



ANNUAL REPORT 2021



ELEVATE *the*
HUMAN EXPERIENCE
THROUGH DESIGN



ESRI CAMPUS EXPANSION
Redlands, CA

01 **Challenges
Find Solutions**

The world today requires a bold approach to design and designers who are courageous in their endeavors.

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Design**

Through the power of integrated design, DLR Group is finding solutions to some of society's biggest challenges.

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For DLR Group, employee-ownership is more than a mantra. It's our mission.



Chief Operating Officer
Charles Dalluge, LEED AP

Chief Executive Officer
Griff Davenport, FAIA

Chief Design Officer
Steven McKay, RIBA, LEED AP

Chief Marketing Officer
John Fuller, Associate AIA, LEED AP

Challenges Find Solutions

Creating more equitable schools and workplaces. Managing the perceived limitations of time, budget, and space. Preparing for tomorrow while managing the realities of today. These are just some of the challenges our clients, the A/E/C industry, and the greater world are facing. Add onto that the continued hurdles of COVID-19, a shift to hybrid work models, and the uncertainty a global pandemic brings with it, and 2021 was a year like no other.

DLR Group’s brand promise to *elevate the human experience through design* has never been more relevant than at this moment in time. **As a 100% employee-owned firm, we’re all empowered to drive change.** To be relentless in our pursuit of something better. To not stand idly by.

In 2021, DLR Group tackled every challenge head-on. We took a stance on equity and put our stake in the ground when it comes to juvenile justice. We affirmed our belief that everyone deserves a seat at the table of design. We continued to think outside the box about how we approach the built environment. And we did it all while working more sustainably and collaboratively across sectors and disciplines. We adapted. We innovated. We thought beyond the curve.

In the pages ahead we share more about some of the strategic steps DLR Group has taken to continue our momentum into 2022 and beyond.

*Resolute in our core values,
DLR Group is creating the
future of integrated design.*

Commitment

Creativity

Environmental
Stewardship

Fun

Integrity

Ownership

Sharing

Teamwork

As a firm we identified *Implement an EDI Strategy* as a bold step in our five-year strategic plan. In March, we took our first major step in this effort by **establishing a 17-member Equity Forum** to guide our approach to equity, diversity, and inclusion. In the months since, we have begun our work around racial equity. A cohort of forum members and firm leadership completed a rigorous nine-part, multi-month equity training in December, and in the months ahead will be breaking into teams to focus on actionable steps that will drive internal change and lead to a more equitable workplace in each of our 30 offices around the globe.

Calls for addressing equity and inclusiveness resonated across the country this year, amplifying the role we have as designers in elevating discussions about social justice. On pages [12-19](#) we take a deeper dive into DLR Group’s efforts to re-imagine the design of juvenile justice facilities and how, through a

commitment to bring healing, equity, and transformation, DLR Group is delivering design solutions that will lead to better outcomes for individuals currently impacted by our justice system.

Summer 2021 was highlighted by strategic growth across the firm. With growing offices in Austin, Dallas, and Houston, **Texas was established as a dedicated operational region.** This provided new leadership opportunities with Principal Adam St. Cyr, AIA, LEED AP, being named Texas Region Leader.

DLR Group Principal Kate Yurko, AIA, LEED AP, was named North Central Region Leader, adding a new perspective and voice to our team of Region Leaders. Kate was previously an instrumental leader in our national Higher Education studio and will lead 160 design professionals in our Chicago and Minneapolis offices.

CASE WESTERN RESERVE UNIVERSITY
MALTZ PERFORMING ARTS CENTER
Cleveland, OH





“DLR Group’s aim is to be a great design firm, not a big firm. With the addition of these firms, we are a demonstrably better design firm.”

Griff Davenport, FAIA
Chief Executive Officer

In July, we welcomed Seattle-based healthcare design firm **Salus Architecture** to DLR Group, setting a foundation to grow the firm’s healthcare practice in the Pacific Northwest.

In August, three additional firms joined DLR Group to expand our presence in California and strengthen our ability to deliver design to clients on the East Coast. **Baker Nowicki Design Studio**, **Bowie Gridley Architects**, and **Wright McGraw Beyer Architects** each add specific building type expertise to the DLR Group portfolio. Learn more about these firms on pages [54-55](#).

During the year we continued to purposefully engage our clients and their stakeholders in a more inclusive design process. We refined our proprietary VALUES cards (Viewing Architecture through the Lens of User Experience and Sustainability): a tool our integrated design teams use to engage stakeholders in more interactive charrettes to scale up discussions about sustainability and user experience. Through them, DLR Group has created a true differentiator by providing a more equitable design process enabling everyone to have a voice. Learn more on pages [20-27](#).

We capped off the year with a **refresh of our brand identity**, complete with an updated logo that better reflects the essence of our 100% employee-owned firm and a new website that showcases the depth of DLR Group’s integrated design expertise. Please go explore the new dlrgroup.com.

In this annual report, we are proud to share the accomplishments of DLR Group employee-owners in 2021 and their impact on clients, their local communities, and our firm. These achievements offer convincing evidence of the power of their design-thinking and the scalability of our 100% employee-owned firm. Whether a shareholder or not (yet), every DLR Group employee is

challenged and emboldened to act like an owner. During the past 12 months this core belief has enabled **1,300 design professionals** to flex from office to work from home to office to a hybrid model while still **delivering unique value for clients**.

The power of employee-ownership also was instrumental in attracting Salus Architecture, Baker Nowicki Design Studio, Bowie Gridley Architects, and Wright McGraw Beyer Architects to our firm. It drives the reach of our design brand deeper into our core sectors and expands DLR Group into new geographies in the United States, and throughout the Middle East and Asia.



Boutique Design recognized DLR Group as its designer of the year in November.

KIMPTON COTTONWOOD HOTEL
Omaha, NE





BEVERLY HILLS HIGH SCHOOL
Beverly Hills, CA

And our employee-owners continue to embrace the core value of ownership and investing in themselves and the future of the DLR Group. **Employee-owners purchased nearly \$10 million in DLR Holding Company Stock** in December 2021, and 177 individuals became employee-owners with their initial investment in DLR Group. Both records for our annual stock exchange.

The world needs design thinking more than ever before. This is not a time for timidity. Now is the moment for the employee-owners of DLR Group to seek out the challenges that require the solutions that design thinking, and an integrated design approach can solve.

Sincerely,
DLR Group Managing Principals

Chief Executive Officer
Griff Davenport, FAIA

Chief Design Officer
Steven McKay, RIBA, LEED AP

Chief Operating Officer
Charles Dalluge, LEED AP

Chief Marketing Officer
John Fuller, Associate AIA, LEED AP

SECTION

01

Integrated Design



Running Toward The Problem

Disrupting Juvenile Justice Design

There are those who might say it’s a crime to send youth into the juvenile justice system. Then there are architects who say they will never design justice spaces.

Elevate the human experience through design. In no other building type is our brand promise more applicable than criminal justice. We are not going to abandon this space and walk away from the problem. As a firm, DLR Group is committed to applying our more than 40 years of justice experience and expertise to bring design solutions and a paradigm shift to this issue.

DLR Group remains undeterred in the belief that design excellence contributes to better outcomes for youth who enter the justice system. Five years ago our Justice+Civic studio publicly set this belief in writing as its design ethos: *As stewards of the public built environment, we elevate behavioral, environmental, and social betterment, resulting in healing, equity, and transformation for the individual and community.*

This ethos statement is the North Star that guides all our design thinking, conversations, and work with agencies across the country.

JUSTICE+CIVIC DESIGN ETHOS

As stewards of the public built environment, we elevate behavioral, environmental, and social betterment, resulting in healing, equity, and transformation for the individual and community.

Our work in juvenile justice reform best expresses that ethos with its strong focus on therapeutic treatment. Well-designed spaces drive positive change in the lives of young people who typically experience high levels of trauma in their lives. Studies estimate* that more than 90% of justice-involved youth have experienced at least one trauma, with many experiencing multiple traumas from an average of five unique exposures to violence in their lifetime. How we develop trauma-informed design contributes directly to a positive future for these young people.

CAMPUS KILPATRICK
Malibu, CA



Turning juvenile justice is a collaborative effort. Partnering with agencies and youth advocacy groups alike, **we design life-changing facilities that integrate healing and transformation into the juvenile justice system.** DLR Group has worked with many partners engaged in this research including The Annie E. Casey Foundation, the MacArthur Foundation, the Council of Juvenile Correctional Administrators, the Center for Juvenile Justice Reform at Georgetown University, the Children’s Defense Fund-California, and others.

These partnerships have led to greater understanding that the needs of our juvenile youth population are best met in facilities designed for care and treatment – not custody and separation. The former military style dorms and disciplines have given way to the philosophy of care that first emphasizes treatment in their own community. But when youth need residential rehabilitation, we

focus on small group treatment in a home-like environment. Systems across the country are adopting our models for therapeutic care based to a large extent on the earlier principles of the Missouri Model of small, safe, community-based, and youth focused programs.

DLR Group is at the forefront of re-imagining and then designing physical spaces that support therapeutic treatment in a normalized environment for those who need a more structured, residential-based treatment program. The architecture creates small communities with day-to-day activities mirroring a typical day in the life of a teenager, enabling them to learn positive engagement in a supportive and safe community structure.

A look at these facilities brings to life the design ethos for justice architecture.

[Learn More](#)

*Source: The National Center for Child Traumatic Stress, Victimization and Juvenile Offending, 2016, Isaiah B. Pickens, Ph.D., Christine B. Siegfried, MSSW, Michael Surko, Ph.D., Carly B. Dierkhising, Ph.D.; [victimization_juvenile_offending.pdf \(nctsn.org\)](#)

Healing Through Trauma-Responsive Design

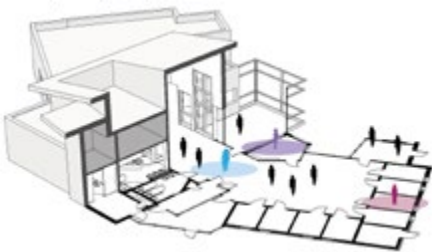
OREGON YOUTH AUTHORITY
MACLAREN CAMPUS
WOODBURN, OR

The MacLaren Youth Correctional Facility focuses on trauma-responsive design where everyone enters a safe place. After years of living in high-stress environments in home, school, or community life, within this facility, kids are able to choose how much of the community to be around throughout their day. They're empowered to take responsibility for themselves and their environment while providing safe spaces for all.

