group of ambassadors, diplomats, and government officials.

*The Embassy of the Future* has informed Task Force members about many of the vital and emerging issues facing American diplomats and Foreign Service officers. The report contains many recommendations about conducting diplomacy in the future; several recommendations address embassies and diplomatic facilities.

The CSIS recommendations regarding facility planning, design, and construction are consistent with the independent findings of the AIA's 21st Century Embassy Task Force. The following is a synopsis of the CSIS facility-based recommendations:



Bridgetown, Barbados, NEC. Architect: Sorg & Associates  
Photo: Sorg & Associates



1. **The State Department and Congress should continue to support and fund the building program for facility replacement and new embassy construction.**
  - Every country in which the United States is represented should have a modern, safe, secure, and functional facility in which our representatives can work and, as needed, live;
  - The State Department must take an approach to its building program that integrates security and cost with the long-term impact on the State Department’s mission;
  - The State Department should explore the use of design features for the new embassy compounds that meet security needs and are consistent with American values of openness;
  - The State Department should make every effort to build new embassy compounds to industry standards for sustainable design; and
  - The State Department must make it easier for U.S. diplomats to conduct business outside of these secure facilities.
  
2. **The State Department should undertake a comprehensive lessons-learned review to determine building user needs for the future.** The review should develop lessons learned from the new embassy construction program to date and apply these lessons to the remaining facilities slated for replacement and upgrade. The review must include both the designers and builders of the U.S. facilities abroad and State Department personnel who work in those facilities, as well as personnel from other agencies posted to U.S. missions overseas.
  
3. **The State Department must plan for and consistently fund operations and maintenance costs for new facilities;** older facilities must be maintained as well. Operations and maintenance costs for the new modern and secure facilities are significantly higher than the unsafe facilities they have replaced, and State needs to ensure these costs are included in future budgets.<sup>14</sup>

## HIGH-PERFORMANCE FEDERAL BUILDINGS

Congress has recognized the importance and value of high-performance federal buildings, both in the 2005 *Energy Policy Act* (P.L. 109-58) and the 2007 *Energy Independence and Security Act* (P.L. 110-140).

The 2005 Act authorized the National Institute of Building Sciences (NIBS) to explore the potential for accelerating and supporting the development of consensus-based voluntary standards for producing more energy-efficient, less resource-intensive, “high-performance buildings.” In its subsequent 2008 report to Congress, NIBS made recommendations on expanding the knowledge base in both the public and private sectors of standards and guidelines related to each aspect of a high-performance building.<sup>15</sup>

The 2007 Act further defined a high-performance building as one that “integrates and optimizes on a life-cycle basis all major high-performance

attributes, including energy conservation, environment, safety, security, durability, accessibility, cost-benefit, productivity, sustainability, functionality, and operational considerations.”<sup>16</sup> The Act also created the Office of High-Performance Green Federal Buildings in GSA, to help federal agencies ensure that their buildings are meeting sustainable design and energy-reduction targets in statute.

It is widely accepted in the design profession that the successful integration of building functions and needs positively impacts the usability, cost, and effectiveness of buildings throughout their life cycle and – in the context of federal buildings – directly impact employees, federal budgets, and the long-range planning and operational strategies for federal facilities. In addition, numerous recently enacted laws have added additional requirements on federal agencies in the design, construction, and renovation of federal facilities, particularly with regard to energy efficiency and sustainability. When carefully considered and reviewed during the early phases of project planning, budgeting, and development, integration of these goals has great potential to provide the best value for American taxpayers.

# IV. Recommendations

The following recommendations to OBO are based on the extensive data collected by the AIA, exclusively for the use of the 21st Century Embassy Task Force.

This data includes the results of a survey that was sent to Task Force participants in fall 2008, the dialogue that occurred at the November 10, 2008, AIA symposium, conversations with former ambassadors and design professionals, including those who were unable to attend the symposium, and comments on the draft report of December 2008 from Task Force members and IAP representatives.

