



# ANNUAL REPORT 2022





ELEVATE *the*  
HUMAN EXPERIENCE  
THROUGH DESIGN



EXPO 2027 - U.S. WORLD'S FAIR BID  
Bloomington, Minnesota

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*A passion to do more, be more,  
and forge ahead.*

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*Leadership for the next chapter  
of DLR Group.*

C O N T E N T S



**Griff Davenport, FAIA**  
Chair of the Board

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## Making an Impact in 2022

As a 100% employee-owned firm we all make an impact, whether it's through our contributions to project teams, the leadership roles we take within industry organizations, or our involvement within our communities. When multiplied across a global design firm more than 1,400 strong, our impact creates a legacy that reaches beyond what any one of us can accomplish alone. That's the power of being a design professional at DLR Group.

By pushing the boundaries of design, in 2022 DLR Group elevated the human experience through design for our employees, our industry, our communities, and the planet.

2022 was an extremely successful year for the employee-owners of DLR Group. Financially, we established new records for gross revenue, net revenue, new fees, and EBITDA. Our financial performance is a testament to the passion of every employee-owner, and proof that we are well positioned to meet or even exceed our financial goals to grow their investment.

This success was fueled by award-winning design for our clients. This year alone DLR Group was recognized with nine AIA awards, five IIDA awards, and two ENR awards. And we were recognized by Fast Company for innovation three times, including for our continuing efforts toward verified materials transparency.

*“As a 100% employee-owned firm we all make an impact, whether it's through our contributions to project teams, the leadership roles we take within industry organizations, or our involvement within our communities.”*

Griff Davenport, FAIA  
Chair of the Board

As part of our five-year strategic plan, VISION 2025, we committed as a firm to Invest in Our People. In 2022 we hit two major milestones toward this goal. In December we launched Campus, the firm’s first-ever learning platform. The tool is our first step toward instilling a learning mindset within our design culture by investing in the professional and personal growth of all employees. We also renewed our focus on career management, ensuring every design professional has the resources and tools to grow their career at DLR Group.

In December, the 1,400-plus employees of DLR Group reaffirmed their belief in our core value of ownership, purchasing nearly \$10 million in DLR Holding Company Stock. A quarter of shares purchased were by employees making their initial investment in DLR Group, growing the number of employee-owners to 894.

To further align ourselves to those individuals, organizations, and communities who share our commitment to elevate the human experience through design, in January we activated the DLR Group Foundation. Through the Foundation, we hope to drive additional transparency around giving efforts and better manage how we show up in the industry, our communities, and the world. More on our giving efforts this year can be found on pages 50-51.

Because leadership transition is a constant for a global design firm like ours, this fall we welcomed Principal Erica Loynd, FAIA, WELL AP, as the new Northwest Region Leader, overseeing our growing Seattle and Portland offices in the Pacific Northwest. Erica is eminently qualified for this next step in her career. She is a graduate of DLR Group’s Leadership Development Program and is active in local and regional AIA chapters, and at the national AIA leadership level with the Academy of Architecture for Justice Knowledge Community.



SHENZHEN NATURAL HISTORY MUSEUM  
Shenzhen, China  
Merit Award - Unbuilt  
AIA Cleveland



SURETY HOTEL  
Des Moines, Iowa  
Interior Architecture Merit Award  
AIA Nebraska

This fall, California Region Leader Pam Tuschner, FAIA, was elected by employee-owners to DLR Group's Board of Directors. The board helps support the mission and vision of the firm by engaging with and mentoring firm leaders, ensuring our annual business plan aligns with the goals of the firm, and overseeing future growth opportunities. To further diversify leadership voices Senior Engineering Leader Jason Majerus, PE, CEM, Architect Ronok Nichols, AIA, LEED AP, and Global Workplace Leader Jeremy Reding, AIA, WELL AP stepped into new roles as members of the DLR Group Advisory Board to the Board of Directors. Made up of seven leaders from across the firm, the advisory board offers varying experiences and insights to the board of directors as we look to the future, guide innovation and evolution, and strategically address firm initiatives.

Finally, the most significant leadership transition was in the chief executive role. On October 1, Steven McKay, RIBA, LEED AP assumed the role of CEO and I transitioned to Board Chair. Steven is the right person at the right time to lead DLR Group to new heights as a global integrated design firm.

This transition is the culmination of a strategic plan the board of directors initiated in 2018, mapping the course for executive leadership and board of director transition. Our employee-owned firm is unique in that it can identify and then nurture future leaders. DLR Group is in good hands, and I am extremely bullish on the future of our firm. Steven has a deep bench of leaders at all levels of the organization prepared to support him and his vision for DLR Group.



Learn more  
about CEO  
Steven McKay

I am excited to maintain an active role in the firm as a managing principal, member of the Executive Team, and Chair of our Board of Directors. While by definition an annual report is a summary of the work accomplished in the previous fiscal year, I encourage you to read Steven's vision for the next chapter of DLR Group on pages 9-15.

With a passion to do more, be more, and forge ahead into the future, we have taken huge strides this year. This employee-owned firm is in capable hands and I am excited about the positive impact we will continue to make as an integrated design firm in the years to come.

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Sincerely,



Griff Davenport, FAIA  
Chair of the Board



DINSDALE FAMILY LEARNING COMMONS  
Lincoln, Nebraska  
Honor Awards  
AIA Nebraska



**Steven McKay, RIBA, LEED AP**  
Chief Executive Officer

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## Projects, People, and Performance: A Vision for the Future

As Griff Davenport, FAIA shared in the previous pages, 2023 will be a year of transition for our firm. It will be a year for focus, rigor, and teamwork as our next chapter unfolds.

I am humbled and excited to take the helm as DLR Group CEO. I believe this is the best integrated design firm in the world, and I am energized and committed to making us just that, recognized by our industry and acknowledged by our peers. Below is my aspiration for the future: achieved through our projects, our people, and our performance.

We will focus our efforts on a culture of design excellence, ingraining a language of design in all that we do, viewing our enterprise through the lens of our work and focusing on scaling up our **projects**. In 2022 we evolved our organization to better connect core disciplines, enterprise and specialty services, client sectors, and operational regions. This year will see further maturation of an integrated practice that supports more nimble thinking and actions, efficiency in our decision making and practice, and accountability to achieve results.

To ensure career pathways are available for all, we will put additional emphasis on leadership diversity and look for opportunities to activate diverse design voices across disciplines.

*“I believe this is the best integrated design firm in the world, and I am energized and committed to making us just that, recognized by our industry and acknowledged by our peers.”*

Steven McKay, RIBA, LEED AP  
Chief Executive Officer

**People** are the foundation of our success and as a firm we will continue key investments in our employees. We will integrate career management into our processes, a plan that began in 2022, to ensure all design professionals receive regular performance feedback and have the tools to empower employee-led professional development and career growth. We will also rethink and refine onboarding, creating a unified and human-centered experience that empowers employees to reach their full potential and introduces new employees to DLR Group culture equitably.

Last year we established a formal Equity Forum and dedicated time to comprehensive equity training for firm leaders. Our commitment to equity will continue in 2023 on our journey to create real, lasting change for our firm, our clients, and the industry.

One of the benefits of being a 100% employee-owned firm is that everyone has a voice. Whether you've been here 10 days or 10 years, we all have a say in the future of DLR Group. In 2023 we will reaffirm our commitment to our core value of ownership, to ensure design professionals within and outside our walls understand the power and responsibility of employee-ownership.



ISLAMIC WORLD DISTRICT MASTER PLAN  
Madinah, Saudi Arabia  
Master Plan of the Year  
Design Middle East



PINAL COUNTY ATTORNEY'S OFFICE  
Florence, Arizona  
Design Award  
IIDA Southwest

We will continue to focus on **performance** by offering industry leading, innovative design services that are true differentiators and help bring our clients' visions to reality. More on these efforts can be found on pages 40-43.

To realize our climate and environmental design commitments, we will infuse sustainability in all aspects of design and operations. The role of Chief Climate Officer is a new executive-level role at

DLR Group, filled by Senior Principal Prem Sundharam, AIA, CEM. With Prem's leadership we will continue to lead the conversation within the industry and the public realm. And we will apply new rigor to sustainability efforts to leverage services more holistically, improve communication and coordination, and ultimately become more nimble to our clients' needs.



Learn more   
about our  
sustainable  
commitment

DLR Group is the best integrated design firm on the globe. But we have more to achieve. We will evolve. We will innovate. We will build on the momentum already underway. By doing so, we will build on the legacy Griff spoke to in his executive summary and make a lasting impact on our clients, communities, and the planet.

Sincerely,



Steven McKay, RIBA, LEED AP  
Chief Executive Officer



MYSTIC CREEK CLUBHOUSE  
AND COTTAGES  
El Dorado, Arkansas  
Excellence in Wood Design  
*AIA Ohio / U.S. Woodworks*

SECTION

01

# Equity

## Bridging Now and the Next Generation



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## Preserving Homeownership with Equitable Redevelopment

Continuing a tradition of participation, San Francisco's largest housing co-op is addressing the wealth gap intergenerationally by centering residents as the beneficiaries of modernization and renewal.

In the 1960s, redlining and urban renewal displaced over 20,000 predominantly African American residents and shuttered more than 800 businesses in San Francisco's Fillmore District — then known as the Harlem of the West. Some residents fought back, establishing Freedom West Homes (FWH) housing cooperative. The cooperative cemented affordable housing availability and the socio-economic stability that comes with landownership, but the model didn't account for the radical growth that would transform San Francisco over the next half century. Today, FWH

is home to over 1,000 residents in 382 aging co-op-owned housing units. For too long, they've been prevented from actively participating in the wealth quickly accumulating all around their four city blocks. Now their community is the center of a timely redevelopment story — one that is radically different than today's typical headlines of displacement.

DLR Group along with MacFarlane Partners and First Legacy Partners — the project's investment advisor and developer respectively — pledged to maintain equity in the community.





A bold new vision came to life with our Equity by Design plan. “Everything about Freedom West Homes’ redevelopment needed to be better, more equitable. That started with recasting the design process itself, emphasizing trust and respect,” says DLR Group Mixed-Use Design Leader Jose Sanchez, AIA. Local minority-owned design firms and certified small businesses collaborate directly with community members and the core design and development team. Learning not just about the spaces that

the co-op members need but also their principles and values allows the team to create spaces for multigenerational, multicultural joy.

Following months of engagement and design, co-op members voted to approve the design concept by more than a 2-1 margin. Today, the community and its partners are working to secure impact investment capital to move forward with the first stages of construction.



Learn more  
about the  
community's  
journey

Freedom West Homes co-op members will retain ownership and live on about 40% of the site. They will also see a perpetual 15% profit share in the redevelopment of the remaining land, ensuring a steady stream of funds for ongoing community maintenance and improvement.