The design expresses that model at all scales – from smaller communities with landscape areas for gathering to recreation and quiet reflection zones. Buildings leverage expansive views and daylighting,

creating internal and external spaces for small group interactions, and integrate natural and native materials along with environmental graphics to uniquely identify each housing cottage.

Education space is a key component for creating purpose and dignity in life. DLR Group education experts played a key role in creating not only classrooms, but also common areas such as dining halls, workshops, and other areas to help youth discover their talents. In fact, this year alone, the Scholarship for Success Foundation awarded 14 scholarships for higher education or vocational training.



Choosing Where I Feel Safest



I feel safest when I can see the outdoors and when I am in open spaces.



I feel safest when I'm around a small number of people in a cozy place.



I feel safest in a room by myself.



Choosing the Best Place for Treatment



I need to be in a room by myself with individual attention from a staff member.



I like to be around a small number of people in a cozy, small space.



I need to see the outdoors and be in wide-open spaces to not feel trapped.



Where Relationships Are Primary

SAN DIEGO COUNTY
YOUTH TRANSITION CAMPUS
SAN DIEGO, CA



San Diego County partnered with DLR Group, the Council of Juvenile Justice Administrators, the Georgetown University Center for Juvenile Justice Reform, and the Children’s Initiative to research the elements of a supportive facility coupled with staff training. The goal: for youth to leave the juvenile system as productive citizens.

“We are flipping the justice paradigm from ‘What did you do?’ to ‘What happened to you that led you to commit an act to get involved in the justice system?’” said Marc Reiger, San Diego County Chief of Contracts and Programs. “Creating spaces

for this kind of relational dialogue requires planning and designing for both formal learning spaces and small group meeting rooms that generate casual connections in a home-like environment where staff and residents can interact daily.”

The design supports the county’s mission to provide safe, fair, and healthy environments to prepare, equip, empower, and increase positive youth and family experiences and enhanced community safety, using home-like space in its approach to how we treat youth.



Holistic Approach to Restorative Environments

GREEN HILL SCHOOL RECREATION AND WELLNESS CENTER

CHEHALIS, WA



What started as a simple gym replacement turned into an opportunity for a transformative visioning process that highlighted the need for a holistic center for wellness, health, and physical activity. The critical feedback resulted in a new paradigm for the client, setting a precedent for restorative environments for resident and staff wellness in the State of Washington. This new model prioritizes wellness and healthy

habits of mindfulness, emotional regulation, moral reasoning, distress tolerance, and social skill.

Rain gardens, walking paths, fitness stations, and reflective spaces inside and out offer residents refuge and a multitude of spaces to promote individual emotional regulation. Space for community activities includes softball fields, sport courts, climbing walls, a fully equipped gymnasium, weight rooms, space

for yoga, and classrooms. A teaching kitchen emphasizes the importance of good nutrition and healthy eating habits while creating opportunities for hands-on learning.

The new facility also serves Green Hill School staff through a series of respite areas for relaxation, decompression, therapy, and over-shift needs to reduce the impacts of a sometimes stressful correctional environment.



The real change occurs as we partner with agencies to give kids a fighting chance at life as well-rounded adults.

Across the country we're known for championing change in form and function to juvenile justice campuses. But the real change occurs as we partner with agencies to give kids a fighting chance at life as well-rounded adults. By developing thoughtful spaces that support this mission, we're elevating the human experience through design.

Gamifying Design

DLR Group’s VALUES Charrette Sets a New Standard of Play

DLR Group is upping the ante on the traditional charrette through the VALUES (Viewing Architecture through the Lens of User Experience and Sustainability) engagement tool. VALUES is a set of custom designed cards that gamify design by enabling stakeholders to rank sustainability goals, set targets, and agree on metrics for success. The priorities – a.k.a. VALUES – developed through these charrettes become the guiding principles for a project’s design, construction, and post-occupancy process against which every major decision is made.

The goal: to **think about sustainability beyond a simple checklist** and bring transparency and equity to the design process. The result: a more engaging process that enables designers, clients, and community stakeholders to determine how sustainable decisions will impact the environment, economy, local communities, and end users.



LET'S PLAY: A HOW TO

The firm's Sustainability team created VALUES in 2015. In the years since its inception, VALUES has evolved into a comprehensive **tool to gamify the traditional charrette**.

Using DLR Group's proprietary VALUES cards as the through line, stakeholders consider and rank design goals in a way that breaks down overly technical language and demystifies an often complex process.

The rules are simple – connect the dots from project aspirations to tangible, measurable sustainable outcomes.



ACCESS +
MOBILITY



EQUITABLE
DEVELOPMENT



OUTDOOR
ENVIRONMENTAL
QUALITY



COMMUNITY
CONNECTOR



HEALTH +
WELL-BEING



PROCUREMENT +
OPERATIONS



CULTURE +
IDENTITY



INDOOR
ENVIRONMENTAL
QUALITY



RESILIENCY



ENERGY

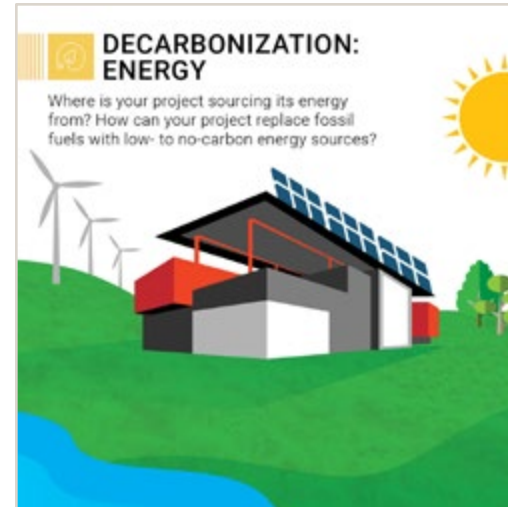


MATERIALS
IMPACT



WATER

- 1 Each VALUES card is organized around one of 12 sustainability themes, from access and mobility to materials impact to environmental quality.



- 2 On the front is a prompting question to help users think about how that theme may apply to a project.



- 3 The back describes in greater detail its benefits to human health, resource conservation, an ecological future, community health, and behavior awareness.

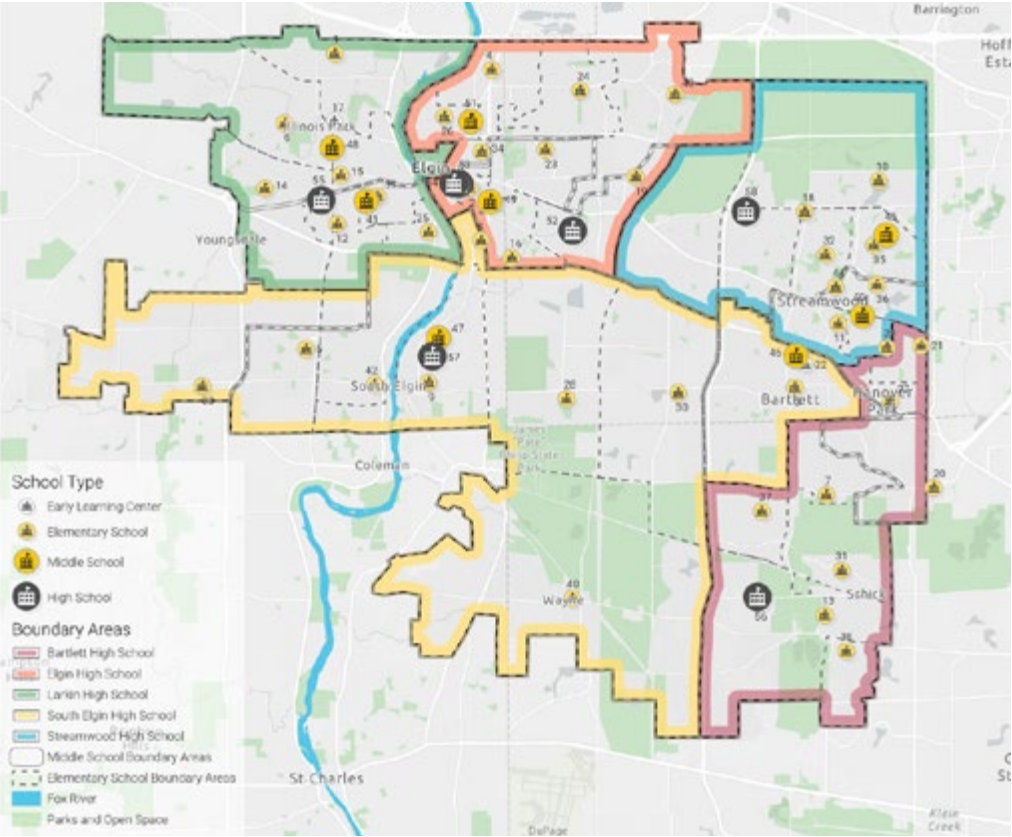
- 4 Following an overview to ensure everyone is aligned, stakeholders are broken into teams then charged with confirming a problem statement unique to the project.
- 5 Using the VALUES cards, each team member places a poker chip next to the card or cards best capable of solving the challenge at hand.
- 6 Each group then shares why certain cards were prioritized, and as a whole the group collates the priorities from each team to identify collective guiding principles, identify success metrics, and determine an action plan.

KEEPING
SCORE

VALUES OUTCOMES:
SCHOOL DISTRICT U-46

“The VALUES process helped U-46 stakeholder groups understand how others prioritized sustainability and user experience. It was an eye opening experience for many.”

Keri VanSant, AIA, WELL AP
Chicago



DLR Group used a two-part VALUES charrette in Elgin, Illinois, with School District U-46, a majority Spanish-speaking district with 37,000 students. The district came into the master planning process with sustainability and wellness on its list of priorities. VALUES helped them hone these goals by focusing on the tangible steps it would take to achieve them.