The recommendations are organized as follows:

- 1.0 Design Excellence Program
- 2.0 Cost Control
- 3.0 Peer Review
- 4.0 Planning, Programming and Design Process
- 5.0 Consultant Selection
- 6.0 Project Delivery
- 7.0 Research
- 8.0 Public Art
- 9.0 Industry Outreach
- 10.0 Public Outreach

The AIA and the 21<sup>st</sup> Century Embassy Task Force have provided these recommendations with the intention that they will serve as guidelines for OBO to establish a program to institutionalize design excellence in its embassy design program.

Supporters of design excellence will need to inform and educate members of Congress, the media, policy makers, and the public about the value of adopting a design excellence program, and why it will result in a long-term benefit to the American taxpayers.

A design excellence program will result in a lasting legacy of high-performance civic buildings that are safe, secure, sustainable, maintainable, functional, and well designed for American diplomats, Foreign Service officers, and U.S. personnel engaged in the conduct of public diplomacy.

The AIA and the 21<sup>st</sup> Century Embassy Task Force members look forward to assisting OBO in achieving these goals.

## 1.0 DESIGN EXCELLENCE PROGRAM

### 1. **Develop, endorse, and mandate a program that integrates security and design excellence.**

The design excellence program should be endorsed and mandated by the leadership and management of the State Department and OBO.

OBO should develop a design excellence program, similar to the program used by the GSA and tailored to specific OBO requirements. These factors may include security clearances, security design criteria, programmatic issues inherent to embassies and diplomatic facilities, and the challenges of building secure facilities outside the United States. The program also should give attention to the issues of cost control, life cycle analysis, and operational efficiencies, all of which are important factors for OBO facilities.



Berlin, Germany, NEC. Architect: Moore Ruble Yudell  
Photo: U.S. Embassy, Berlin

### 2. **Ensure design excellence maintains security as the highest priority.**

Design of new embassies and diplomatic facilities must support the OBO mission to provide more secure, safer, more functional, and well maintained facilities.

### 3. **Determine the bureaucratic level to approve facility designs and site selection.**

OBO should evaluate the appropriate personnel to approve designs and site selection for new embassy compounds. At GSA, the Public Buildings Commissioner approves designs.

### 4. **Integrate sustainability and sustainable design and construction best practices in all OBO facilities.**

Sustainable design typically results in energy efficiency, better workplaces, and long-term cost savings. Implementing sustainability presents a positive image to the world as to how the United States and OBO approach energy-efficiency, costs, and design and construction best practices.

### 5. **Implement, where possible, the recommendations of the CSIS study, *The Embassy of the Future*, especially regarding diplomatic facilities.**

- 6. In keeping with the recommendations of CSIS in *The Embassy of the Future*, implement, where possible, a Foreign Affairs Budget of the Future.**
- 7. Encourage innovation.**

OBO should encourage innovation and new design solutions for embassies by applying performance-based requirements, as opposed to prescriptive requirements, to the extent possible, and address ongoing challenges in embassy planning, programming, design, construction, and project delivery. This can include remaining open to implementing approaches widely accepted within the building industry and examining selective use of performance-based requirements and prescriptive requirements.
- 8. Promote the design excellence concept.**

OBO should be willing to evaluate and explain the benefits of integrating security with design excellence, and the potential benefits to life-cycle costs, design, operations, maintenance, public image, and public diplomacy. OBO's ability to explain the benefits will require some empirical evidence of claims made for those tangible items such as cost benefit and operations. Certain advantages will resonate with different audiences, including end users (Foreign Service personnel and diplomats), legislators, policymakers, the public, professional organizations, and the media in the host country and the United States.
- 9. Create a design excellence policies and procedures manual that spells out the mandate.**

A written document on design excellence policies and procedures is an essential tool for communicating how OBO will implement and operate a design excellence program. GSA has a well-designed, easy-to-use desk manual, *Design Excellence Policies and Procedures*, which covers all aspects of the program. This manual can be a guide, modified for an OBO program.
- 10. Establish a high-level oversight board to track design excellence program progress.**

This board should meet no less than twice a year to review and analyze the results of implementing recommendations and strategies, and to provide guidance to OBO on questions that may arise.
- 11. Acknowledge existing barriers to design excellence, and seek opportunities to achieve similar results with different methods and approaches.**

Current obstacles to design excellence include standardization, prescriptive requirements instead of performance-based needs, and security requirements. A skilled design team, working with OBO and DS, can review how to meet the mission and design goals while ensuring security criteria remain in place, raising design quality and reducing operational and maintenance costs.