With DLR Group’s concept plan, co-op residents will come home to:

+ Replacement Co-op Units

100% replacement of 382 co-op units in new buildings with increased accessibility, market-rate modern amenities, and private outdoor space – at no additional cost to co-op members

+ Commercial Space

15,000 SF of street-front space that the co-op owns and controls for retail, eating and drinking, education, or non-profits

+ More Community Space

Increased community open space, designed by renowned landscape architect Walter Hood, with parking shifted underground

+ New Rental Units

An additional 133 affordable rental units

+ Innovation Center

A new STEM education facility with access to career prep for the highest paying, fastest growing jobs in San Francisco, in which people of color and women are least represented

+ Dynamic Community

A more dynamic mixed-use community with additional housing, services, and retail

+ Co-op Unit Diversity

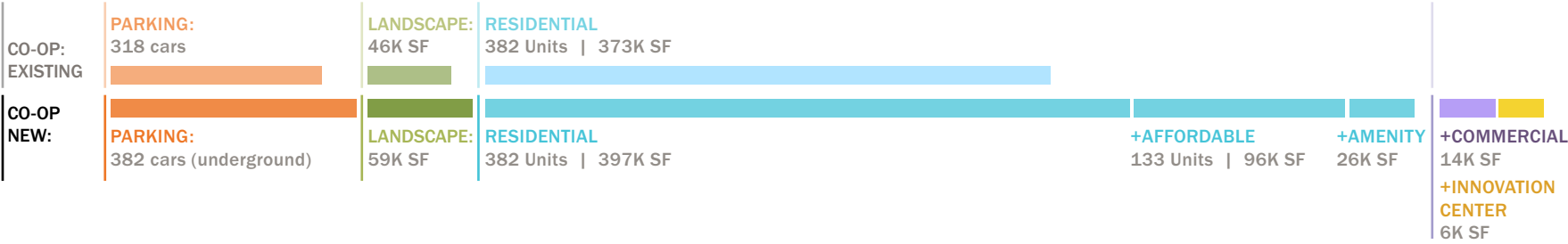
Units that celebrate individuality: single occupants, families, and multi-generational living

+ Economic Sustainability

A long-term economic sustainability plan, including new sources of income from profit-sharing agreement

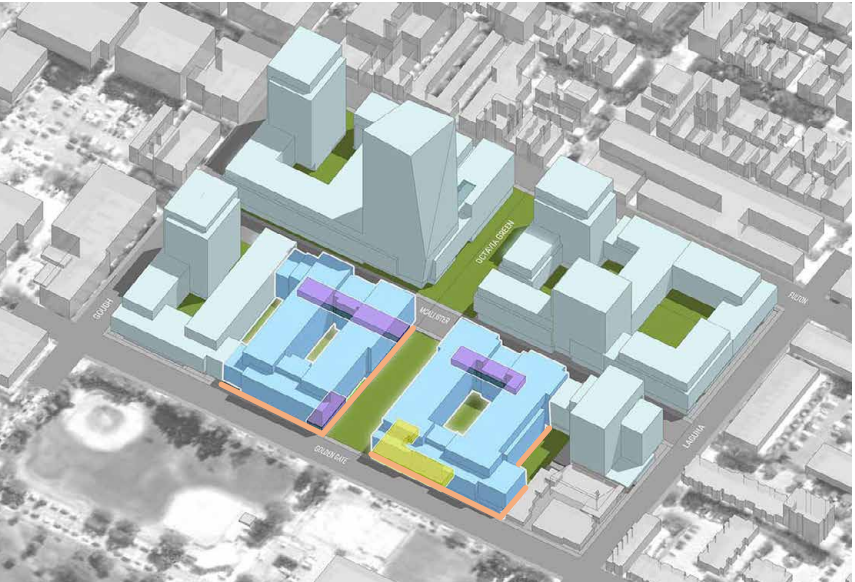
+ Connectivity

Increased access to public transportation



Site Existing: Freedom West Homes

Today, Freedom West comprises 382 aging housing units arrayed around surface parking. The single-use character of the site stands in relative isolation from the surrounding city.



Site New: Freedom West Homes Co-op + Expanded Mixed-Use Community

The new concept plan creates new community-building opportunities with a variety of uses. Co-op residents get more residential space, more green space, more (underground) parking, and new co-op owned amenity, commercial, and learning spaces directly connected to the surrounding city.



*“We’re creating a long-term opportunity for those (residents) that come behind us.”*

Richard O-Neal  
Shareholder and FWH Resident  
since 1977

*“This is an important project. It’s something we need to do in this country, and we need to do repetitively.”*

Pam West  
Director, Nuveen TIAA Investments

*“This plan will dramatically improve our quality of lives, increase our safety, and ensure that we will be able to continue to afford to live in San Francisco for generations to come.”*

Mattie Scott  
President, Freedom West  
Board of Directors

*“[FWH will] double the securing of the future for our residents and residents to come and double the impact to the City of San Francisco.”*

Rev. Robert R. Shaw, II  
Senior Pastor, Bethel AME Church

*“This kind of ambition is what it’s going to take if we’re going to be successful in keeping African Americans a viable presence in San Francisco.”*

Rev. Arnold Townsend  
Vice President, NAACP  
San Francisco Branch

# Reaching Historically Underserved Communities to Improve Student Outcomes

Designing K-12 district-wide long-range plans with an equity lens drives deeper changes to the educational system.

For decades, school districts engaged in long-range planning with a facilities first mindset — allocating funds based solely on facility condition and capacity. This injudicious approach led to historically marginalized neighborhoods taking the brunt of school closures. DLR Group is rewriting the script with an equity lens that spotlights traditionally underserved student populations and stabilizes learning opportunities across whole communities.

This novel approach creates institutional accountability for equitable student outcomes across a district. Geographic Information Systems (GIS) equips our teams with real-time data at a neighborhood scale for analysis of economic, social, and environmental conditions within school districts and the communities they serve. Pairing the data with direct community engagement surfaces root causes and the lived experiences of students and their families.

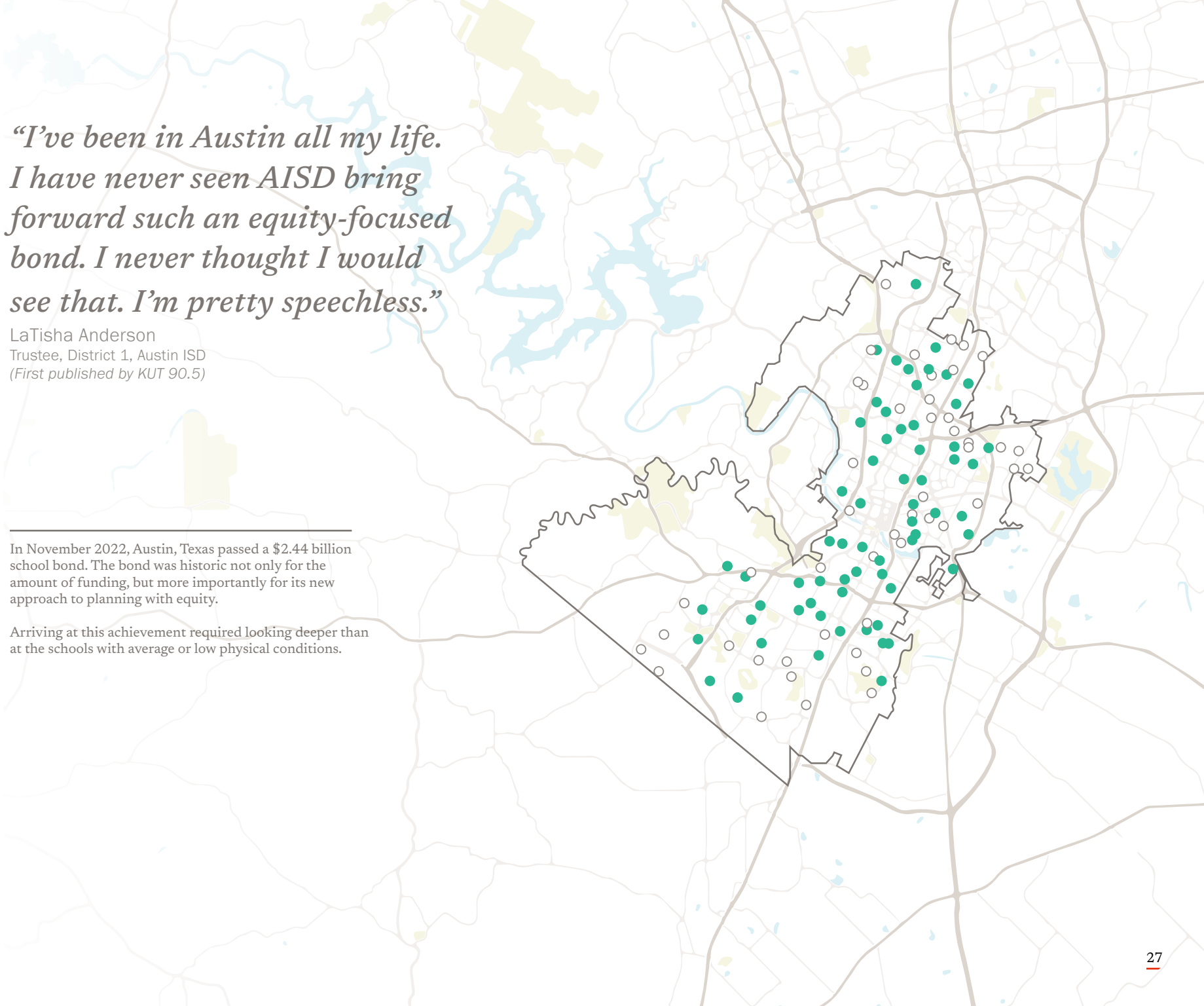
We’re currently working with six school districts across the United States, applying a rigorous research-based approach to an inclusive approach that invests in communities historically passed over. “Every time one of these bonds passes, it’s a huge win for the kids — and it shows that our communities are ready to transform with equity-based planning,” says DLR Group Senior Planning Leader Korey White, AIA.

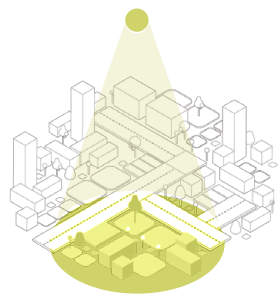
*“I’ve been in Austin all my life. I have never seen AISD bring forward such an equity-focused bond. I never thought I would see that. I’m pretty speechless.”*

LaTisha Anderson  
Trustee, District 1, Austin ISD  
(First published by KUT 90.5)

In November 2022, Austin, Texas passed a \$2.44 billion school bond. The bond was historic not only for the amount of funding, but more importantly for its new approach to planning with equity.

Arriving at this achievement required looking deeper than at the schools with average or low physical conditions.





An equity lens spotlights traditionally underserved student populations and stabilizes learning opportunities across whole communities.



GIS analysis uses real-time data at a neighborhood scale to explore a district community's economic, social, and environmental conditions.



Pairing data with direct community engagement surfaces root causes and the lived experiences of students and their families.