In session one, four teams made up of students, alumni, teachers, and community partners identified challenges the district faced and brainstormed what the future of sustainability could look like. In session two, each team selected cards from the VALUES deck they felt could best address the sustainability goals they’d envisioned in the previous charrette.

A desire for students and the community to be better connected emerged through these discussions. For students to have greater exposure to local leaders and future career opportunities. And for a reinvigoration of school pride, for both students and the greater community.

These goals emphasized Sustainable Food Sourcing, Environmental Awareness, and Community Access / Activation. Actions like a district-wide food program, zero waste education, and a composting facility were now in play.



students + alumni
teachers
operations
business + community partners

- 1
- 2
- 3
- 4
- 5
- 6

Each team of U-46 stakeholders selected six cards from the deck they felt were most important to achieve their long-term goals.

KEEPING
SCORE

VALUES OUTCOMES:
YUBA RIVER WATER
EDUCATION CENTER

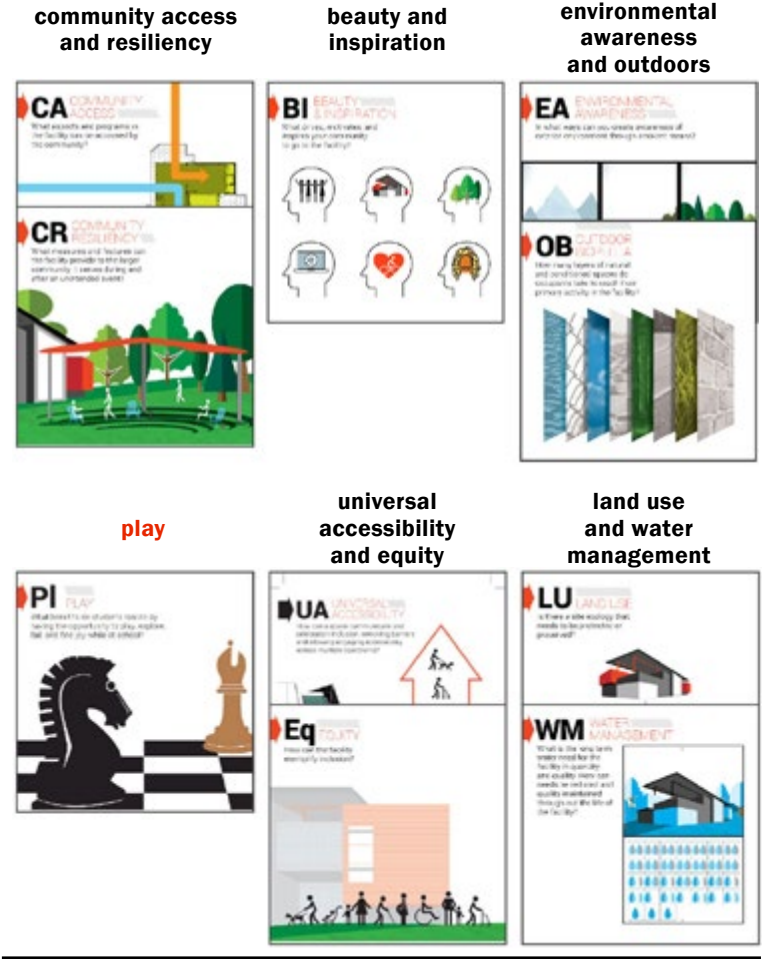
With California in the midst of a historic drought, the need for the Yuba Water Agency (Marysville, California) to educate its constituents is mission critical.

In developing a master plan for a new Yuba River Water Education Center, DLR Group used a two-day VALUES charrette to help stakeholders prioritize their values. On day one, the group of students, educators, community members, and visitors was broken into five teams. Each participant stepped into the shoes of a visitor, running a gamut of ages and backgrounds, as part of a day in the life exercise. On day two, they worked together to prioritize the cards that were most important to create a great experience for each visitor.

A direct result of the charrette was the emergence of play, outlined through VALUES as the way the built environment engages young learners and helps them experience a space.

One stakeholder shared their interpretation of play in the following way, “(We want) visitors to feel that the center grows with them ... that they will feel safe to join and take risks, losing their inhibitions.”

Children were a key visitor group for the center, with field trips a regular occurrence. In their discussions, stakeholders agreed that incorporating exhibits that encourage children of all ages to learn while they play would be key to its success. Integrating interactive exhibits that keep young visitors engaged during their time at the center became a primary design goal for the project.



Once each group of stakeholders selected their cards, teams worked together to collectively prioritize them, establishing six key themes.

“It’s clearly the visions that people see, touch, and feel that will change their future and the way they see the world.”

Randy Fletcher
Yuba Water Agency Chairman



The Greenest Building

*Revitalizing, repurposing, and reengaging:
the power of adaptive reuse*

The abandoned mall. A 35-year-old decommissioned Brutalist jail. The empty grocery store in a vacant strip center. These abandoned buildings are the greenest buildings as we pursue the goals of the ARCHITECTURE 2030 Challenge.

Coast-to-coast DLR Group is reimagining underutilized and abandoned building stock to deliver true sustainable design to revitalize neighborhoods and communities. With the proper vision, **adaptive reuse strikes a delicate balance of innovation, ingenuity, and design** to intentionally lessen our impact on the planet.

[Learn More](#)

“In the process of adaptive reuse, we preserve a sense of history and continuity, giving new life to structures that have been handed down from one generation to the next.”

Paul Westlake, FAIA, IIDA
Cleveland



MARICOPA COUNTY
ATTORNEY'S OFFICE
Phoenix, AZ



Bringing Early Education to Parents

NORTH KANSAS CITY SCHOOLS EARLY EDUCATION CENTER

GLADSTONE, MO

There is never enough funding for education. Every community needs more space, more teachers, and more resources to meet the unique needs of its students. The situation is often dire for the most vulnerable learners – students ages 3-5 with special needs. Delivering specialized services to this group is often a challenge. Allocating space in existing facilities and enabling parents to get their children to school are common obstacles.

DLR Group used adaptive reuse to solve both issues for the North Kansas City (Mo.) School District.

What was once a strip center anchor grocery store and a Hobby Lobby is now a 112,000 SF early education center. The school delivers vital early education to 800 students, 400 with special needs. This includes multipurpose spaces equipped with sensory experiences, an expanded outdoor play area, dedicated spaces for testing, and discovery zones for indoor play.

“When a project needs to happen quickly, especially at the scale education requires, adaptive reuse is often the most viable route to take,”

said Principal Ian Kilpatrick, AIA. “It’s also much more cost-effective. You get twice the amount of space at a similar cost to a school that’s built from scratch.”

Adaptive reuse often brings the advantage of location to the project. The North Kansas City Schools Early Education Center leverages its central location at the intersection of two major traffic arteries in Gladstone, Missouri. Ample existing parking also extends the construction budget to deliver more educational components.



KEARNEY EARLY CHILDHOOD

KEARNEY, MO

Twenty miles across town, DLR Group has converted an empty grocery store into the 26,400 SF Kearney Early Education Center for 100 learners, infant to age 5. The space also houses administrative offices for the Kearney R-1 School District. This adaptive reuse incorporates 11 early childhood classrooms connected by an expansive discovery zone for child engagement and hands-on learning.

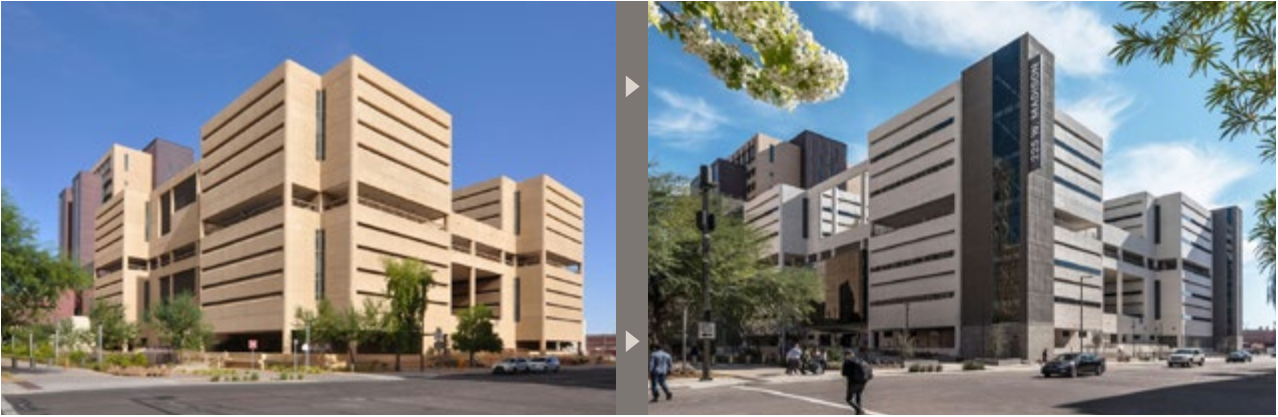
“From multipurpose spaces for our teachers and students to dedicated testing areas to a layout that decreases transition times, the design team really understood our needs and helped create solutions to our challenges.”

Dr. Katie Lawson
Executive Director of Special Programs,
North Kansas City Schools



“This would have been a wasted asset. It would have cost \$10 million to tear this building down, we would have disrupted downtown to do that, and we would have had the additional cost of building office space at this location.”

Joy Rich
Maricopa County Manager



The Highest Form of Sustainability

MARICOPA COUNTY
ATTORNEY’S OFFICE
PHOENIX, AZ

Imagine a decommissioned, six-story, 278,775 SF jail. A Brutalist design completed in 1985. Empty for a decade. City center location in Phoenix.

Should the taxpayers of Maricopa County pay millions to tear it down and remediate, then many millions more to rebuild? Or could that money be invested in the existing structure to adapt the building and repurpose it as 225 West Madison, a Class A office building?

In 2020, nearly 1,000 employees of the Maricopa County Attorney’s Office began the move into the former Madison Street Jail.