**12. Train OBO staff to embrace and support design excellence.**

Once the fundamental aspects of a design excellence program are agreed upon by OBO stakeholders, the staff should be educated and trained on how to implement the program to ensure consistency and quality on all projects.

## 2.0 COST CONTROL

**1. Evaluate construction budgets immediately at the beginning of the design process.**

This evaluation must be done early in the design process to ensure that project requirements can be accommodated within the construction budget, rather than relying on value engineering during design reviews.

**2. Utilize life-cycle cost analysis as a reliable indicator for design and construction choices.**

Life-cycle cost analysis versus first-costs during construction is a proven method for providing value over the long term. Life-cycle costs impact all project areas from design, sustainability, and maintainability to locally adapted designs.

**3. Commit to addressing the lack of funding for maintenance and operations for all overseas facilities.**

Durability and maintainability in OBO facilities are essential concerns since maintenance is poorly funded and is subject to a changing staff. This issue is critical in remote locations where equipment and skilled personnel are not readily available.

**4. Enhance Congressional relations by discussing issues that impact allocation of federal resources.**

Members of Congress must be better informed about the critical issues OBO faces and the importance of ensuring adequate funding is authorized and appropriated for security, design, construction, operations, and maintenance of overseas facilities. Life-cycle cost analysis and the long-term benefits of sustainability and energy-efficient facilities are good examples of issues to be discussed and developed with Congress in an ongoing dialogue. Adequate funding for these issues is essential to ensure the security of diplomatic facilities and support the conduct of public diplomacy.

**5. Employ an integrated, whole-design approach.**

Include value management as a part of the design process and promote the concept of integrated project delivery using Building Information Modeling (BIM) to ensure that all design and construction team members are working collaboratively from the outset of the project.

## 3.0 PEER REVIEW

**1. Establish a peer-review process.**

OBO should establish a peer-review process, modeled on the GSA program, and empower peers to participate in architectural/engineering

firm selection, design review, and issues that may require a third-party opinion relating to design.

**2. Ensure OBO is responsible for peer selection, including design and diplomacy peers.**

OBO should ultimately be responsible for identifying and creating a pool of potential peers from which to draw upon, based on the needs and schedule of each project. OBO is encouraged to consult with GSA, leading designers, educators, design and diplomacy organizations, past architectural board advisors, former diplomats and ambassadors, and others who will provide the level of expertise and commitment needed for the OBO mission. Many GSA peers have security clearances and would be good candidates for OBO. The process should remain transparent.

**3. Ensure the peer-review process includes embassy users and other stakeholders involved with the conduct of diplomacy.**

Members of a peer-review panel should include current or former ambassadors, diplomats, Foreign Service personnel, and those who are or have served at the post in the host country. These users have the best insight regarding any unique considerations that may be important during the planning, design, and construction process. Many GSA peers have security clearances and would be good candidates for OBO. The process should remain transparent.



Yerevan, Armenia, NEC. Architect: CMSS  
Photo: OBO

**4. Endorse diversity for peer selection and peer-panel composition.**

Peers and peer-panel composition should reflect an increasingly diverse American population. Women and minorities should be considered, represented, and given opportunities to participate on selections and peer-review panels.

## 4.0 PLANNING, PROGRAMMING, AND DESIGN

**1. Undertake a comprehensive lessons-learned review to determine building-user needs for the future.**

The review should develop lessons learned from the new embassy construction program to date and apply these lessons to the remaining

facilities slated for replacement and upgrade. The CSIS report, *The Embassy of the Future*, also supports this recommendation.

**2. Consider how site selection promotes, or hinders, the mission of public diplomacy.**

Numerous security requirements determine site selection. Recognize that sites that are considerable distances from downtown areas with limited access to public transportation pose challenges for those seeking visas, diplomatic exchange, and other activities.