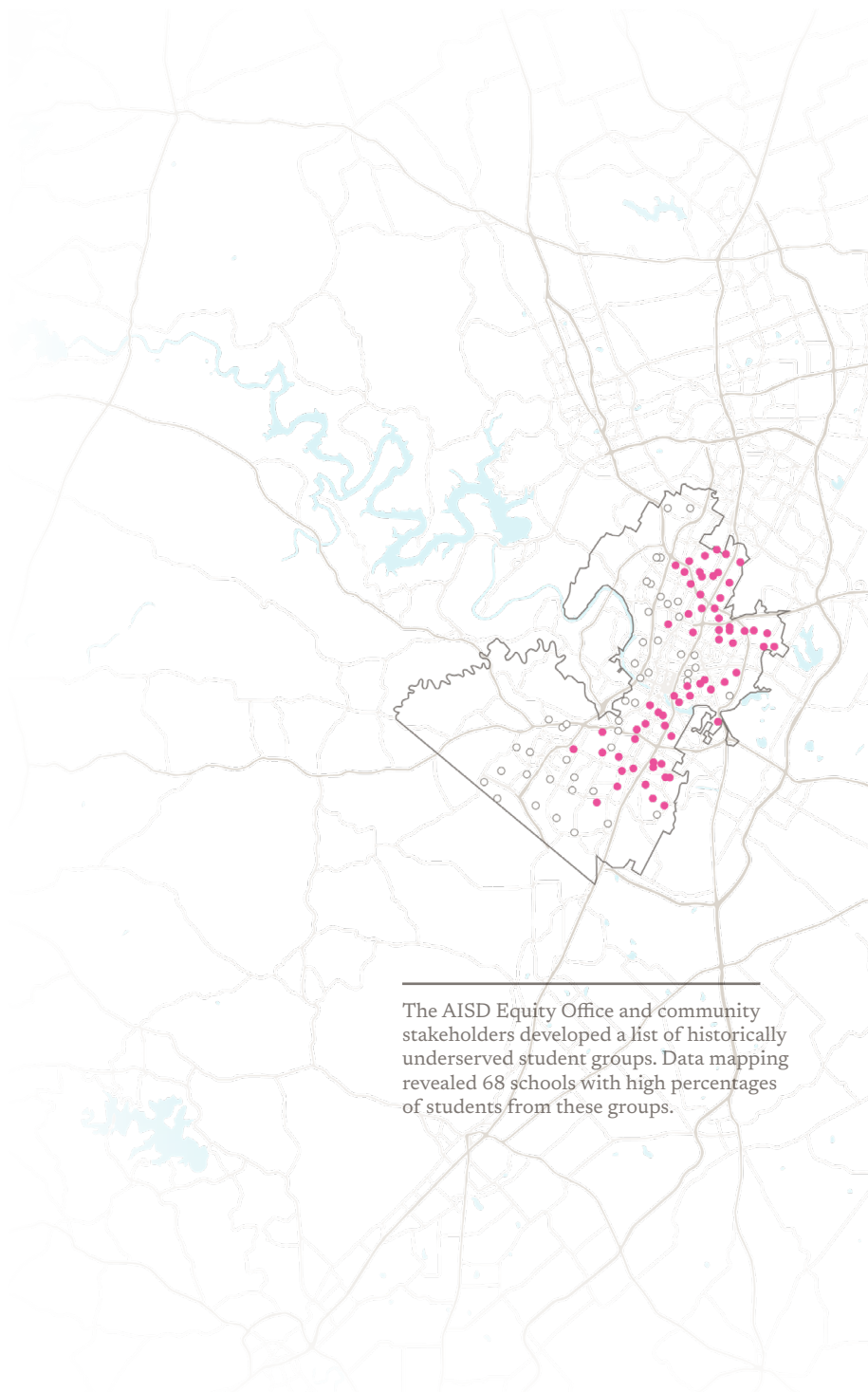
Like many cities across the United States, Austin has a history of racial segregation and systemic racism. Austin Independent School District leaders acknowledge their contribution to this system, citing past planning processes and school closures.

District leaders seized an opportunity to rebuild the community's trust through an equity-based long-range plan which includes operational and facility planning to transform the district. To pinpoint student populations that stand to see the most benefit from improvement, we studied student demographics and GIS

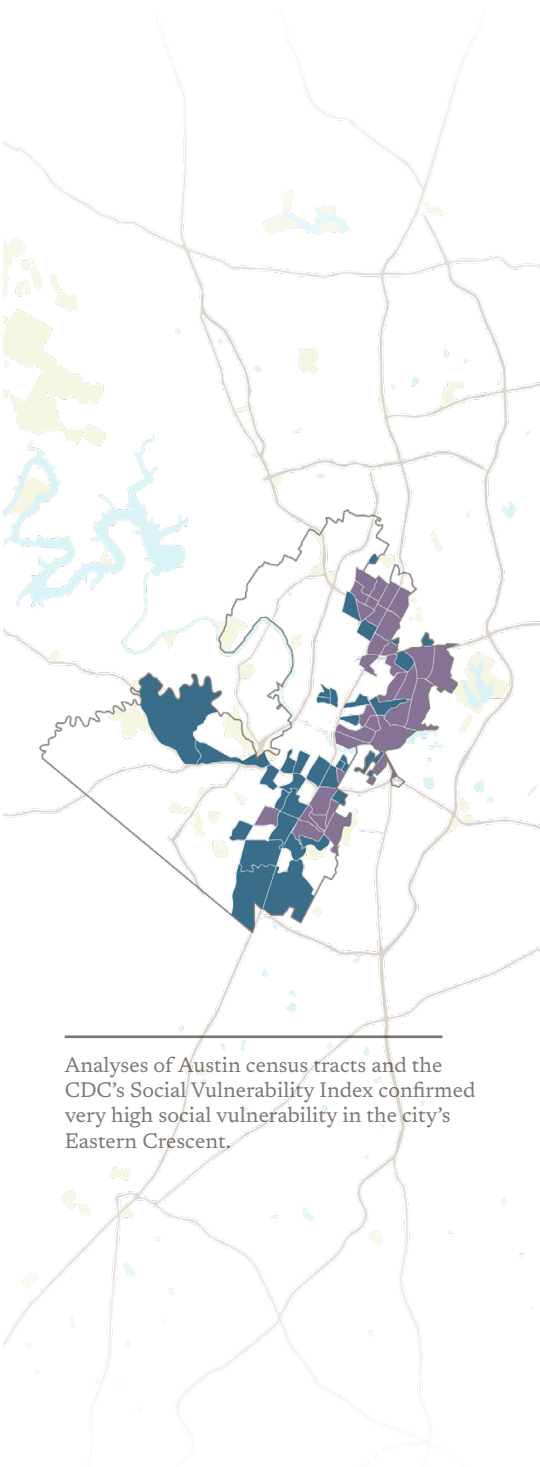
data. Mapping the data layer by layer revealed which schools are experiencing the triple threats of high concentrations of historically underserved students, high neighborhood vulnerability, and poor facility conditions.

Austin ISD's Equity Office identified 68 schools of 114 district-wide with high populations of historically underserved students. Our mapping showed that almost all of these are in the Eastern Crescent, a roughly backward c-shaped area that stretches from East Austin to the eastern edges of North and South

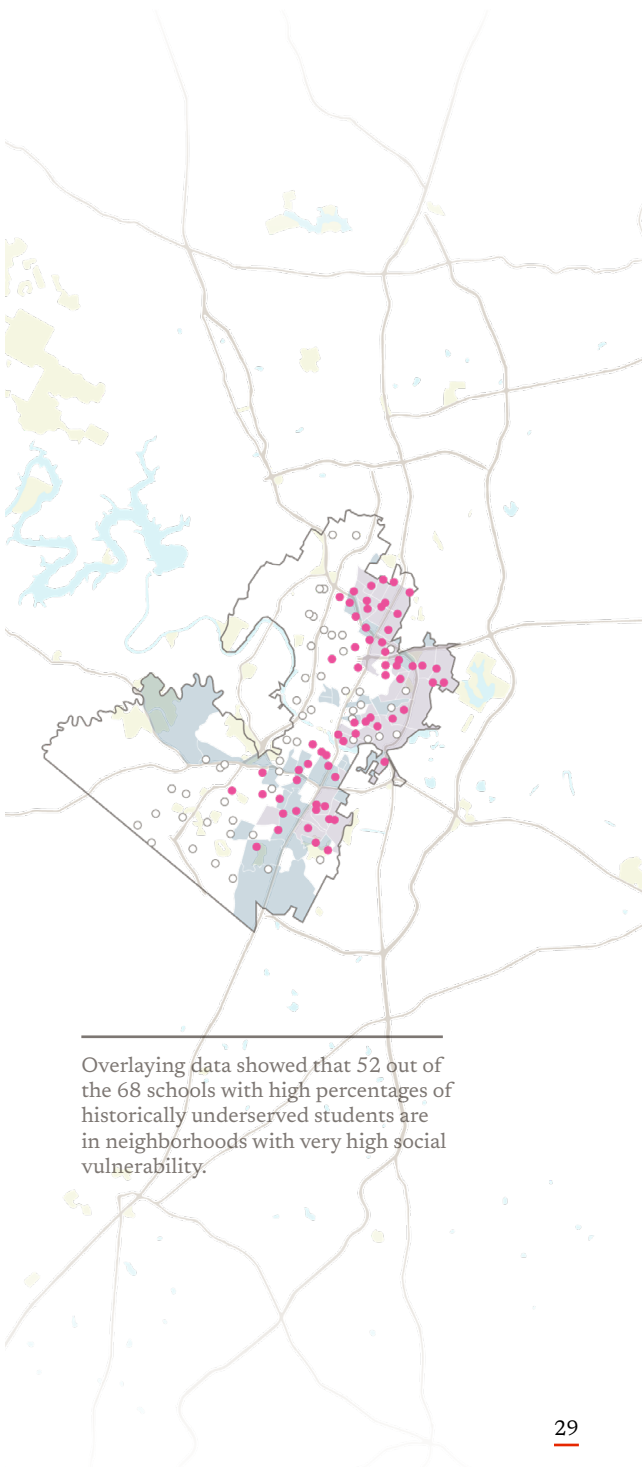
Austin. Next, we overlaid the Center for Disease Control and Prevention's Social Vulnerability Index, which considers socioeconomic status, household composition and disability, people of color and language, and housing type and transportation. This overlay confirmed our research findings of very high social vulnerability in Eastern Crescent neighborhoods: 52 of the 68 schools with high populations of historically underserved students are in these neighborhoods.



The AISD Equity Office and community stakeholders developed a list of historically underserved student groups. Data mapping revealed 68 schools with high percentages of students from these groups.



Analyses of Austin census tracts and the CDC's Social Vulnerability Index confirmed very high social vulnerability in the city's Eastern Crescent.




Overlaying data showed that 52 out of the 68 schools with high percentages of historically underserved students are in neighborhoods with very high social vulnerability.