The cast-in-place concrete structure provided a great opportunity for enhancing building performance. The Maricopa County project reused 2.1 million pounds of steel and saved 65 million pounds of concrete from being sent to the landfill, all at a cost-savings to the county of nearly \$70 million. Creating a similar energy efficient office space with the inherent qualities found in the 225 West Madison structure would have been cost prohibitive to recreate in a new commercial office building.

Another economic driver was the benefit of consolidating multiple office spaces leased by Maricopa County into the building, which is adjacent to the Maricopa County Courts Complex. Co-locating the Maricopa County Attorney’s Office adjacent to the courts complex substantially reduces travel and the county’s carbon footprint.



“We aimed to find a balance that provided awe-inspiring design with a very rooted narrative. DLR Group interpreted this beautifully – a handsome, timeless design with a refreshing lightheartedness that is very true to Des Moines.”

Michael Kitchen
Partner, Aparium

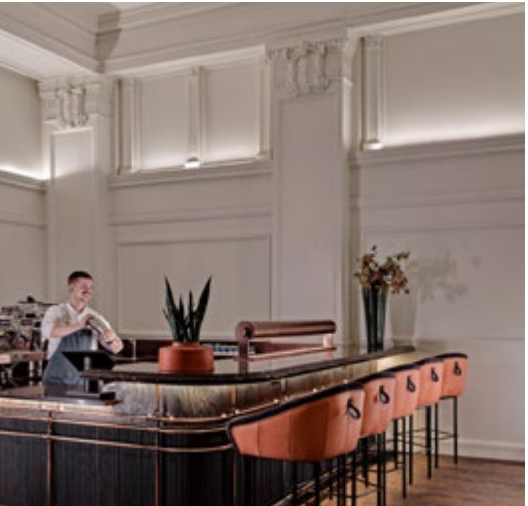
Reinvigorating Neighborhoods

SURETY HOTEL

DES MOINES, IA

In Des Moines, Iowa, stands the 82,750 SF, 12-story Surety Hotel. Constructed in 1913 as a bank, and in its day, a skyscraper. Through Historic Tax Credits, DLR Group gave new life to the building as a one-of-a-kind boutique hotel, delivering 137 guest rooms, a ballroom, solarium, exterior courtyard, restaurant, lobby, and meeting spaces.

The heart of the multi award-winning hotel is a dual restaurant and tavern that has become a favorite haunt for guests and local residents alike. The food-first approach has created a bustling place for the community to meet, eat, and enjoy the company of friends.



SUSTAINABLE MINDSET

At its core, **adaptive reuse is about shifting mindsets to a more sustainable future** – creating vibrant spaces that engage the community while reducing our impact on the world. As the Preservation Leadership Forum, part of the National Trust for Historic Preservation, states, “the greenest building is the one that’s already built.”

Commitment to Sustainability

DLR Group is an initial signatory of the Architecture 2030 Challenge and has signed onto industry-leading global challenges including the China Accord, A&D Materials Pledge, SE 2050, and MEP 2040. DLR Group is leading sustainable change for people, communities, and the planet, expanding beyond operational carbon. In 2021, projects that DLR Group tracked toward the 2030 challenge using modeled data achieved an average energy use intensity savings of at least 69%.

Our energy model reductions in 2021 translated into energy and environmental savings in these ways:



8,810*

Metric Tons of GHG Avoided



1,916

Passenger Vehicles Removed from Roads



10,794

Acres of Forest Saved



1,061

Homes Powered in One Year

* GHG emissions are estimated using national average fuel ratio for energy use in buildings and EPA’s Power Profiler Tool.

The Power of Employee Ownership

Through personal development grants, DLR Group is using design as a tool for change

DLR Group is a 100% employee-owned firm. For some firms, employee-ownership seems to be a box checked on a survey or a talking point for media. At DLR Group, it's the foundation of our design culture.

Our employee-owners are challenged by risk, display a sense of urgency, and glow with a passion for design. Owners embrace change and have a relentless desire to improve the firm, not their position in the firm.

DLR Group Personal Development Grants (PDGs) empower employee-owners to explore a personal passion outside of project work.

PDGs is where an employee-owner's desire to address a challenge to positively impact a community intersects their passion for design.

[Learn More About Employee-Ownership](#)

2021 PDG RECIPIENTS



Amanda Collen
ACCESSIBLE
DESIGN AWARENESS



Edwin Roa, MBA
BORDER
AWARENESS



Kelli Stewart, AIA, LEED AP
LITTLE
DESIGNERS

“HOW DO YOU TAKE THE AVERAGE OF A PHYSICAL DISABILITY?”

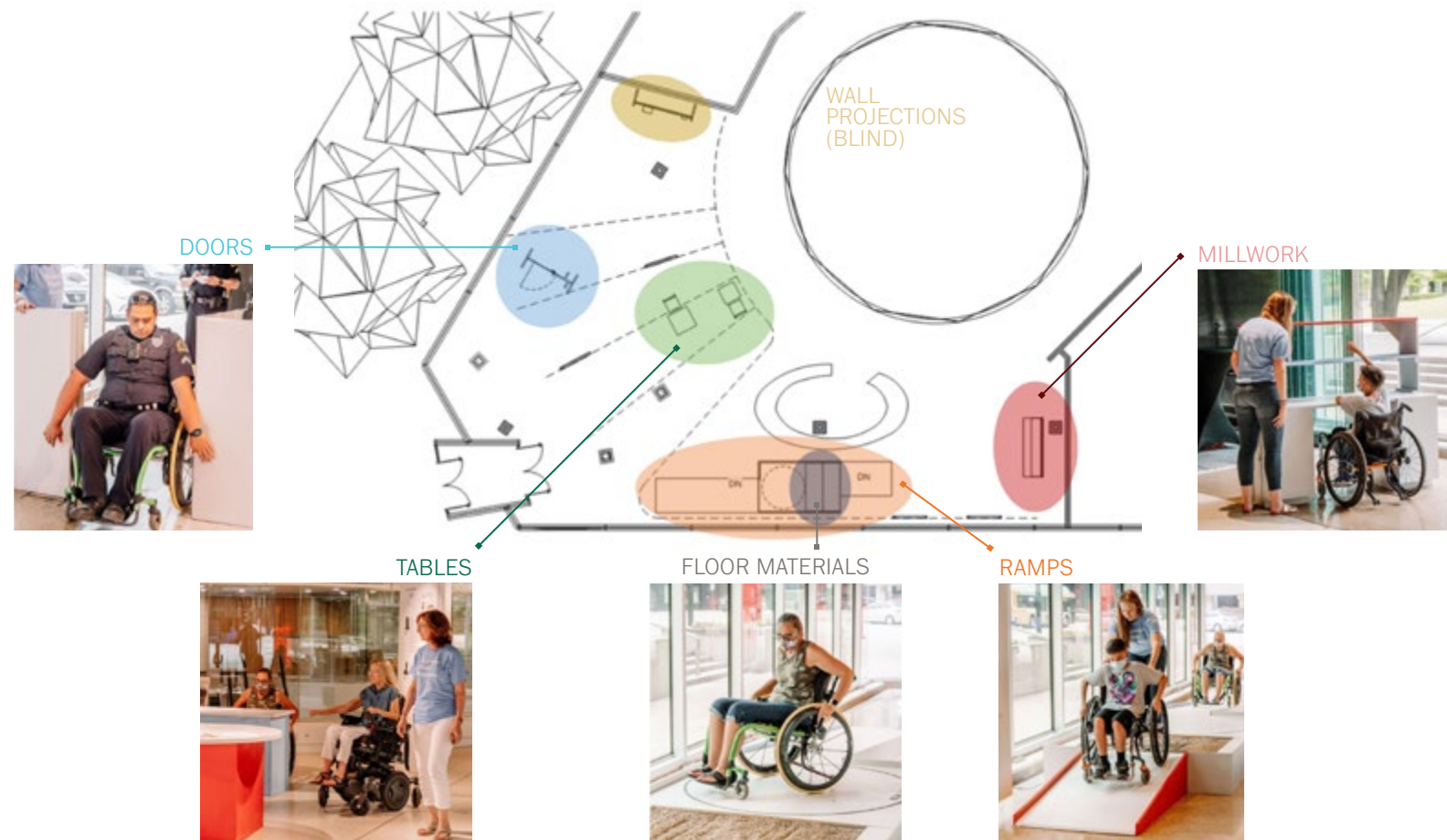
2021 PDG: ACCESSIBLE DESIGN AWARENESS

Amanda Collen observed first-hand the everyday challenges her aunt faced navigating the built environment in her wheelchair. Collen's PDG, Accessible Design Awareness, strived to bring awareness to the obstacles people with physical disabilities face when navigating public spaces.

“As part of the project, I interviewed more than a dozen people, all with varying physical disabilities,” she said. “What they all had in common was a desire for a more equitable experience. To have the same access to things like dining and shopping that able-bodied peers have.”

Leveraging AD Exchange, an architecture and design showcase held by the Dallas AIA, Amanda developed an interactive experience to help participants experience what it's like to navigate the world while being physically disabled. Stations highlighted some of the biggest mobility-related challenges, including entranceways and sequences, access to restrooms, reaching distance, retail aisle clearances, and seating space.





Coupled with extensive first-hand accounts from the disability community, Amanda's PDG is creating buzz about the role designers have in balancing beauty with accessibility. After a successful run at Dallas AIA, **her interactive display is being used as a visual tool by the Texas Tech University**

Theater Department, to help theater students better understand ADA standards within theater productions. A replica is headed to Baltimore in March 2022, for the multi-day Association for Performing Arts & Entertainment Professionals USITT conference. Amanda also presented her research during

an AIA symposium in November 2021, focused on inclusivity and limitations of current building standards and planning processes, and since relocating to Denver earlier this year, has continued to share her project with teams across DLR Group.

"My goal is to continue creating awareness about accessible design. That starts with recognizing there is a need for change," she said. "ADA codes are all on an average. But how do you take the average of a physical disability? As designers, we have a responsibility to design for everyone. Providing an equitable experience for all users shouldn't be an add-on, it should be the norm."