Istanbul, Turkey, NEC. Architect: Zimmer Gunsul Frasca Photo: OBO

**3. Review the role of prescriptive versus performance security standards.**

Security of American personnel is the top priority for the embassy program. Urban sites for new facilities may not offer the same standoff distances often available at sites outside city centers. Prescriptive standards mandated by Congress provide fixed requirements to mitigate potential threats. However, in some instances, performance-based standards may achieve similar results through innovative use of design, technology, operations, and personnel. OBO and Congress should examine this issue to determine if alternate approaches are viable without compromising safety and security.

**4. Prioritize quality requirements for building components.**

Quality issues, especially relating to materials, furnishings, and fabrics, invariably relate to cost. Establishing priorities early in the process can better enable the allocation of resources where they need to be.

**5. Encourage re-use, renovation, and upgrades of existing facilities and historic resources.**

Assess which, if any, older facilities can be renovated to meet security and functional requirements. Re-use of older, existing buildings promotes sustainability, and maximizes use of historic resources. Ensuring that older facilities can be upgraded to meet security needs and energy efficiency, especially regarding building envelope materials, is critical.

**6. Examine landmark projects.**

OBO has many properties that are iconic and widely recognized, as well as those that are historic landmarks. Recognizing that some sites do not meet security requirements, in cases where security is deemed to be acceptable, OBO should assess existing properties, both historic and soon-to-be historic icons of the 20th century, document them, develop a strategic plan for their continued use and preservation, and request from Congress funding to support and implement this plan.



**7. Be more flexible during functional and space programming at the project outset to allow for site-specific requirements.**

Different embassy locations may require more space than a standard square footage criteria for certain functions, or need more rooms and spaces for certain host countries, such as visa windows, adjacent waiting and queuing areas, public meeting spaces, offices, workspaces, special facilities, conference rooms, and indoor/outdoor areas.

**8. Plan for expansion and temporary use space to support crisis management at every embassy.**

Geopolitical situations and natural disasters may warrant a temporary influx of American and host country personnel working at a post. During programming, planning, and design, develop options for providing and expanding the number of public (unclassified) and secure (classified) workstations, power and telephone outlets, meeting areas, and other facilities that will be needed during crisis management.

**9. Endorse design of smart interior architecture.**

Embassies are workplaces for American personnel serving in a multitude of functions and roles. Comfortable workspaces, with natural daylight and sustainable and energy-efficient systems, furnishings, finishes, and materials will enhance the work environment and provide offices that convey the value America places on those who serve overseas.

**10. Revisit housing planning and design issues for Foreign Service personnel and ambassadors' residences.**

The wide variations in housing ownership, locations, settings, and properties pose challenges in each host country. OBO should review these broad concerns with the diplomatic community and encourage design solutions that provide security and facilitate the conduct of diplomacy.

## 5.0 CONSULTANT SELECTION

**1. Select architect/engineer design teams by peer-panel recommendation.**

Rely on peer-review panels to recommend and select A/E design teams and firms for major projects. GSA does this with their Design Excellence program, in accordance with Brooks Act (*40 U.S.C. 1101*) qualifications-based selection requirements. As described in the *GSA Design Excellence Policies and Procedures* manual, the selection is made up of a different panel than the peer review panel. One professional peer from outside government is allowed, and one client voting member can be on the Evaluation Board. GSA strives to arrange to have the same peer that is on the Evaluation Board for the selection, participate in the peer review of the design.

**2. Commit to widening the pool of firms selected for embassy projects and ensure that emerging firms will have opportunities to be selected for OBO projects.**

A peer program has the potential ability to select firms who have not worked with OBO before. There is a perception among many firms in the design community that OBO work tends to go to the same limited number of firms, and this discourages others from applying for projects. OBO should state that they are open to selection of emerging firms, such as those who have not done work with OBO in the past but have good track records with other public clients. These firms must be able to prove to the selection panel that they are able to do the project of the required scale and scope.