*An Award-winning  
Precedent in California*

The groundwork for our work in Austin was laid in Sacramento in 2020. At Sacramento City Unified School District, the 11th largest school district in California, DLR Group’s equity-based master planning effort is positively impacting more than 43,000 students. Complex GIS data overlays highlight high segregation and poverty neighborhoods, along with the district’s enrollment data, to prioritize capital outlay projects. Eleven of the most vulnerable schools are first to receive the most transformative projects outlined in the \$750 million passed bond. Nine of these schools would not have been considered in a traditional plan.

In February 2022, our work was recognized by AIA California and the Coalition for Adequate School Housing with the Leroy F. Green Design + Planning Award of Excellence. According to one juror, “this is a refreshing and thoughtful approach to integrating concerns about equity into school facilities through design and planning.”



Q&A

with


B Sanborn  
AIA Allied, EDAC  
DLR Group Design  
Research Leader

What does a “rigorous research-based approach” have to do with equity?

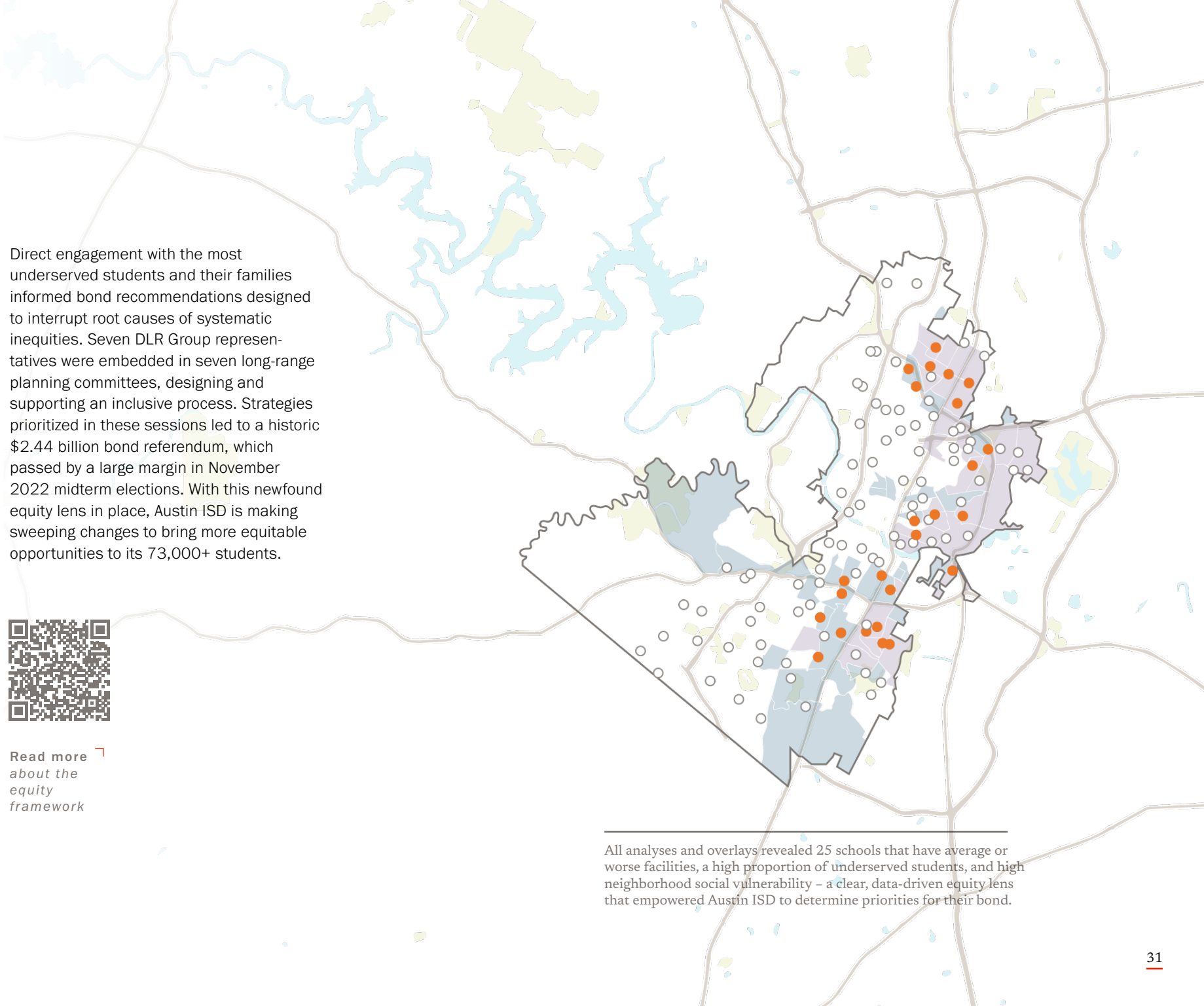
Equity and inclusion are fundamental considerations in all our research projects. Not only is it the right thing to do, it’s also the only way to ensure data is truly useful for design. Applying research best practices ensures we’re gathering the right input from the right sources in a way that’s respectful to people sharing their time and thoughts. This means balancing numbers (quantitative data) with feelings (qualitative data), ensuring access for all participants, and drawing evidence from multiple sources. Our study plans also include steps to intentionally remove bias and oversight from third-parties to protect vulnerable participants.

Direct engagement with the most underserved students and their families informed bond recommendations designed to interrupt root causes of systematic inequities. Seven DLR Group representatives were embedded in seven long-range planning committees, designing and supporting an inclusive process. Strategies prioritized in these sessions led to a historic \$2.44 billion bond referendum, which passed by a large margin in November 2022 midterm elections. With this newfound equity lens in place, Austin ISD is making sweeping changes to bring more equitable opportunities to its 73,000+ students.



Read more   
about the  
equity  
framework

All analyses and overlays revealed 25 schools that have average or worse facilities, a high proportion of underserved students, and high neighborhood social vulnerability – a clear, data-driven equity lens that empowered Austin ISD to determine priorities for their bond.

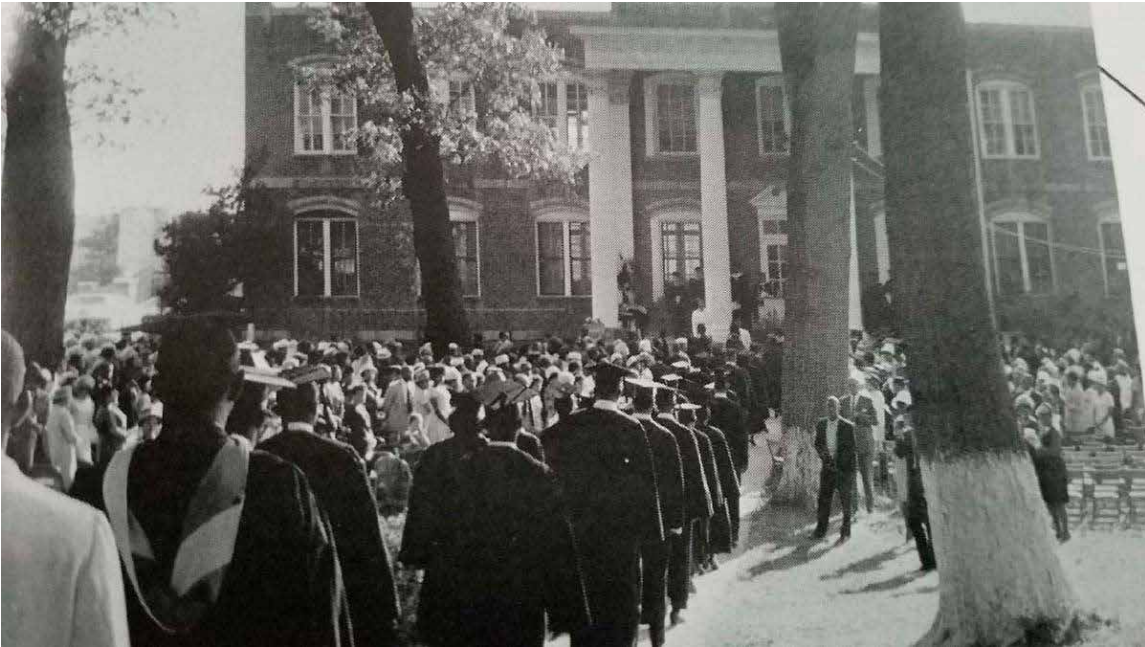


# Honoring the Legacies of Historically Black Colleges and Universities

Pro bono grant work that directly engages students both preserves historic colleges and builds a more inclusive design industry future.

The 180+ year legacy of Historically Black Colleges and Universities (HBCUs) began with the promise of a brighter future for Black Americans during a time when educational opportunities were limited or prohibited. Today, these institutions serve as beacons of access for first-generation college students: the Washington Post reported that HBCUs improve economic mobility for their students at a rate double that of predominantly white institutions. Preserving these schools

is preserving American history. And yet, many experience severe deferred maintenance due to being underfunded. By applying our expertise in historic preservation, DLR Group is helping many HBCUs access untapped sources of funding to drive positive change in the lives of students.



5

*schools*

\$270k

*grant funds  
raised*

2

*preservation plans  
developed*

2

*campus master plans  
developed*

Since 2020, we have provided pro bono grant writing assistance to help HBCUs secure funding from the National Trust for Historic Preservation's Cultural Heritage Stewardship Initiative. Both Lane College and Philander Smith College secured \$60,000 for preservation and rehabilitation planning. The momentum continued in 2022 with \$150,000 awarded for a campus-wide preservation plan at Voorhees College.

In 2022, the African American Cultural Heritage Action Fund of the National Trust for Historic Preservation announced \$20 million of funding focused on historic Black churches. Many HBCUs were founded by churches, including Talladega College which can trace its origins to DeForest Chapel built in 1903. We are proud to announce that the Talladega College and Lane College submissions for this new funding were recently selected out of 1,200 applications to move to the next round.

How could the impact of this work extend even further? By writing our grant applications to include funding for student interns from Philander Smith College and Lane College. The internships not only provide direct representation of the student body's voice in our proposed design solutions, they also expose emerging professionals to a career path in the design industry.

*"Design and research always intrigued me, but now, with the guidance of DLR Group, I am considering getting my PhD."*

Perez Hepburn  
intern and student  
at Philander Smith College

The Philander Smith College preservation planning team kicks off community engagement at the historic Sherman E. Tate Student Recreation Center.

*Left to right:*

Glenn Sergeant, Philander Smith College Workforce Innovation Strategic and Economic Public Private Partnerships Executive Director

Charles King, Philander Smith College Vice President for Institutional Advancement

Yogesh Saoji, AIA, AICP  
DLR Group Global Planning Leader

Troy Glover, ALEP, LE Fellow  
DLR Group Planner

Perez Hepburn, DLR Group intern and Philander Smith College student

Tiffany Tolbert, National Trust for Historic Preservation Senior Director

Dr. Roderick L. Smothers  
Philander Smith College President



# Acting Through an Equity Lens

Equity is a major focus of DLR Group’s five-year strategic business vision.