TWO YEARS
AT THE BORDER

2021 PDG:
BORDER AWARENESS

In 2020, Associate Edwin Roa began a two-year journey to raise consciousness about immigration and human rights issues facing migrant families living along the U.S.-Mexico border. Using funds from the grant, Edwin produced a documentary in partnership with three non-profit organizations, capturing the turmoil, uncertainty, and unfettered hope of those wanting to cross into the United States.

The project fulfilled a dream of Edwin's, to film a documentary about immigration and human rights issues. To tell stories about the migrants who are experiencing them and the volunteers who are working around the clock to help those in need.

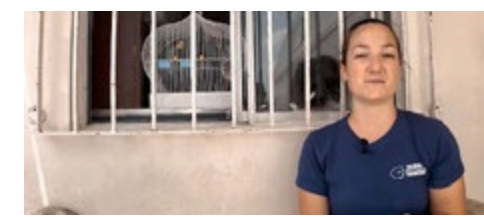
“As part of the Latin American community, I’ve seen many friends come to this country to fulfill their dreams and help their families,” said Edwin. “Asylum seekers are leaving their homes and fleeing violence looking for a new opportunity. I studied media while in Latin America, and feel a responsibility to be there and to share first-hand what’s really happening at the border.”

Through the project, Edwin had an opportunity to meet a non-profit engineering organization that is building an infrastructure to source, clean, and distribute water to ease the suffering of people at the border. His documentary brings new awareness to the employee-owners of DLR Group about the human experience of families

and individuals seeking a new life in our country, and is driving conversations about how we, as designers, can better advocate for underserved communities.

“It’s estimated that 10,000 asylum seekers are currently living at city shelters waiting to enter the U.S.,” said Edwin. “It has been an emotional, unforgettable, and inspiring experience, which wouldn’t have been possible without a PDG.”

[Watch the Documentary](#)



ENGAGING, ENTERTAINING, AND ATTRACTING THE NEXT GEN

2021 PDG: LITTLE DESIGNERS

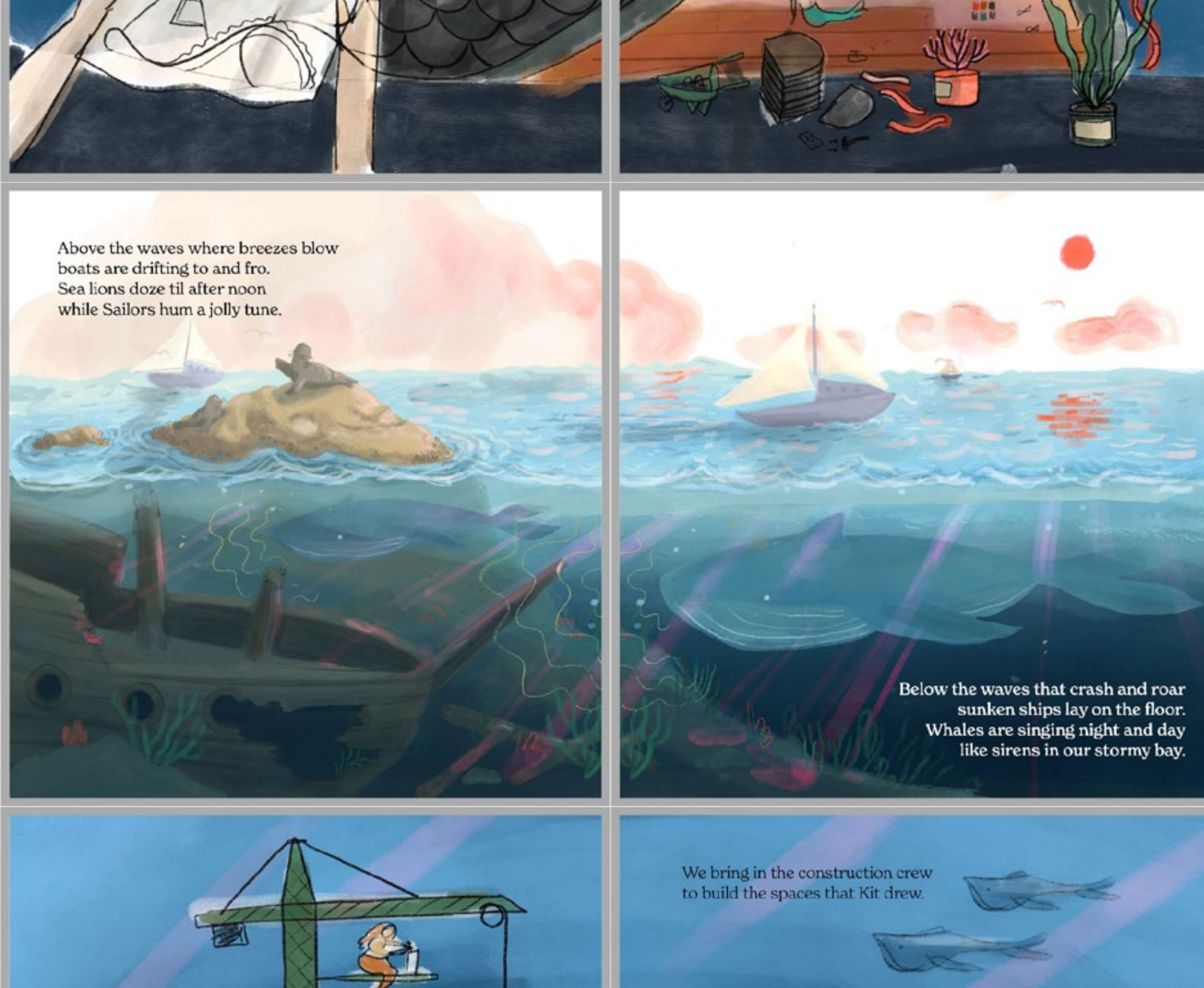
Kelli Stewart, AIA, LEED AP used her PDG to create **a children’s book for the next generation of designers.** Through an age-appropriate narrative, “Little Designers: A Children’s Book About Big Ideas” welcomes aspiring designers to an industry where – regardless of gender – success is accomplished through hard work and determination and where collaboration is just, equitable, diverse, and inclusive.

“The characters in Little Designers are intentionally diverse: backgrounds, abilities, and interests,” said Kelli. “Diversity does not contribute to the conflict of the story. It presents no barriers, and therefore doesn’t even get a mention. Because the designers in the book collaborate so open-mindedly, so inclusively, they learn from each other and make the project successful because of their differences.”

Woven through the book is the idea of design agency, with characters engaging face-to-face with their underwater friends to create a better world for everyone. A bevy of mermaids – including a structural engineer, landscape architect, mechanical engineer, and project architect – all make a positive impact in their community by working together to plan and build a structure undersea.

“My goal was to build enthusiasm for design and increase opportunities – especially for girls from diverse cultures – to see themselves reflected in STEM characters.”

Kelli is working with a professional artist to finish illustrations. A printed publication is planned for 2022 and will be available for order online. She is also coordinating with designers to make a limited run available to K-12 Education clients.



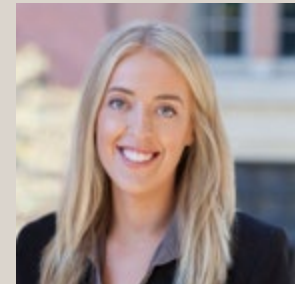
2021 PDG RECIPIENTS *highlights*



Justin McAdam, PE, CEM
MEP VISUAL
STORYTELLING



Justin’s PDG explored opportunities to elevate MEP photography to create images that are purposeful and informative and could be used for internal education, marketing, and client training.



Morgan Stafford, NCIDQ
FURNITURE DESIGN
+ MAKE



Morgan used a combination of modern technology with CNC routing and authentic hand tooling techniques to prototype then build a rocking chair. She captured lessons learned and best practices to share with design teams.

SECTION
02

Diversifying Design Voices



Bringing Equity
To Design



*We’re building with,
not just for, people.*



Real, lasting solutions start by holding a mirror up to ourselves and having the hard conversations about where inequities may exist within our own walls. By addressing and resolving inequities within our firm and the broader A/E/C industry, we can develop a more diverse design voice.

In 2021, DLR Group **established an Equity Forum to drive positive change** within our firm, our industry, and our local communities. Led by employee-owners from a cross-section of design disciplines, sectors, offices, races, skills, and ages, this group is leading from the inside out.

Outside our walls, DLR Group is spearheading equity efforts in the A/E/C industry. Chaired by CEO Griff Davenport, FAIA, the AIA Large Firm Round Table (LFRT) has set a goal to double the number of architects who are Black, Indigenous, and People of Color by 2030. The LFRT is also providing financial support and working in partnership with the National Organization of Minority Architects to break down cultural and racial barriers in architecture, engineering, and construction professions.

“It’s abundantly clear that a conversation about racial inequities needs to take place in our nation and in our local communities. Unless there is dialogue – both listening and understanding – there can be no advancement. The same is true within the walls of our employee-owned firm. Now is the time to listen, learn, and take action.”

Griff Davenport, FAIA
Chief Executive Officer

[Learn About Equity at DLR Group](#)

equity

EQUITY FORUM
VOICES

We're driving change from the inside out. These are the perspectives of some of our Equity Forum members.



“As our lens evolves, equity will become part of our DNA. Part of our core. It will change how we hire, how we onboard, how we mentor, how we grow leaders. It’s going to change the firm.”

Lori Coppenrath, LEED AP
Seattle



“I’m a member of the LGBTQ+ community. And I’m a senior architect. At DLR Group, I feel fully seen and supported. I have a community here. I want that same experience for everyone in the profession – to see themselves represented.”

Mollie O’Connor, AIA, LEED AP
Minneapolis



“When we have empathy and think about how other people are experiencing the world, we can create an industry that is more open to people from all backgrounds and experiences. I envision a profession that is reflective of our greater population, one that’s not just for a few but for all.”

Leon Holloway, NCARB, LEED AP BD+C
Seattle



“A lot of designers went into this profession to make the world a better place. We have a responsibility to lead the tough conversations and to bring an equity lens to all of our work. I owe it to the women – especially women of color - who will come after me to share my experiences and help create the future we all deserve.”