**3. Continue to endorse diversity for A/E firm, consultant, and contractor selection.**

Architectural and engineering firms, consultants, construction contractors, and subcontractors working with OBO must reflect an increasingly diverse American population. As long as they meet qualifications and pass required security clearances, women and minority individuals and firms, veteran and service-disabled firms, and small firms, should be considered, represented, and given opportunities to work on OBO projects.

## 6.0 PROJECT DELIVERY

**1. Develop a tiered system of project-delivery approaches.**

Different projects and locations often warrant different project delivery and design approaches. For example, design excellence is enhanced by greater participation of architects and engineers throughout the design and documentation stages, which is not always the case with the design/build delivery method. OBO should develop a menu of options, which could include design-build, design-bid-build, design/construct-build, modified versions of these methods, other project delivery methods, and competitions, to allow flexibility in meeting and matching project needs.

**2. Expand the design-process schedule.**

Design excellence requires more time spent during the planning and design process than a project composed of a standard kit of parts. An investment in more time for design will reduce construction time and life-cycle costs and increase project performance. Project schedules should reflect the realistic time needed by firms to perform their work.

**3. Use procurement of standard elements appropriately.**

Standard elements, such as windows, are not suitable for every application, location, or climate. Design teams should have the flexibility to specify appropriate items for each project.

**4. Allow continuity of the design team throughout the construction process.**

Eliminating participation of the design team during construction is detrimental to maintaining quality of design, construction, and design excellence. Greater involvement of the design team during construction

is standard procedure for most public projects and should be implemented for embassy projects.

**5. Ensure a peer-review panel provides continuity throughout the project, from beginning to end.**

Continuity of design review, starting with site selection through ongoing reviews and evaluation at project completion, will contribute significantly to design excellence and value to taxpayers.

**6. Improve communications and collaboration opportunities between Washington and the overseas posts during all project phases.**

Better communication throughout the project allows problem solving to occur before bigger issues arise and offers the potential to save time and resources when lead times are critical.

**7. Endorse team flexibility for innovative problem solving, concurrent with meeting project requirements.**

OBO should consider opportunities for working with suppliers and designers to investigate innovative ideas outside the constraints of a project budget for solutions that are applicable to a specific project and that may be useful for other project installations. Project design budgets and schedules do not often allow for much investigation to occur, given the fast track requirements to be met.



Joel Shapiro, *Conjunction*. Ottawa, Canada, NEC.  
Photo: U.S. Embassy, Ottawa

## 7.0 RESEARCH

**1. Create a framework for testing new technologies.**

Many new materials and products come on the market on a regular basis. OBO, working with DS, should create ways to review and assess which innovative approaches can create value for new facilities.

**2. Commit to use of new technologies and funding for training personnel to use them.**

Many new technologies are available that enhance design and construction project delivery, such as three-dimensional modeling and Building Information Systems (BIM), which are ideally suited for OBO projects. These tools are popular in the building industry because they save time and resources during production, problem solving, and construction. OBO should request funding from Congress to obtain these industry technologies, and ensure OBO personnel receive adequate training to use them.

**3. Continue to perform post-occupancy evaluations.**

Post-occupancy evaluations are an effective way to determine where the problems and successes lie in each facility. Over the long term, they can result in cost savings by identifying areas of inefficiency, and provide practical solutions for common issues that are repetitive and necessary in each facility. Post-occupancy evaluations should be integrated with lessons-learned reviews.

DS performs post-occupancy evaluations and there may be merit to coordinating OBO facility efforts with security concerns, if this is not already the case.

**4. Consider utilizing research studies from outside OBO.**

Drawing on research and experience from other U.S. government agencies and talking to foreign governments with similar problems may inspire new ideas and provide cost-effective solutions.

## 8.0 PUBLIC ART

**1. Endorse the mission of OBO's Art in Embassies Program (AIEP) to oversee and curate all permanent art collections for capital projects and further its efforts to highlight cultural connections with host countries.**

Established in 1963, AIEP plays a vital role in our nation's public diplomacy through a culturally expansive mission of temporary exhibitions, permanent collections, artist programming, and publications. AIEP produces temporary exhibitions of original works of art by American artists, on loan from a variety of sources, for the representational spaces of U.S. chief-of-mission residences (CMRs) worldwide. Equally important is its commitment to create permanent collections for all newly built U.S. embassies, consulates, annexes, and AID buildings, with a focus on contemporary art and artists from the U.S. and host countries. Together, these temporary exhibitions and permanent collections provide international audiences with a sense of the quality, scope, and diversity of American and host country art and culture.