This equity focus dedicates us to action and commits us to a shared equity lens, which intentionally looks beyond diversity or inclusion. Our equity lens means we acknowledge that equity issues are directionally rooted in systems and structures of power, and that only by challenging those systems will our actions have positive, lasting impact.

**1 Equity Forum**

*Activated our Equity Forum to engage all employee-owners around anti-racism, equity, and social justice*

**4 Organizations**

*Participated at leadership levels in industry organizations including National Organization of Minority Architects and Women in Design*

**7 Inclusive Pronouns**

*Created a firm-wide program for inclusive employee gender identity pronouns*

**2 Equity Training**

*Continued formal equity education with thousands of hours of training*

**5 Representation**

*Increased representation by women and people of color in both new hires and leadership appointments. In 2022, 53% of new hires were women and 25% were people of color*

**8 Toolkit**

*Contributed at a steering committee level to the open-source Building Equity and Justice Toolkit*

**3 EOO Commitment**

*Formalized our commitment to equal opportunity, non-discriminatory workplaces*

**6 Mentor Firm**

*Received Small Business Administration approval as a mentor firm*

**9 PDGs**

*Awarded two equity-focused Personal Development Grants*

Helping to lead equity actions are employees like DLR Group Planner Troy Glover, ALEP, LE Fellow, who in 2022 began exploring the impact of COVID-19 on Black male middle school and high school students.

“I’ve always had an interest in understanding how culture impacts the experiences of others; how it drives societal or behavioral perceptions, beliefs, and attitudes,” says Troy. “Black people are often underrepresented in research, so the impact of COVID-19 on the Black male student population was an unknown. That drove my passion to learn more.”

Through DLR Group’s Personal Development Grant program, which awards employees up to \$5,000 and 40 hours to explore a personal passion outside of their design work, Troy is using surveys and focus groups to better understand how disruptions to learning

during the height of the pandemic impacted the mental, social, and physical wellbeing of Black students.

“We were all impacted by the pandemic in major ways, but for many Black students who already faced challenges at school, COVID-19 set them back further,” says Troy. “The students I surveyed talked about the impact of isolation from friends, difficulty doing schoolwork, and generally that life became more difficult. Having a deeper understanding of the full impact of remote learning during the pandemic will help us better support these students in the future.”

Troy’s research, which will continue into 2023, is already laying the groundwork for similar studies with other student populations and helping create best practices for school administrators, educators, and students as they balance remote and in-person learning.



*“For many Black students who already faced challenges at school, COVID-19 set them back further. The students I surveyed talked about the impact of isolation from friends, difficulty doing schoolwork, and generally that life became more difficult. Having a deeper understanding of the full impact of remote learning during the pandemic will help us better support these students in the future.”*

Troy Glover, ALEP, LE Fellow  
DLR Group Planner

SECTION  
02

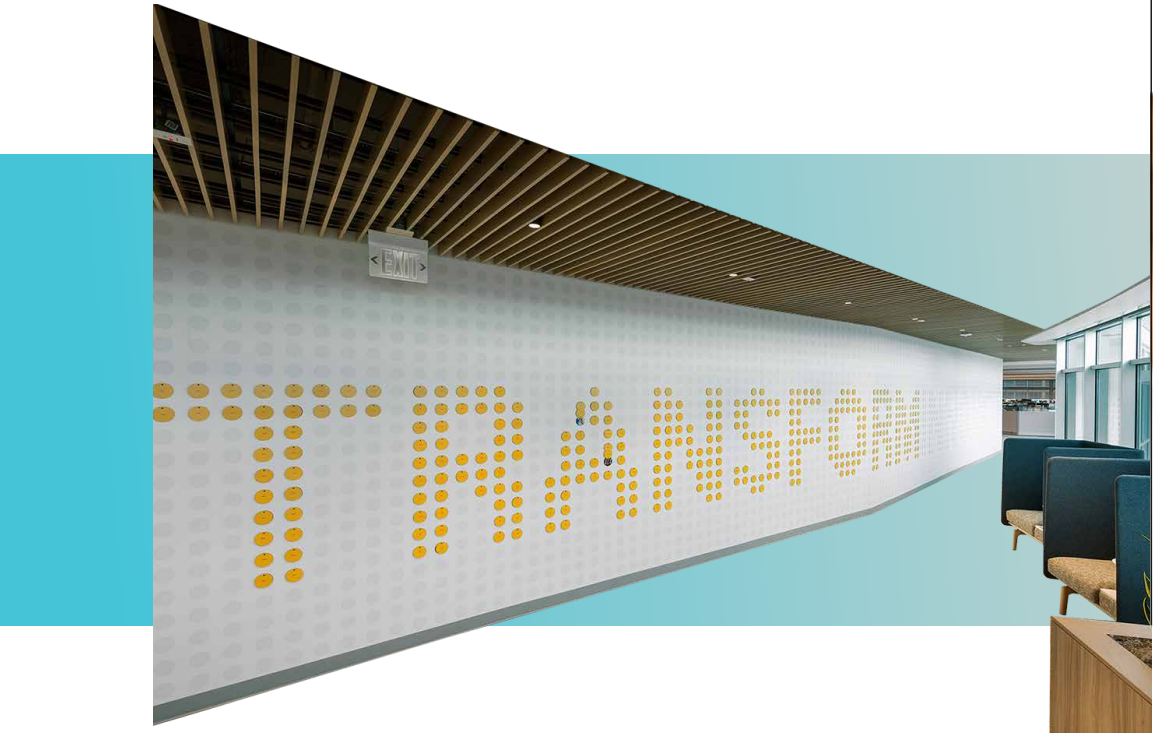
# Design Culture Driven by our Values



# Thinking Outside the Box

As a 100% employee-owned firm, every employee has a voice. That’s not just lip service. It’s a fundamental element of our design culture that infuses everything we do, from projects to people-focused programs.

From two architects and an engineer in an Omaha, Nebraska basement to more than 1,400 design professionals in offices around the globe, DLR Group has grown through a culture rooted in entrepreneurship. DLR Group Experiential Graphic Design Leader Adam Wells, and DLR Group Educational Learning Designer Marilyn Denison, Ed. D. are two examples of what it means to work for a firm where everyone is empowered to think outside the box.



*“Being part of an employee-owned firm means there is opportunity to set your own course. If you can prove that your idea is achievable, the doors are open to exploration.”*

Adam Wells  
DLR Group Experiential Graphic  
Design Leader



*“To fulfill a new educational vision, support systems need to be in place to help educators change daily behaviors and ultimately shift mindsets. That’s where BOLD was born.”*

Marilyn Denison, Ed. D.  
DLR Group Educational  
Learning Designer



In just eight years, Experiential Graphic Design Leader Adam Wells has grown DLR Group's Experiential Graphic Design (XGD) studio from a concept to an award-winning team of nine designers in nine offices around the country. The studio collaborates with client sector teams to help bring clients' visions to reality.

“As a global integrated design firm, when we bring more of the design process in-house it benefits both our work and our clients. There was untapped potential in experiential graphic design and we weren’t taking advantage of it,” says Adam. “I asked and set a call with our CEO to share my vision for an XGD Studio. Once I had the green light I set out to sell my idea to other leaders within the firm.”

XGD typically partners with a design team early in a project, creating solutions that include wayfinding, signage, experiential graphics, and brand development. It's the frosting on top of a beautifully designed cake.

The team's recent work includes the multi-award winning North Kansas City Schools Early Education Center. For the center, XGD partnered with DLR Group's K-12 team to develop graphics, branding, and a children's book. They also recently completed graphics as part of an upgrade to the Yulman Stadium suites at Tulane University, including a 3-D installation that showcases historic Green Wave football helmets — a favorite among coaches and a popular spot for fans to take photos.

"Being part of an employee-owned firm means there is opportunity to set your own course," Adam says. "If you can prove that your idea is achievable, the doors are open to exploration."



DLR Group's BOLD team, which stands for 'Bridging Organization, Learning, and Design', was an idea spurred by the desire to help K-12 administrators, teachers, students, and parents better navigate the ever-changing educational landscape. A BOLD team of educators, leadership trainers, researchers, and designers improves student outcomes by transforming how students experience education, integrating forward-thinking environments in curriculum delivery, and establishing organizational systems that sustain change over time.

“We saw a gap as administrators moved from an old building into a newly designed school,” said DLR Group Educational Learning Designer Marilyn Denison, Ed. D. “To fulfill a new educational vision, support systems need to be in place to help educators change daily behaviors and ultimately shift mindsets. That’s where BOLD was born.”

The result is a design process where everyone feels fully supported, both internally and externally. Our designers continuously hone their craft by learning from our in-house educators and researchers about how our designs directly impact learning opportunities. Simultaneously, our clients are able to stretch their thinking further, build leadership capacity for change, and design systems that set school stakeholders up for success.

DLR Group is known for designing the best schools imaginable, but BOLD takes our industry-leading designs one step further.

“Without that intentional planning of how you want to use that space and how you want to intentionally innovate, then it’s not going to happen. For me, the practices, the talk about learner and teacher practices (within BOLD), this makes it very real. You’re putting it in writing,” says Canyon View High School Principal Lyn Reid, one of the many districts the BOLD team has engaged with.

# Ownership: Empowering our People

As employee-owners we embrace change and have a relentless desire to improve the firm, not just our position within the firm. We believe ownership supports leadership continuity, creates equity by including more voices in the design process, and holds us each accountable for our long-term success. In short, ownership is at the core of who we are and what we stand for.

Because of that, ownership empowers our day-to-day work and punctuates our passion for design.

“In a global firm like ours, growth is not about size. It’s about opportunity,” says CEO Steven McKay, RIBA. “Whether it’s through programs like Personal Development Grants, DLR University, and Design Days in our offices or during business planning, we are all empowered to share our voices and our passion. As an owner, that voice has an impact. That’s what makes us different. That’s the value of ownership.”

Here’s what a few more employee-owners had to say about the power of employee-ownership:



*“Ownership is knowing that if you’re willing to stick your neck out there and have a voice, you can help steer the ship.”*

AJ Sivakumar, LEED Green Assoc.  
DLR Group Architect



*“When you have ownership, you’re not only working for yourself but working as teams to achieve things that you can’t accomplish alone.”*

Benny Lin, Assoc. AIA, LEED AP  
DLR Group Designer



*“By sharing in ownership, we all share the responsibilities and successes of our collective efforts.”*

Cory Clippinger, AIA, NCARB  
DLR Group Architect



*“Whether it’s through programs like Personal Development Grants, DLR University, and Design Days in our offices or during business planning, we are all empowered to share our voices and our passion.”*

Steven McKay, RIBA, LEED AP  
DLR Group Chief Executive Officer



Employee-owners  
invested in  
DLR Group  
as of 2022.



People who have worked  
at DLR Group more  
than three years are  
employee-owners.