Catherine Meng, AIA
San Francisco



“I’m inspired by the younger generation in our industry. They look at the world through a different lens. They’ve inspired me to talk about my personal experiences – both positive and negative. As a global firm that’s diverse in its people, geography, and disciplines, it’s the personal experiences we’re willing to safely share with each other that will make the biggest impact.”

Jose Sanchez, Assoc. AIA, LEED AP BD+C
Los Angeles

“We want to be better partners and offer design solutions that are unique to those communities we serve. Our commitment to equity will push us forward in the best possible way.”

Carol Duke, Assoc. AIA
Washington, D.C.



This year, we turned the traditional internship program on its head. DLR Group's Emerging Professional Experience breaks the internship mold, offering students and newly-hired professionals opportunities to participate in all parts of the design process. This isn't busy work or paper pushing. Participants are contributing to real integrated design work.

[Learn More About EPX](#)

“EPX helped with my self-growth as a design professional. Since joining DLR Group, I’ve been involved in multiple projects, and my work has been used as a template for new projects. It makes me feel like my contributions have been very valued.”

2021 EPX alum
Javier Rodriguez, LEED Green Assoc.
Seattle

As a 100% employee-owned firm, we’re all empowered to drive change. That change starts from within, by ensuring diverse design voices are part of our leadership team.

In 2021, we added more women to the Executive Team. Sixty percent of the Advisory Board [1] and 40% of our Executive Committee [2] are female. Women were also tapped for other leadership positions, including as Region Leaders, Office Leaders, and Forum Leaders, adding depth to our perspective and design voice.



[1]



[2]

As a 100% employee-owned firm, we’re all empowered to drive change.

change

We’re building with, not just for, people. To meet this challenge, we’re growing in places we’ve never been. Where ideas are sparked. And where our nearly 1,300 design voices reflect the communities we serve.

Last year, four established firms joined this endeavor – Salus Architecture, Baker Nowicki Design Studio, Bowie Gridley Architects, and Wright McGraw Beyer Architects. With established resume and design expertise in healthcare, independent K-12 education, and higher education, these firms have elevated DLR Group’s existing sector teams and brought new energy, innovation, and strategic thinking to the table.



 **DLR**GROUP | **SALUS**

Specializing in complex acute and ambulatory care facility design, Seattle healthcare design firm Salus Architecture joined DLR Group in May 2021, providing a foundation to grow our Healthcare practice in the Pacific Northwest and adding diversity to our Seattle office.



 **DLR**GROUP | **BakerNowicki**

Education design firm BakerNowicki Design Studio added a San Diego location and joins with DLR Group K-12 Education studios in Los Angeles, Riverside, Sacramento, and San Francisco to serve the interests of education clients throughout California.



 **DLR**GROUP | **bowie gridley**

In Washington, D.C., Bowie Gridley Architects joined DLR Group. Bowie Gridley specializes in master planning and design for K-12 education independent school clients. Merging with the growing K-12 Education studio in our Washington, D.C. office, this union forms an office of 65 design professionals and the leading K-12 Education design firm along the Atlantic Coast and throughout the Northeast.



 **DLR**GROUP | **WMBA**

We grew our presence in Charlotte, North Carolina, with the addition of Wright McGraw Beyer Architects (WMBA), a leading healthcare design firm in the Southeast. WMBA is relocating to our new office location in Charlotte’s Third Ward Wesley Heights neighborhood to create a 45-person office with K-12 Education, Higher Education, Performing Arts, Sports, and Workplace design for public and private clients in the Southeast.

“The opportunity for employee-ownership is a key reason for joining DLR Group. Our vision of success is that all of our people become stockholders and grow to influence DLR Group in multiple areas, not just Healthcare design.”

Todd McGraw, AIA
DLR Group Principal
WMBA Co-Founder

Community
Impact

Sharing. It's one of DLR Group's core values. In 2021, we lived that value by making positive impacts in all of our communities.



sharing



*Use your design voice
to lead change
in your community.*



9k+

HOURS VOLUNTEERED Employee-owners spent more than 9,000 hours giving back to local communities and building new leaders in our industry. That equates to almost \$1.2 million of time.

From Habitat for Humanity to cleaning local parks to packing meals, and more, DLR Group made an impact through volunteerism. Employees also volunteered with industry organizations including ACE, Black Architects in the Making, Girls in STEM, and the National Organization of Minority Architects, that empower young people and emerging professionals to see bright futures in design.

\$1.1m+

DONATED More than \$1.1 million was donated – monetary and material – to community and professional organizations, supporting scholarships, educational foundations, housing initiatives, environmental organizations, and the arts. Through its annual Canstruction events, for example, DLR Group also donated more than 15,000 cans of food to local food banks.

\$250k+

PRO BONO DLR Group professionals contributed their talent to bring the benefits of the built environment to those in need. Pro bono efforts focused on disadvantaged populations, homelessness, health, and restorative justice. Recent projects include COVID-19 emergency treatment clinics and quarantine living areas, emergency housing for women and families, supportive temporary housing, a partnership with the Hispanic Society of America to bring art to local communities, and successfully helping two HBCUs apply for grants to preserve their rich history.

SECTION
03

Leading With Design



Built



The Portland Building

PORTLAND, OR
400,000 SF

Chicago Athenaeum
American Architecture Award

An icon of postmodern architecture, our integrated design team worked to preserve the historically significant Portland Building. A winner of the 2021 American Architecture Awards for Restoration/Renovation, the reconstructed Portland Building creates a resilient, adaptable building that will last 50-100 years, with a healthy workplace for staff and a welcoming public presence.

[Learn More](#)





“A progressive design-build model allowed for the right voices to be in the room at the right time to make the best decisions for the project. The team worked collaboratively on a complex set of issues where there wasn’t a preconceived notion about the best way to solve them. Together, we were able to transform the Portland Building beyond what anyone initially thought was possible and save a historic icon for the next generation. It was an incredibly powerful experience.”

Erica Ceder, LEED AP BD+C, Assoc. DBIA
Portland





The Triumph

WASHINGTON, D.C.
36,130 SF

Chicago Athenaeum
American Architecture Award

Named “The Triumph” by the community, this new 50-unit residence provides families with a beautiful, inspiring, and dignified environment along with in-house support services to lessen the burdens of homelessness and help residents re-join their communities as quickly as possible. Part of the Ward 8 Short-Term Family Housing Program, The Triumph was successfully integrated into the residential neighborhood, avoiding the stigma traditionally associated with homeless facilities, while maintaining safety and operational standards for residents.

[Learn More](#)





“The simplicity of the layout, the circulation, and access all work together to create a space where the families served by The Triumph don’t have to think about their living environment as another stresser. It was all intuitive. The community as a whole is underserved, and The Triumph is part of a broader city-wide effort to provide short-term housing options for families. It became a destination. A place residents can be proud of.”

Rachel Chung, AIA, NCARB
Washington, D.C.

University of Southern California Los Angeles Memorial Coliseum

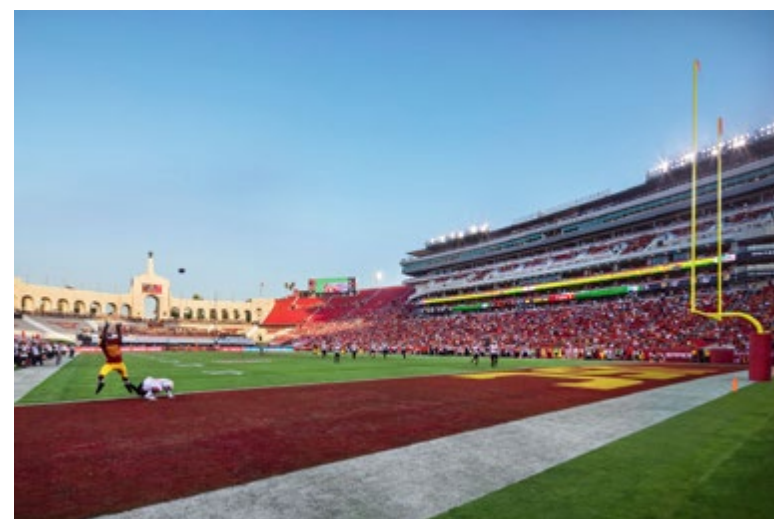
LOS ANGELES, CA
1M SF

Los Angeles Conservancy
2021 Chair Award for
Historic Preservation

Renovation and modernization of the nearly 100-year-old Los Angeles Memorial Coliseum – a National Historic Landmark and home to the USC Trojans – honors the tradition and heritage of the facility, while upgrading the game-day experience and providing premium amenities and new revenue streams for the client. The new suite and press tower are inserted seamlessly into the existing stadium bowl, retaining the stadium’s landmark status, respecting the geometry and character of the stadium, and preparing the Coliseum for its next 100 years.

[Learn More](#)





“It was critically important that renovations maintain the essence of the original design, and that the stadium is, in simple terms, always recognizable as the Los Angeles Memorial Coliseum. We found a respectful solution that creates revenue generating spaces where none had existed, while preserving 85% of the existing structure. We were mindful of the key character defining features of the stadium, the peristyle, the perimeter building façade, and the graceful curving slope of the seating bowl.”

Don Barnum, AIA
Kansas City



FAITHFUL

SCHOLARLY

SKILLFUL

COURAGEOUS

AMBITIOUS

IANNE BASHOR
ERS CLUB

JIM AND DIAN
FOUNDER



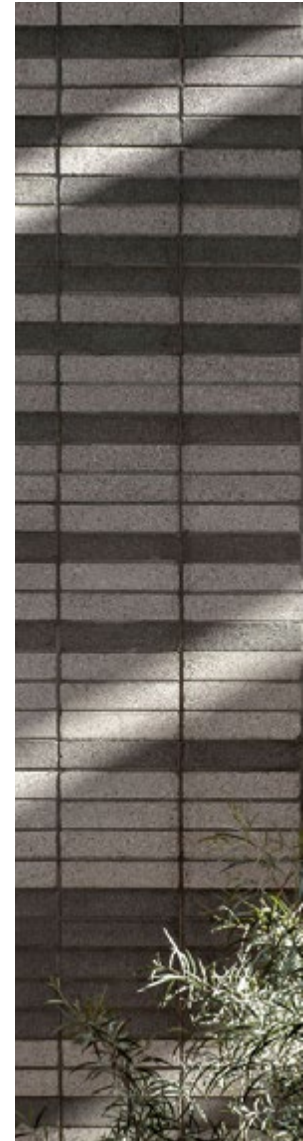
Canyon View High School

PHOENIX, AZ
237,120 SF

AIA Education Facility Design
Award of Merit

Canyon View High School fosters authentic learning and curricular exploration by expanding the definition of a “place based” high school. The design emphasizes spatial flexibility and sustainability, nurturing a culture that is student-focused and faculty-guided. The facility is home to a first-of-its-kind Teaching and Learning Accelerator, an open-source incubator for the art of teaching and learning.