**2. Communicate internally and externally that AIEP is the OBO branch dedicated to cultural diplomacy and is the leading and primary art source for all new buildings.**

The State Department should use AIEP's illustrated and often bilingual companion publications in public outreach. The work of the AIEP for the Beijing Embassy is an excellent example of the power of public art to successfully engage in cultural outreach for American and Chinese artists.

**3. Augment existing capital funds for AIEP to meet the GSA standard of one half of one percent of the building construction budget for public art in all embassies, thus enabling the consideration of exterior art for select embassies.**

This increase in funding would achieve greater overall visibility for the art and extend the cultural exchange with host audiences.

**4. Continue to support the 501(c)(3) Foundation for Art and Preservation in Embassies (FAPE).**

FAPE has been highly effective in providing outstanding examples of contemporary American art and artists in select embassies.

## 9.0 INDUSTRY OUTREACH

**1. Collaborate with design and diplomacy stakeholder professional organizations to achieve design excellence.**

Such collaboration should include the professional societies, associations and organizations of design and construction professionals, and other groups, that have been or are members of the OBO Industry Advisory Panel. Members of these groups have shown a commitment to working with OBO and the State Department on developing new diplomatic facilities.

**2. Become a great client.**

To become known for doing outstanding work, OBO needs to attract great talent, both in-house personnel and high caliber architectural and engineering design firms. This effort should include publicizing upcoming opportunities for embassy design projects to design professionals.

**3. Recruit and retain outstanding people.**

OBO, like many other organizations, is subject to a brain drain of talent. Finding talented professionals and retaining them over time to provide continuity is an issue that needs to be addressed, as this will contribute to design excellence.



Tunis, Tunisia, NEC. Architect: Tai Soo Kim Partners  
Photo: OBO

**4. Encourage and fund OBO design and construction professionals to participate in, attend, and join professional organizations and industry events to learn about best practices and new developments.**

Professional development opportunities for OBO design and construction personnel will contribute to recruitment and retention of outstanding people, and strengthen the organization over the long term. Those who are funded to attend events can share their findings with others in OBO. They can also let the industry know about upcoming OBO opportunities.

**5. Reevaluate the role and purpose of the Industry Advisory Panel.**

The Industry Advisory Panel (IAP) is currently a forum consisting of representatives from nine industry organizations. In 2008, the majority of the discussions focused on design-build issues. If the IAP is to be effective in the future, the mission and goals of the IAP should be

reevaluated to address some of the recommendations in this report and how they may be implemented.

During the first half of 2009, the IAP featured multidisciplinary discussions and interactive presentations on industry trends and innovations that are potentially applicable to OBO projects. Tapping the professional expertise of IAP members and their organizations for innovative ideas and potential solutions to OBO issues provides new avenues of industry outreach and opportunities for collaboration. This approach is to be encouraged.

**6. Plan a sequel to the November 1999 symposium *Security and Openness* that was co-sponsored by the State Department, GSA, and the AIA.**

Such an event would bring together Executive Branch officials, industry organizations, and agency leadership. Potential topics could include security and openness, sustainability, energy efficiency, and how these issues are addressed through design excellence.

## 10.0 PUBLIC OUTREACH

**1. Establish support for new embassy design from the host country, including the local media, officials, and the public at the outset and throughout the design process.**

Working with key public officials and private-sector individuals in the host country early in the design process can facilitate useful collaborations and lay the groundwork for open communications that may be required during the permits and approvals, design, and construction stages.

**2. Engage in public outreach when opening new embassies.**

OBO should coordinate event planning well in advance of the opening of new embassies. Events could include inviting host country and city officials, the media, local architects and engineers, and public and private groups, along with the U.S. architects and design team, OBO, diplomats, and Foreign Service personnel who played important roles during the design process. The ambassador or a State Department representative should attend the event.