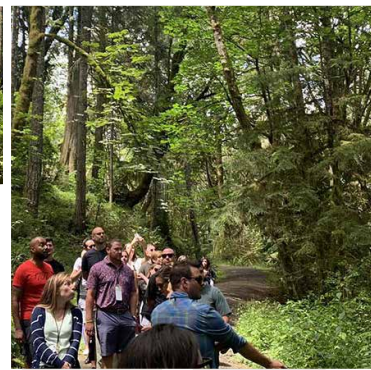
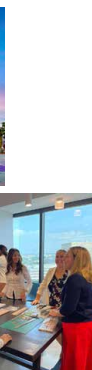
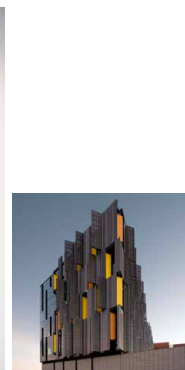
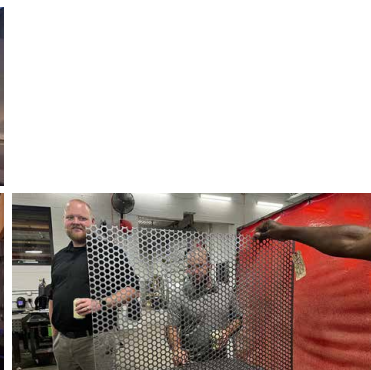
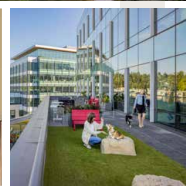
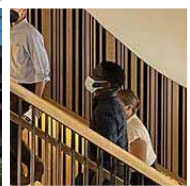
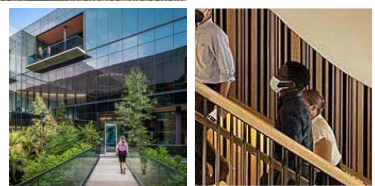
People who have worked  
at DLR Group more  
than a decade are  
employee-owners.



The largest group  
of employee-owners  
are those in their  
30s and 40s.



In 2022, offices participated in a packed two days of site tours, community services activities, and team building as part of Design Days.



Ensuring every employee is able to grow their career at DLR Group was the focus of this year's DLR University.

Commitment  
Creativity  
Environmental Stewardship  
Fun  
Integrity  
Ownership  
Sharing  
Teamwork

## Sharing Our Passion for Design

DLR Group is an integrated design firm. Our design culture is a common language that connects us, drives us forward, and permeates everything we touch. To ensure design is conveyed in all that we are and all that we do, each year DLR Group sets aside two days to celebrate and live design.

Now in its fourth year, Design Days brings all employees in all 30 of our offices together to share our passion for design. To help us recharge, reexamine, and rethink how we can all work collaboratively as an integrated firm of unique individuals and designers.

Each fall a cross-discipline team of employees travels to Bainbridge Island, Washington for three days to forge relationships, build networks, and focus on one of our strategic goals during DLR University.

DLR University is more than a networking event or professional development seminar. It's dedicated time to collaborate and look to the future, because we know that achieving our long-term goals is easier when we're all in it together. The outcomes are integral to our ability to continually improve and elevate the human experience through design.

Commitment  
Creativity  
Environmental Stewardship  
Fun  
Integrity  
Ownership  
Sharing  
Teamwork

# Preparing (for) the Future

For many firms, internships are all about what the firm can gain. At DLR Group, we focus on what we can offer. For the 90 Emerging Professionals who were part of DLR Group’s 2022 Emerging Professionals Experience (EPX) class that meant completing real cross-discipline design work, participating in preconstruction meetings and site walks, and influencing design decisions. For 21, EPX has led to full-time employment at DLR Group.



EPX participants learning about the intricacies of Agua Fria High School in Avondale, Arizona.

For DLR Group Designer Isheanesu Tendayi, understanding how design decisions were made for Agua Fria High School in Avondale, Arizona was an important learning opportunity during her EPX 2022 experience.

“As young professionals, we were interested in how the design would impact student engagement and integration into an existing campus culture. We also had an opportunity to dissect design decisions that will increase energy efficiency and improve overall site conditions. This was real design work that made a real impact for the students of Agua Fria,” says Isheanesu, who participated in EPX during 2021 as an intern then again in 2022 as a newly-hired full-time employee. “EPX afforded me the opportunity to learn from and engage with different teams early in my professional career, something a lot of my peers in the industry didn’t have.”

For intern Bentley Tonniges, EPX was an opportunity to put his engineering chops to the test.

“I was invited to meetings and asked for my perspective. I had ample opportunities to visit sites and shadow different people. And was given the

opportunity to do a large majority of the electrical drafting on a current project. It was as close to working as a full electrical engineer as possible and gave real value to my work and experience at DLR Group. Integrated building design is legit here,” says Bentley, who has continued his internship with DLR Group this year while attending the University of Nebraska.

DLR Group Designer Aaron Michalicek participated in EPX in 2021 as an intern, and in June 2022 was hired full time in our Kansas City studio. As part of the EPX program, Aaron had design responsibilities on several projects including the renovation of the Hudson Valley Renegades Minor League Baseball Stadium in Wappingers Falls, New York.

“I created conceptual models for the building envelope and used Revit to solve problems and make progress on our drawing set. I also presented updates to the client directly, which I hadn’t had the opportunity to do at previous internships,” says Aaron. “It was an incredible opportunity to help develop the exterior of a building. DLR Group does great, human-centric design while developing you and your career. My biggest advice to students who are considering DLR Group’s EPX program is apply, apply, apply.”

DLR Group’s EPX Program offers interns and newer professionals opportunities for real world design work. For many, it leads to full time employment.



*“This was real design work that made a real impact ... something a lot of my peers in the industry didn’t have.”*

Isheanesu Tendayi  
DLR Group Designer



*“It was as close to working as a full electrical engineer as possible and gave real value to my work and experience at DLR Group. Integrated design is legit here.”*

Bentley Tonniges  
DLR Group Electrical Design Intern



*“I presented updates to the client directly, which I hadn’t had the opportunity to do at previous internships.”*

Aaron Michalicek  
DLR Group Designer



Learn more  
about DLR Group's  
EPX Program

Commitment  
Creativity  
Environmental Stewardship  
Fun  
Integrity  
Ownership  
Sharing  
Teamwork

# Making an Impact in Our Communities

The full set of eight DLR Group core values guides our employee-owners to give back in local communities and volunteer in national organizations. In 2022 we formalized the DLR Group Foundation, which tracks our giving and doing. From charity runs and bike rides to volunteer days constructing shelters, teaching the next generations about design from kindergarten to college, and through hundreds of other actions, our employee-owners find ways to make an impact.

3k+  
HOURS  
VOLUNTEERED

\$1.6m+  
DONATED



**Food**  
7,000+ cans of food donated through Canstruction and food drives across five offices



**Health**  
150+ miles ran or ridden for health-oriented non-profits including American Heart Association, Leukemia & Lymphoma Society, and Susan G. Komen for the Cure



**Equity**  
Eight committee or board-level roles in the National Organization for Minority Architects, Women in Design, and National Association of Women in Construction

**Civic**  
Thirteen employees serving as board members or commissioners in local government

**Youth**

Nine days of DLR Group hosted STEAM Summer Camps in three cities, including a five-day camp in partnership with GENESIS and Los Angeles' Marciano Art Foundation



**Arts**

\$300,000+ donated to art and cultural institutions including cherished national treasures like the Smithsonian Institution and hometown gems like Omaha's Joslyn Art Museum



**Environment**

400+ hours volunteered with environmental and nature-oriented organizations including the Conservancy for the Cuyahoga Valley National Park, Texas State Parks and Wildlife, Keep Omaha Beautiful, and Friends of the Urban Forest

**Shelter**

Two transitional housing projects including a tiny house built for Seattle's Sound Foundation and a pro-bono concept for Los Angeles' Skid Row



**Education**

\$600,000+ supporting educational institutions, including \$30,000 to the ACE Mentor Program



SECTION  
03

Climate+Environment  
Creating a Better World  
Through Action



# Taking Action: Moving on a Global Imperative

The best possible outcomes of our design choices are revealed when clients’ energy goals are met for today without compromising a sustainable future.

2022 saw many advances toward a more secure climate future, including the momentous U.S. Securities and Exchange Commission (SEC) proposed ruling requiring public companies to disclose climate impact and risk in ESG\* reports, including both direct and indirect greenhouse-gas (GHG) emissions — also known as carbon footprint. Thirty-five of the most populous U.S. cities and hundreds of local governments now have Climate Action Plans that include carbon reduction targets. Building energy usage and materials account for 40% of the world’s emissions. Since we’ve been tracking and targeting these figures for decades, our industry is poised to provide direct support in reducing impact and meeting our clients’ targets.

At DLR Group, sustainability is an actionable belief that we can do better for our clients, our communities, and the planet by thinking holistically about sustainable actions from ecological health and resource conservation to human and community health. Through this framework, we make connections between design choices and their resulting impacts on the people, communities, economies, resources, and ecology we serve.

This year, our climate change mitigation efforts included designing resilient, sustainable, carbon neutral buildings. In addition to designing net zero buildings one-by-one, we worked with clients to view the entire campus as a net zero

energy design opportunity. Preparing communities to face a changing world, we thought bigger about the environment by working with cities to develop comprehensive, actionable energy management plans. The outcomes were two-fold: energy reduction and production. Reduction strategies led to \$9.8 million dollars of projected annual energy cost savings over the 13 million SF DLR Group tracked toward the 2030 Challenge — the architecture industry’s leading carbon reduction pledge. Production strategies saw 5,220 megawatts in annual estimated solar production capacity designed providing clean, on-site energy production and battery storage.



Learn more   
about sustainability as  
an actionable belief



Our impact areas inform our framework to create a better world through action.

### Pledges Move Us to Act

Our pledges keep us accountable and propel us to act. Tracking toward these pledges is a tangible way to support our clients’ environmental stewardship goals and reporting criteria. As an initial signatory to the 2030 Challenge, our climate strategy is actionable. Our commitment to the Architecture 2030 Challenge and the China Accord is alive in our data and energy performance reporting to AIA on a yearly basis through their Design Data Exchange. The A&D


Materials Pledge supports the way we evaluate products and finishes. The SE2050 Challenge reinforces our structural engineering practices to reduce embodied carbon. The MEP 2040 Challenge promotes our commitment to reduce operational and embodied carbon throughout mechanical, electrical, and plumbing systems. In addition, this year we signed the Urban Land Institute’s Commitment to Health and Equity in the Built Environment.

\* ESG stands for environmental, social, and governance. Many investment decision makers rely on this framework to make informed decisions.

## Commitment to Sustainability

One of the most impactful climate change mitigation moves our industry can make is to reduce the energy use of the built environment — also known as energy use intensity (EUI). DLR Group’s performance data in this area has consistently exceeded our peers, resulting in an average 54% EUI reduction\* compared to average buildings.