[Learn More](#)



“At Canyon View, we wanted to innovate not replicate – to push the boundaries of what education could be and how space could inform that. We gave ourselves permission to think differently. The school is designed on a grid. It allowed us to create agile spaces to different scales. It was an opportunity to leverage space in a different way. We wanted it to be something of the moment.”

Jason Lembke, NCARB
Charlotte



University of Florida Institute of Black Culture and Institute of Hispanic and Latino Cultures

GAINESVILLE, FL
13,230 SF

Through a visioning and programming process, DLR Group partnered with students, alumni, and staff to alleviate conflict, affirm design concepts, and ensure a diversity of voices were heard and valued. The resulting project celebrates various moments of cultural significance, bringing students together in a comfortable, social atmosphere filled with colors and textures.

[Learn More](#)

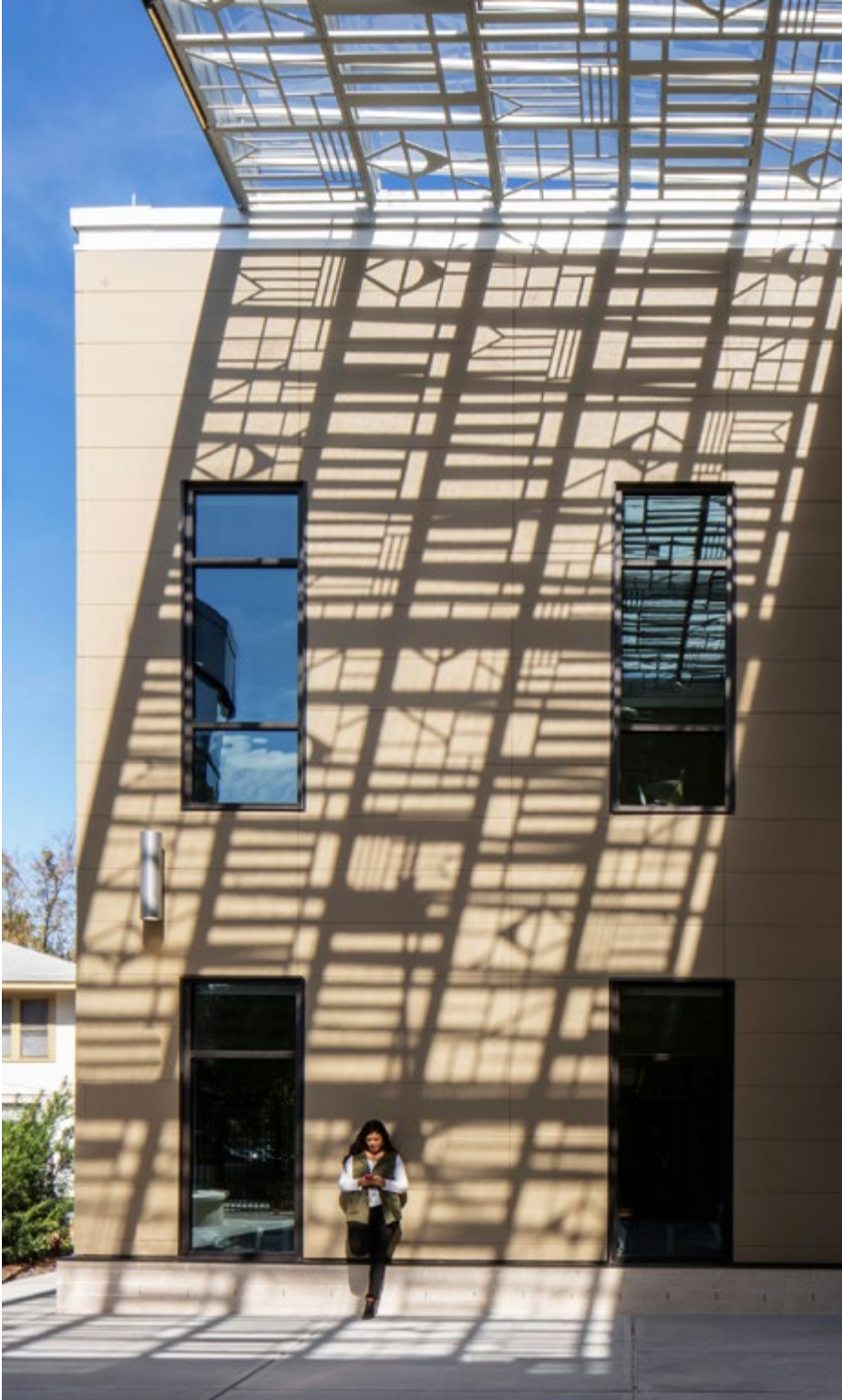






“The vision of this project was to capture the history and the significance of the Institute of Black Culture and the Institute of Hispanic and Latino Cultures in a way that honors the fight and the struggle for both within the buildings, while also recognizing what we can do to serve future Black and Latinx Gators. Having the unity symbol embedded in the railing or the detail in the palapa – people come and they notice the small details and it means so much.”

Will Atkins
Executive Director of Multicultural and Diversity Affairs,
University of Florida



In Design



Ismaili Center

HOUSTON, TX
164,500 SF

The Ismaili Center will serve as a gathering place for learning, worship, and engagement for Houston’s 40,000 Ismaili Muslims. In collaboration with Farshid Moussavi and His Highness the Aga Khan, the Ismaili Center will be rooted in the deep traditions of Islamic art, architecture, and landscape, with a design that employs craft techniques and patterns through geometric mosaic flooring and ultra high-performance concrete screens.

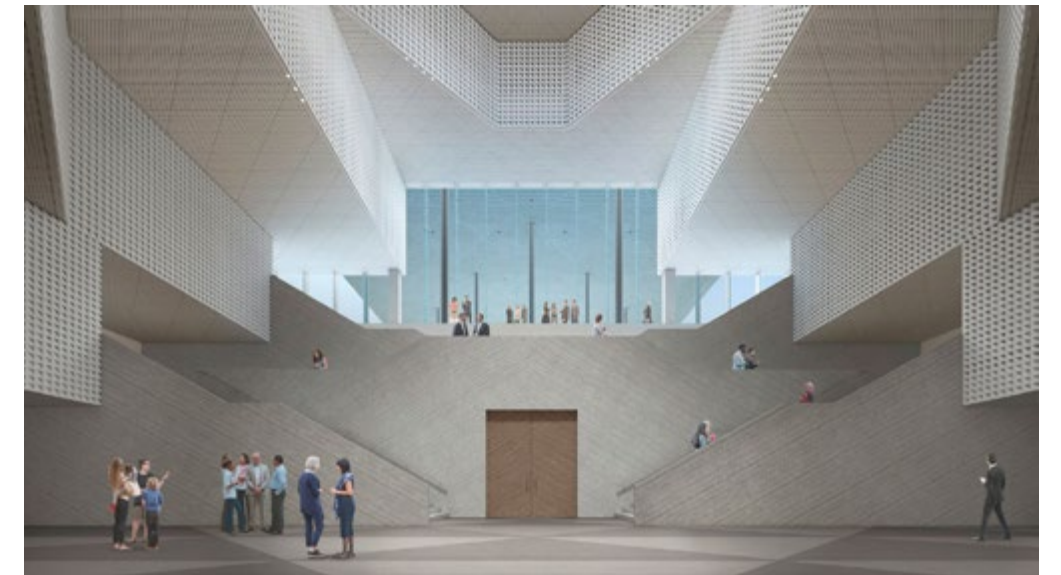
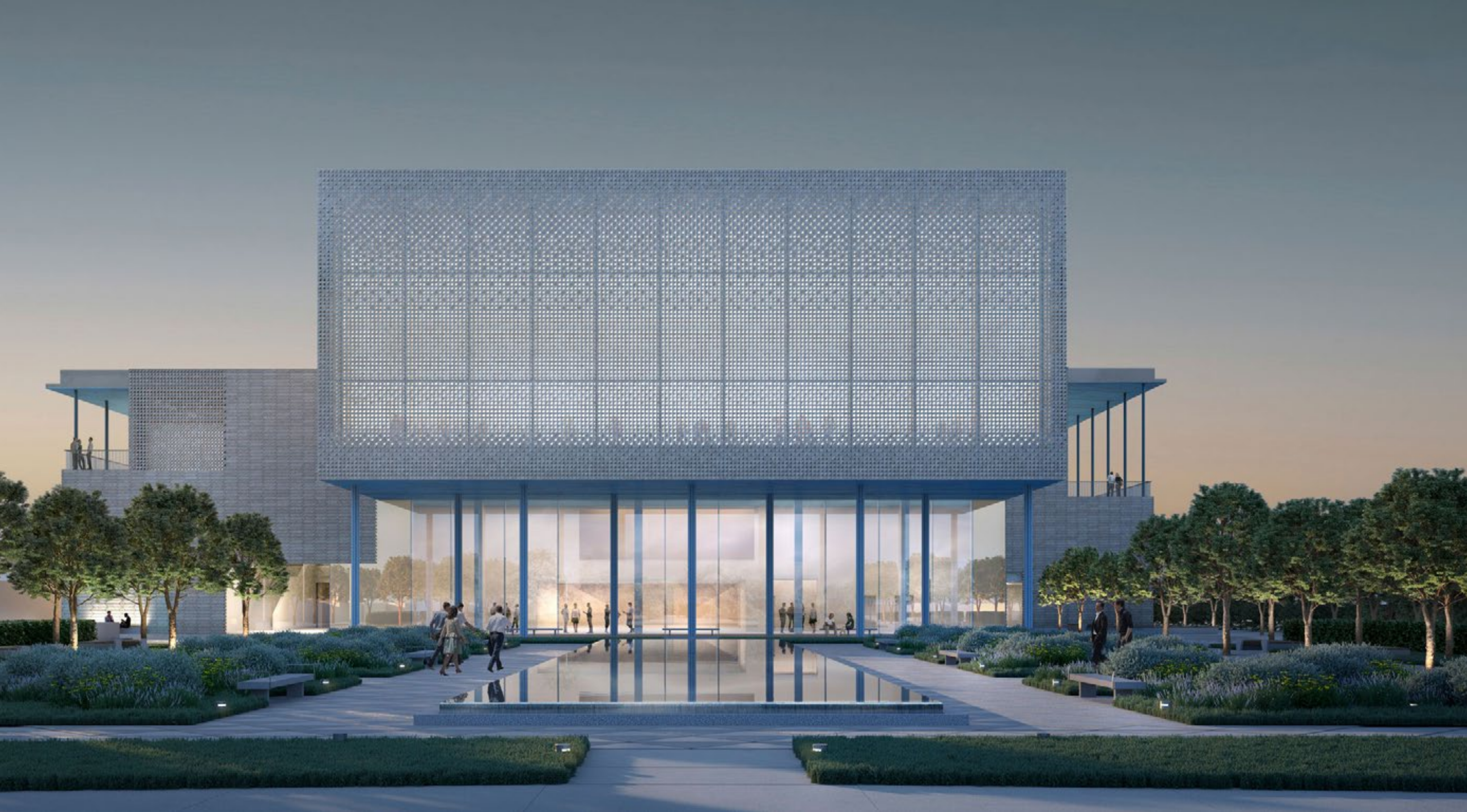