Tours of public spaces could be made available to local media, in advance of the dedication, to explain the design elements of the building. Public information officers should be provided with fact sheets on the building design, sustainability, and public art to share with local journalists. The results will foster a better understanding of the diplomatic mission of the United States and advance contemporary American architecture, public art, and cultural exchange.

**3. Engage the U.S. and international design media on OBO innovations and announcements of major new projects.**

OBO projects represent the face of America overseas, and, like GSA, projects have the potential to set the standard for best global practices in civic buildings. Engaging the design press will inform and educate the

building industry about the innovative techniques that OBO employs and help showcase American design excellence.

**4. Publicize and celebrate new embassies through well-designed OBO publications.**

OBO should develop monographs about new high-profile embassy buildings as they are completed, to highlight design excellence, sustainable features, and public art. OBO should fund these documents and highlight them on the OBO Web site. GSA has created a series of booklets for each of its new major facilities, to showcase design excellence and the best of American civic buildings.

# NOTES

- <sup>1</sup> U.S. General Services Administration, Public Buildings Service, Office of the Chief Architect, *Design Excellence: Policies and Procedures* (Washington, D.C., December 2004), p.1.
- <sup>2</sup> U.S. General Services Administration, Public Buildings Service, Office of the Chief Architect, *Design Excellence: Policies and Procedures* (Washington, D.C., December 2004), The Design Excellence Mandate, p. 3.
- <sup>3</sup> Nadel, Barbara A., *Building Security: Handbook for Architectural Planning and Design* (McGraw-Hill, 2004), Table 1.2, p. 1.9.
- <sup>4</sup> U.S. Department of State, Bureau of Diplomatic Security, *Diplomatic Security 2008 Year in Review, Confronting the Threat* (Washington, D.C.: April 2009), p. 20.
- <sup>5</sup> *Ibid.*, i.
- <sup>6</sup> U.S. Department of State, Bureau of Diplomatic Security, *Diplomatic Security 2008 Year in Review, Confronting the Threat* (Washington, D.C.: April 2009), p. 28.
- <sup>7</sup> GAO, *Embassy Construction: Additional Actions Are Needed to Address Contractor Participation*, GAO-09-48 (Washington, D.C.: January 2009).
- <sup>8</sup> Department of State, *Report of the Accountability Review Boards on the Embassy Bombings in Nairobi, Kenya and Dar es Salaam, Tanzania on August 7, 1998* (Washington, D.C.: January 1999); and Admiral William J. Crowe, Press Briefing on the Report of the Accountability Review Boards on the Embassy Bombings in Nairobi and Dar es Salaam (Washington, D.C.: Jan. 8, 1999).
- <sup>9</sup> See GAO-09-48.
- <sup>10</sup> GAO, *Embassy Construction: State Has Made Progress Constructing New Embassies, but Better Planning Is Needed for Operations and Maintenance Requirements*, GAO-06-641 (Washington, D.C.: June 30, 2006).
- <sup>11</sup> OBO hosts a quarterly Industry Advisory Panel (IAP) meeting that brings together private sector and State design, construction, and facilities management experts to discuss leading practices applicable to OBO's embassy construction and management responsibilities. OBO assigns both government and industry leads for each of the panel discussion topics for the purpose of discussing challenges and issues, examining how industry may be managing similar issues, and integrating lessons learned into OBO policies and procedures, as appropriate. The AIA is represented on the IAP.
- <sup>12</sup> See GAO-09-48.
- <sup>13</sup> Loeffler, Jane C., *The Architecture of Diplomacy: Building America's Embassies* (Princeton Architectural Press, 1998), p. 124.
- <sup>14</sup> Argyros, George L., Marc Grossman, Felix G. Rohatyn, and Anne Witkowsky, ed., *The Embassy of the Future*, (Center for Strategic and International Studies, 2007).
- <sup>15</sup> National Institute of Building Sciences, *Assessment to the U.S. Congress and U.S. Department of Energy on High Performance Buildings* (NIBS, 2008).
- <sup>16</sup> *Energy Independence and Security Act (EISA) of 2007* (P.L. 110-140), Sec. 401.