### Our environmental impact translates as:

  
3.3 m  
Metric Tons of  
CO<sub>2</sub> Avoided\*\*

  
704,000  
Passenger Vehicles  
Removed from Roads

  
3.8 m  
Acres of  
Forest Saved

  
412,000  
Homes Powered  
in One Year

\* EUI as reported in the AIA Design Data Exchange

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

# Making Dramatic Energy Reductions

The Washington, D.C. Department of General Services manages a portfolio that serves over 100,000 occupants and 70 government agencies each weekday. 25.7 million SF of real estate is tracked toward the District’s required building performance standards. The Energy Management Plan (EMP), developed by DLR Group in partnership with agency leadership, outlines in detail how the agency will demonstrate compliance, aggressively cut energy use, and improve local air quality, resilience, and comfort within these public buildings.

The EMP identifies the best candidates for net zero energy building projects, also recognizing the best investment focuses first on building efficiency balanced by both site and regional renewable energy resources. The EMP provides a ready tool for reviewing the comprehensive data sets that informed the planning process and recommendations, coupled with the projected greenhouse gas emissions reduction by scope type over a 12-year period.





CAREER PATHWAYS 2, SAN BERNARDINO COMMUNITY COLLEGE  
San Bernardino, California

**Net Positive Energy Design**

San Bernardino Community College District in California is poised to save an estimated \$150,000 in annual energy costs while making a net positive energy splash with the 65,240 SF Valley College Campus Career Pathways 2 building. Getting to net positive energy required implementable energy conservation strategies and predictive energy modeling. With a high-performing building envelope and cool roofs and walls the design maximizes ventilation, reduces

solar heat gain, and gains the best use of daylighting. The project also includes high efficiency heating and cooling systems and targets a 15% reduction in light power density from Title 24-2019 requirements.

The result is an estimated net-positive all electric building that produces 11% more energy than it consumes and will avoid 614 metric tons of carbon.

*“This is such an incredible project and a great showcase for design strategies following the idea of reuse, reduce and produce, all culminating into a net positive building. Well knitted into the SBVC campus this project provides goals beyond the built environment including decarbonization awareness and teaching opportunities to current campus attendees and future generations while responsibly managing and protecting our natural resources.”*

Meha Sharma, WELL AP, LEEP AP BD+C  
DLR Group Senior High Performance Designer

**Heroes for Zero**

DLR Group’s building performance experts focus on building simulations that reduce a building’s carbon footprint. This year we received first place in an annual competition held by the American Society of Heating, Refrigerating and Air-Conditioning Engineers that invites teams to model a new net zero building and achieve exemplary building performance.

*“Through our total carbon approach, we help clients reach their net zero energy goals through an understanding of the interactions of building design, operational systems, and the environment. The best part is we do this without compromising occupant health and comfort.”*

Shona O’Dea, LEED AP BD+C, BEMP  
DLR Group High Performance Design Leader

“ZERO HEROES” K-5 ELEMENTARY SCHOOL  
ASHRAE 2022 LowDown Showdown  
First Place





#### ACOUSTIC INSTALLATIONS

Red List free  
Designed for disassembly

#### PAINTS

EPDs/HPDs  
zero VOC content and verified  
compliant VOC emission below limit

#### WINDOW SHADING

PVC-free shade cloth  
Red List free  
Low VOC emissions

#### STEEL STUDS (IN WALL)

Locally sourced  
Very low embodied carbon

#### WOODS/SUBSTRATES

FSC certified EPD  
no added formaldehyde

#### COATINGS

EPDs/HPDs  
Low VOC emissions

#### Materials Matter

Through rigorous R+D initiatives and our Embodied Carbon Task Force, we can equip clients with the latest strategies to reduce, track, and report embodied carbon in our designs. In September, Fast Company recognized this work with an Innovation by Design award for our Verified Materials Transparency tool in the competitive Sustainability category. The category specifically examines projects that use inventive design to meaningfully reduce harm to the environment. The process and emerging tool also earned Honorable Mention in the Impact Category.

*“Projects like Verified Materials Transparency start with clients and firm leadership who have a ‘why not’ mindset. That pushes us toward transformative solutions that demonstrate our industry’s ability to prioritize living documents, beyond building information modeling, and aggregate results.”*

Jill Maltby-Abbott, AIA, WELL AP  
DLR Group Senior High Performance Designer

# Mass Timber Design for the Masses: Scaling Design Solutions for a Better Climate

For over a decade, mass timber has been part of our design and sustainability toolkit.

Strengthened with innovative design-thinking and evidence-based design methods in 2022 we brought a client-first focus that sprouted scalable, feasible, and sustainable designs. The evolution in both building materials and building codes is making mass timber design more practical and accessible than ever.

*“DLR Group’s continued commitment to sustainable design has re-centered on carbon neutrality, and no building superstructure material has a better story around that than timber.”*

Stephen Cavanaugh, AIA, LEED AP  
DLR Group Design Leader

2,000,000+ SF *Mass timber buildings in design*  
500,000+ SF *Mass timber buildings constructed*

Our mass timber carbon footprint translates into environmental savings.



70,300

*Metric Tons of  
CO<sub>2</sub> Avoided  
and Stored*

These CO<sub>2</sub> savings equate to the mass of:



12,570

*Statues of Liberty*



HINES T3 WEST MIDTOWN  
ATLANTA, GEORGIA



HINES T3 STERLING ROAD  
Toronto, Ontario

*“T3’s authentic mercantile timber frame design, modern technology, inspiring style, commitment to sustainability, connection to outdoors, flexible and efficient workspaces and expansive amenities have created a new office environment that has become a recruiting and retention tool for tenants such as Amazon and Facebook, located in some of our other T3 projects. T3 is not just an answer to a reimagined office environment but is the new standard for office environments in a post-COVID-19 world.*

Alan Kennedy  
Hines Managing Director

#### HINES T3: Timber, Transit, Technology

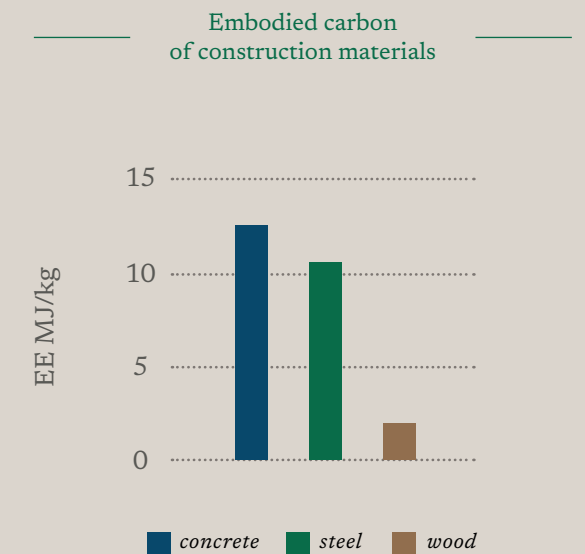
In response to growing cultural demand for local authenticity, sustainability, and social connectivity, DLR Group partnered with real estate leader Hines to design a new commercial asset class dubbed T3: timber, transit, technology. Nine timber office buildings across America in various stages of design, construction, and completion have received 15 design awards and seen commercial success with household-name tech tenants and record sales prices.



Learn more   
about our  
HINES T3 Partnership

## Shrinking our Ecological Footprint

Timber has a lighter carbon footprint than steel or concrete and meets the same performance and life safety standards. Wood’s embodied energy and subsequent carbon footprint are significantly lower compared to traditional materials such as concrete or steel. Our use of timber with its relatively low levels of embodied carbon has seen tangible carbon savings in 2022.



**Styling a Low Carbon Footprint**

A multi-disciplinary team led by DLR Group and funded by a U.S. Forest Service Wood Innovations Grant has developed a financially viable cross-laminated timber hotel prototype. Smartly scalable, this prototype could be built, today, in any North American city working under the commonly adopted 2021 building code. The prototype sees a 22% lower carbon footprint than a similar concrete structure. And since trees absorb and store carbon, an additional 64% carbon footprint reduction is realized over the prototype's life cycle.



Learn more   
about the grant  
and prototype

*“This isn’t just about using natural materials and biophilic design. It’s sharing a building that improves the environment for everyone.”*

Matt DeBold  
Marriott International Inc. Design Manager



PROTOTYPE WOOD HOTEL  
TIMBER INNOVATIONS GRANT


# On the Horizon: Planning and Designing for Resilience

Resilience is more than physical and environmental. Resilience must also look at persistent stressors in financial, social, emotional, and sustainable ecosystems.

By delivering an integrative approach we design reliable, restorative, regenerative, and adaptable environments where communities can thrive in the face of an increasingly complex world. This approach starts with holistic master planning.

Following Hurricanes Irma and Marie in 2017, an earthquake in 2020, and the COVID-19 pandemic, an unprecedented federal investment of \$2.3 billion was put forth to rebuild a devastated Puerto Rico school system. DLR Group is working alongside the Puerto Rico Department of Education (PRDE) and CBRE to inform future decision making and capital funding allocation with a facilities master plan.

Resiliency measures are an important part of this comprehensive planning effort for the Puerto Rico school system. This included surveying every school, evaluating existing infrastructure for vital learning and community connections, and identifying the potential for sites to accommodate enhanced programs that align with the district's priorities. These priorities include arts, athletics, bilingual, career, special education, STEM, technical education, and resiliency. Data was synthesized to equitably rank capital projects and plan for outcomes that best impact the learning environment and the surrounding community.