[Learn More](#)

“This is a technically challenging project. Our structural and mechanical teams have managed a constant evolution of building systems to achieve sustainability goals as well as broader production goals. An integrated model allowed us to balance the impacts of energy and design. It allowed for solutions to evolve rather than trying to force a square peg through a round hole.”

Matt Janiak, AIA, LEED AP
Cleveland







The Dream Las Vegas

LAS VEGAS, NV
630,000 SF

This boutique-style hotel will be a flagship property on the Las Vegas Strip, delivering a one-of-a-kind destination for guests within steps of the iconic “Welcome to Las Vegas” sign. The design will feature 21 stories, home to a mix of entertainment venues, roof decks, and terraces. High-performance acoustics solutions and sustainability efforts will make the Dream Hotel a welcome respite for visitors and guests alike.

[Learn More](#)

“In Las Vegas, the challenge is creating a space that stands out in a city of opulence and extravagance. With a boutique hotel approach, we’re able to overcome that challenge by setting ourselves apart from the mega resort landscape. We’ve incorporated sustainable elements into a stylish and sophisticated space, including a biophilic design influenced by the desert and its natural surroundings. The result is an experience-driven hotel that will truly be a one-of-a-kind destination on the Las Vegas Strip.”

Brian Murch, AIA
Kansas City





Al Jubail Island

ABU DHABI
1M+ SF

A key nature reserve located in the heart of Abu Dhabi, Jubail Island will create a mixed-use district encompassing hospitality, residential, and retail spaces through a unified community. Centered around human connections, the project incorporates innovative landscaping that blends built architecture into the natural landscape.

[Learn More](#)



“With a play of materials and articulated facades, Jubail Island will offer a unique mixed-use design with an architectural language not seen before in the region. DLR Group’s coordinated design adds to the community with a new town center that links to a beach club, community centers, a series of mosques, and a public park. As the project gained traction during the visioning process, we were also able to increase the number of residential units from 60 to more than 200.”

Scott Pryde, RIBA, ARB
Dubai



Swarthmore College Dining and Community Commons

SWARTHMORE, PA
71,296 SF

With a focus to environmental stewardship, the renovation of Swarthmore College’s 58-year-old Sharples Dining Hall incorporates sustainable design solutions that nod to the college’s history as well as offer modern day amenities. To meet the college’s desire for a net zero building, the facility includes energy reduction and production, zero waste options, biophilic design, and local food sourcing, as well as innovative use of natural elements like mass timber.

[Learn More](#)



“This design is on the cutting edge of sustainability. It’s a net zero energy facility with a full electric commercial kitchen wrapped in a modern dining hall – feeding nearly 1,600 students three times a day. There are other energy aggressive dining halls out there, but not with 800 seats and 10 serving platforms.”

Benjamin Strain, AIA, LEED AP
Denver





Shenzhen Opera House

SHENZHEN, CHINA
2.4M SF

Chicago Athenaeum
American Architecture Award

A winner of the 2021 American Architecture Award for Museums and Cultural Buildings and a finalist for the 2022 International Architecture Design Competition, DLR Group's master plan for the Shenzhen Opera House envisions a world-class performance complex as a cultural gateway to the city. Negotiating relationships between the mountains and sea, shared outdoor space acts as an extension of the opera where visitors can gather, perform, and observe one another while engaging with nature.

[Learn More](#)



“This was a true collaboration between offices both nationally and internationally, architectural and interdisciplinary. The outcome is an award-winning design that shows what we can achieve as an integrated design firm.”

Vanessa Kassabian, AIA, LEED AP
New York

SECTION

04

Firm Leadership



Executive and
Enterprise
Leaders



Griff Davenport
FAIA
Minneapolis
MANAGING PRINCIPAL
CHIEF EXECUTIVE OFFICER



Charles Dalluge
LEED AP
Phoenix
MANAGING PRINCIPAL
CHIEF OPERATING OFFICER



Steven McKay
RIBA, LEED AP
Seattle
MANAGING PRINCIPAL
CHIEF DESIGN OFFICER



John Fuller
ASSOC. AIA, LEED AP
Kansas City
MANAGING PRINCIPAL
CHIEF MARKETING OFFICER



Becky Schnack
CPA
Omaha
PRINCIPAL
CHIEF FINANCIAL OFFICER



Molly Johnson
Minneapolis
PRINCIPAL
CHIEF HUMAN RESOURCES
OFFICER



Brooke Grammier
Houston
PRINCIPAL
CHIEF INFORMATION OFFICER



Lori Coppenrath
LEED AP
Seattle
PRINCIPAL
EQUITY



Carol Duke
ASSOC. AIA
Washington, D.C.
PRINCIPAL
EQUITY



Jose Sanchez
ASSOC. AIA, LEED AP BD+C
Los Angeles
PRINCIPAL
EQUITY



Vanessa Kassabian
AIA, LEED AP
New York
PRINCIPAL
DESIGN



Peter Rutti
AIA, NCARB
Phoenix
SENIOR PRINCIPAL
DESIGN



Josh Haney
AIA, LEED AP BD+C
Cleveland
PRINCIPAL
ARCHITECTURE



Lloyd Ramsey
Phoenix
SENIOR PRINCIPAL
ENGINEERING



Audrey Koehn
ASID, LEED AP
Denver
PRINCIPAL
INTERIORS



Yogesh Saoji
AIA, AICP
New York
SENIOR ASSOCIATE
PLANNING



Nate Miller
AIA, LEED AP
Minneapolis
PRINCIPAL
OPERATIONS



Lindsey Perez
AIA, LEED FELLOW
Orlando
PRINCIPAL
SUSTAINABILITY

Integrated Design
Leaders

Sector
Leaders



Paul Westlake
FAIA, IIDA
Cleveland
SENIOR PRINCIPAL
CULTURAL+PERFORMING ARTS



Phil LiBassi
FAIA, FACHA
Cleveland
SENIOR PRINCIPAL
HEALTHCARE



Stu Rothenberger
AIA, LEED AP
Denver
SENIOR PRINCIPAL
HIGHER EDUCATION



Ed Wilms
AIA
Minneapolis
PRINCIPAL
HOSPITALITY



Darrell Stelling
AIA, DBIA
Sacramento
SENIOR PRINCIPAL
JUSTICE+CIVIC



Jim French
FAIA
Kansas City
SENIOR PRINCIPAL
K-12 EDUCATION



Brian Arial
AIA
Los Angeles
SENIOR PRINCIPAL
MIXED-USE



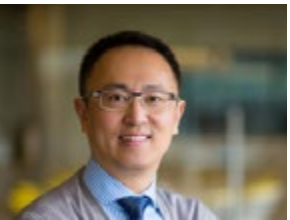
Denis Henmi
FAIA, LEED AP
San Francisco
PRINCIPAL
TRANSPORTATION



Don Barnum
AIA
Kansas City
PRINCIPAL
SPORTS



Jeremy Reding
AIA, WELL AP
Seattle
SENIOR PRINCIPAL
WORKPLACE



Leon Qiu
INTERNATIONAL ASSOCIATE AIA
Shanghai
PRINCIPAL
ASIA



Pamela Touschner
FAIA
Los Angeles
SENIOR PRINCIPAL
CALIFORNIA



Curtis Johnson
AIA, LEED AP
Omaha
PRINCIPAL
CENTRAL



Jamal Salem
Dubai
PRINCIPAL
MIDDLE EAST



Kate Yurko
AIA, LEED AP
Minneapolis
PRINCIPAL
NORTH CENTRAL



Matt Janiak
AIA, LEED AP
Cleveland
SENIOR PRINCIPAL
NORTHEAST



Scott Kruse
AIA
Seattle
SENIOR PRINCIPAL
NORTHWEST



Andy Anderson
AIA, LEED AP
Kansas City
SENIOR PRINCIPAL
SOUTHEAST



Peter Rutti
AIA, NCARB
Phoenix
SENIOR PRINCIPAL
SOUTHWEST



Adam St. Cyr
AIA, LEED AP
Dallas
PRINCIPAL
TEXAS

Region
Leaders



ELEVATE *the*
HUMAN EXPERIENCE
THROUGH DESIGN