# V. Appendix

## ABBREVIATIONS

AID	Agency for International Development
A/E	Architect/Engineer
AAD	American Academy of Diplomacy
AAB	Architectural Advisory Board
ACEC	American Council of Engineering Companies
AGC	Associated General Contractors of America
AFSA	American Foreign Service Association
AIA	American Institute of Architects
AIEP	Art in Embassies Program
CAC	Compound Access Control
CMR	Chief-of-Mission Residence
CSIS	Center for Strategic and International Studies
DS	Bureau of Diplomatic Security
FAPE	Foundation for Art and Preservation in Embassies
FBO	Office of Foreign Buildings Operations
GAO	U.S. Government Accountability Office
GSA	U.S. General Services Administration
IAP	Industry Advisory Panel
MSGQ	Marine Security Guard Quarters`
NEC	New Embassy Compound
NIBS	National Institute of Building Standards
OBO	Bureau of Overseas Buildings Operations
SED	Standard Embassy Design
SSMC	Standard Secure Mini Compound

# TASK FORCE TIMELINE

As determined by the AIA and OBO, the goal of the Task Force was to provide OBO with a series of findings and recommendations on how to proceed with integrating security with design excellence.

September 2008	AIA forms 21st Century Embassy Task Force.
October 2008	AIA develops questions for email survey, with OBO input, and sends survey to Task Force members.
November 10, 2008	AIA convenes half-day symposium at AIA Headquarters in Washington, D.C.
November 2008	Task Force elicits comments from former ambassadors and diplomacy professionals and receives follow up comments from symposium attendees; AIA prepares draft report for OBO.
December 18, 2008	AIA Task Force Chair Nadel presents Preliminary Draft Report findings at OBO IAP meeting; OBO, Task Force, and IAP members receive Draft Report for review and are invited to provide AIA with comments.
June 2009	AIA issues Final Draft Report to OBO for review; OBO provides comments to AIA on Final Draft; AIA issues Final Report, coordinates additional actions and follow-up on Task Force recommendations.

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## GLOSSARY

**design excellence** A term that originated with the U.S. General Services Administration's Design Excellence Program in 1994 and is based on *The Guiding Principles for Federal Architecture*, authored by Daniel Patrick Moynihan, Hon. AIA.

Design excellence, as implemented by GSA for federal buildings, is a holistic approach to civic facilities, incorporating expertise in many areas – architecture, urban design, landscape architecture, interior design, engineering, public art, construction, security, sustainability, and workplace design. Design Excellence in the GSA Public Buildings Service provides the best value to customer agencies and the American taxpayer, and selects America's most talented designers and artists to create facilities that become respected landmarks. Design excellence has become a widely recognized and accepted benchmark within the building industry.

**high performance buildings** The 2007 Energy and Independence and Security Act, recognized by Congress, defines this term as buildings that integrate and optimize on a life cycle basis all major high performance attributes, including energy conservation, environment, safety, security, durability, accessibility, cost-benefit, productivity, sustainability, functionality, and operational considerations.

**standard embassy design (SED)** An approach to embassy design and construction implemented by the Bureau of Overseas Buildings Operations in 2002, to expedite the planning, awarding, design, and construction of embassies and consulates. The SED is a series of documents that outline site and building plans, specifications, and design criteria, and explain how to adapt these specifications to a project and contract requirements. The SED is not an actual building design but rather a template that standardizes the basic plans for the structural, spatial, safety, and security requirements for each new embassy compound.

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## INTERNET RESOURCES

American Academy of Diplomacy  
[www.academyofdiplomacy.org](http://www.academyofdiplomacy.org)

American Institute of Architects  
[www.aia.org](http://www.aia.org)

Center for Strategic and International Studies  
[www.csis.org](http://www.csis.org)

U.S. Department of State, Bureau of Overseas Buildings Operations  
[www.state.gov](http://www.state.gov)  
[www.state.gov/obo](http://www.state.gov/obo)

U.S. General Services Administration Design Excellence Program  
<http://www.gsa.gov/Portal/gsa/ep/channelView.do?pageTypeId=17109&channelId=-24265>

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