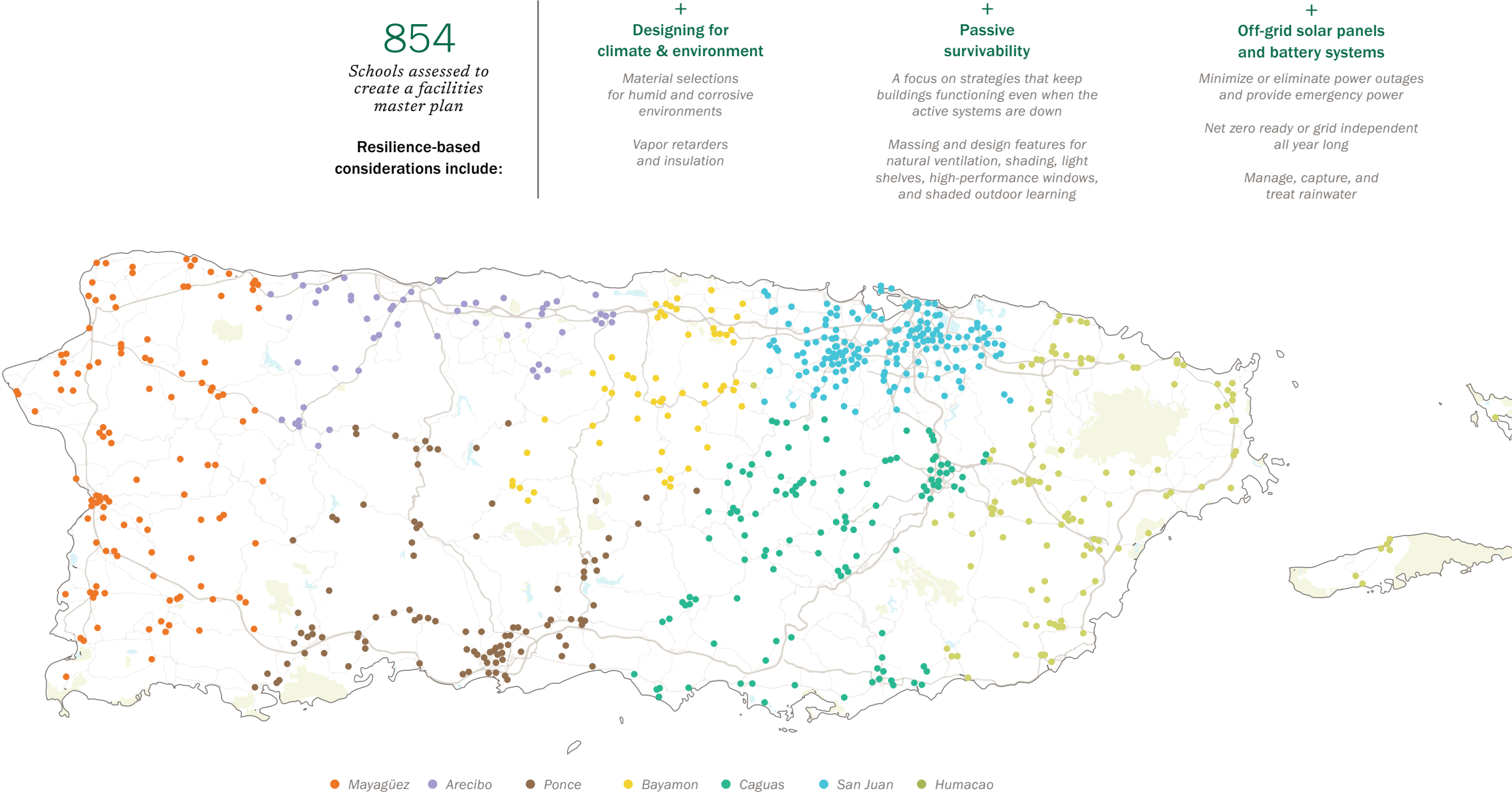


Q&A

with  
Scott Pashia  
AIA  
DLR Group Senior  
Project Manager

### How did you approach resiliency in Puerto Rico?

During the development of the Puerto Rico master plan our team designed a resiliency approach that identified the primary systems needed to maintain daily school operations. We knew providing a design solution that would enable these systems to maintain functionality was important to ensure reliable operations for the district.



Our support of hurricane damaged communities in the Caribbean started three years ago and has resulted in sustainable resilient design solutions both in Puerto Rico and the US Virgin Islands.

Across tropical islands stand the Virgin Islands Department of Education (VIDE) portfolio of 2.7 million SF of rapidly deteriorating schools. Looking at education within the context of culture, DLR Group’s planning and design work sets a new direction for education in the USVI while responding to environmental and community needs.

The new construction of the Arthur A. Richards Pre K-8 School in St. Croix is one of the first projects being implemented. The school is designed to be net zero ready and estimated to provide thermal comfort for 80% of the school year. The result is a high performance design that benefits the community, minimizes energy consumption and operational carbon while providing thermal comfort.



ARTHUR A. RICHARDS PRE K-8  
Christiansted, St. Croix

SECTION

04

# Firm Leadership





**Charles Dalluge**  
LEED AP  
Managing Principal  
CHIEF OPERATING OFFICER

**Griff Davenport**  
FAIA  
Managing Principal  
CHAIR OF THE BOARD

**Steven McKay**  
RIBA, LEED AP  
Managing Principal  
CHIEF EXECUTIVE OFFICER

**John Fuller**  
Assoc. AIA, LEED AP  
Managing Principal  
CHIEF MARKETING OFFICER



**Peter Rutti**  
AIA, NCARB  
Senior Principal  
CHIEF DESIGN OFFICER



**Audrey Koehn**  
ASID, LEED AP  
Principal  
GLOBAL INTERIORS LEADER



**Lloyd Ramsey**  
Senior Principal  
GLOBAL  
ENGINEERING LEADER



**Prem Sundharam**  
AIA, CEM  
Senior Principal  
CHIEF CLIMATE OFFICER



**Heather Galvin**  
Senior Associate  
CHIEF INFORMATION OFFICER



**Becky Schnack**  
CPA  
Senior Principal  
CHIEF FINANCIAL OFFICER



**Molly Johnson**  
Principal  
CHIEF HUMAN  
RESOURCES OFFICER



**Stu Rothenberger**  
AIA, LEED AP  
Senior Principal  
GLOBAL HIGHER EDUCATION  
LEADER



**Pamela Tuschner**  
FAIA  
Senior Principal  
CALIFORNIA REGION LEADER

Executive  
Leaders

Discipline  
and Enterprise  
*Leaders*



**Dennis Bree**  
AIA, LEED AP  
Principal  
DESIGN



**Tim Ganey**  
AIA, LEED AP  
Principal  
DESIGN



**Prem Sundharam**  
AIA, CEM  
Senior Principal  
CLIMATE+ENVIRONMENT



**Kevin Gent**  
AIA, LEED AP  
Principal  
ENTERPRISE PERFORMANCE



**Wesley Davis**  
PhD, PE  
Principal  
RENEWABLE ENERGY



**Chris Ertl**  
AIA, LEED AP  
Principal  
SCIENCE+TECHNOLOGY



**Jonathan Hopkins**  
Principal  
ACOUSTIC DESIGN



**Jason Majerus**  
PE, CEM  
Principal  
MECHANICAL ENGINEERING



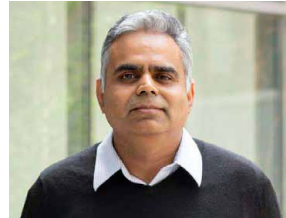
**Jake McConnell**  
PE, SE  
Principal  
STRUCTURAL ENGINEERING



**Josh Haney**  
AIA  
Principal  
ARCHITECTURE



**Lloyd Ramsey**  
Senior Principal  
ENGINEERING



**Yogesh Saoji**  
AIA, AICP  
Principal  
PLANNING



**Audrey Koehn**  
NCIDQ, LEED AP  
Principal  
INTERIORS



**Shona O'Dea**  
LEED AP BD+C, BEMP  
Principal  
HIGH PERFORMANCE DESIGN



**B Sanborn**  
AIA ALLIED, EDAC  
Principal  
DESIGN RESEARCH



**Jesse Smith**  
IALD, LC  
Principal  
LIGHTING DESIGN



**Troy Thompson**  
PE, RCDD  
Principal  
ELECTRICAL ENGINEERING



**Adam Wells**  
Principal  
EXPERIENTIAL GRAPHIC DESIGN



**Ruairí Barnwell**  
HBDP, LEED AP BD+C  
Principal  
SMART BUILDINGS



**Patrick Barrett**  
ASTC  
Senior Associate  
THEATRICAL DESIGN



**Lana Bayless**  
PE  
Principal  
CIVIL ENGINEERING



**William Carney**  
Principal  
DESIGN TECHNOLOGY



**David Contag**  
PLA, ASLA  
Principal  
LANDSCAPE ARCHITECTURE



**Lori Coppenrath**  
LEED AP  
Principal  
EQUITY



**Andy Ernsting**  
Senior Principal  
BRAND COMMUNICATIONS



**Maggie Flickinger**  
Assoc. AIA  
Principal  
MARKETING



**Nathan Miller**  
AIA, LEED AP  
Principal  
OPERATIONS



**Tom Mitchell**  
Principal  
BUSINESS DEVELOPMENT

Sector  
Leaders



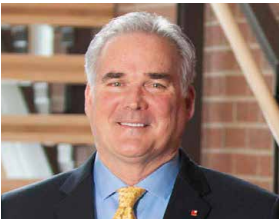
**Brian Arial**  
AIA  
Senior Principal  
MIXED-USE



**Don Barnum**  
AIA  
Principal  
SPORTS



**Jeffrey Fenimore**  
AIA  
Principal  
FEDERAL MARKETS



**Jim French**  
FAIA  
Senior Principal  
K-12 EDUCATION



**Denis Henmi**  
FAIA, LEED AP  
Principal  
TRANSPORTATION



**Phil LiBassi**  
FAIA, FACHA  
Senior Principal  
HEALTHCARE



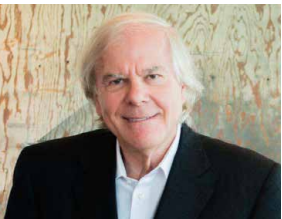
**Jeremy Reding**  
AIA, WELL AP  
Senior Principal  
WORKPLACE



**Stu Rothenberger**  
AIA, LEED AP  
Senior Principal  
HIGHER EDUCATION



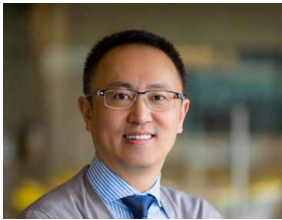
**Darrell Stelling**  
AIA, DBIA  
Senior Principal  
JUSTICE+CIVIC



**Paul Westlake**  
FAIA, IIDA  
Senior Principal  
CULTURAL+PERFORMING ARTS



**Ed Wilms**  
AIA  
Principal  
HOSPITALITY



**Leon Qiu**  
International Associate AIA  
Principal  
ASIA



**Pamela Touschner**  
FAIA  
Senior Principal  
CALIFORNIA



**Curtis Johnson**  
AIA, LEED AP  
Senior Principal  
CENTRAL



**Jamal Salem**  
Principal  
MIDDLE EAST



**Kate Yurko**  
AIA, LEED AP  
Principal  
NORTH CENTRAL



**Matt Janiak**  
AIA, LEED AP  
Senior Principal  
NORTHEAST



**Erica Loynd**  
FAIA, WELL AP  
Principal  
NORTHWEST



**Andy Anderson**  
AIA, LEED AP  
Senior Principal  
SOUTHEAST



**Peter Rutti**  
AIA, NCARB  
Senior Principal  
SOUTHWEST



**Adam St. Cyr**  
AIA, LEED AP  
Principal  
TEXAS

Region  
Leaders

WHERE WE ARE

- AUSTIN
- CHARLOTTE
- CHICAGO
- CLEVELAND
- COLORADO SPRINGS
- COLUMBUS
- DALLAS
- DENVER
- DES MOINES
- DUBAI
- HONOLULU
- HOUSTON
- KANSAS CITY
- LAS VEGAS
- LINCOLN
- LOS ANGELES
- MINNEAPOLIS
- NEW YORK
- OMAHA
- ORLANDO
- PHOENIX
- PORTLAND
- RIVERSIDE
- SACRAMENTO
- SAN DIEGO
- SAN FRANCISCO
- SEATTLE
- SHANGHAI
- TUCSON
- WASHINGTON, D.C.

ELEVATE *the*  
HUMAN EXPERIENCE  
THROUGH DESIGN

