



By James Jesmer, Assoc. AIA, LEED Green Associate | AECOM &
Jennifer Romeo, AIA, RA | Perkins Eastman

July 14, 2023

Architect as Integrator

SESSION 05

@ HON
1101 Connecticut Avenue, Washington, D.C., 20036



Architect As Integrator

PROGRAM SUMMARY:

This session, entitled “Architect As Integrator,” will explore alternatives to traditional architectural practice and project delivery models. It will illustrate how architectural leaders can create efficient and effective collaborative environments amongst contributors to and stakeholders of a built project, ultimately rendering greater likelihood for project success.

LEARNING OBJECTIVES:

1. Explore alternatives to traditional architectural practice and project delivery models, with a particular focus on an integrated architectural/engineering practice and an architect-led design build firm.
2. Identify how an architect-led design build business operates in order to effectively build projects, including: describing how the roles of developer, architect, and contractor operate within a single organization, illustrating the unique approach to how drawing sets are developed to support this business model, and discussing how this approach imbues value to a building owner.
3. Define Lean, understand the Lean mindset, and connect Lean principles to practical approaches within the Design phase of a project. Understand how Lean principles can create efficiencies and mitigate siloed thinking and re-work by employing collaborative planning and design that renders more efficient, safe, and innovative project outcomes.
4. Define opportunities, approaches, and tools to creating better, holistic team dynamics that allow for more effective collaboration and better project outcomes.

PROGRAM ABSTRACT:

At the beginning of the session an outline of the spectrum of practice and project delivery models within the design and construction field will be summarized for context, followed by an exploration of specific models using examples and case studies. Principals from SmithGroup will provide insight into their integrated architectural/engineering practice and use the case study of HqO (DC Water) project to explore how this practice model impacted the design and outcome of this project. Thomas Gluck of GLUCK+ will provide insight into how his team develops, designs, and constructs projects within their architect-led design build practice. These case studies of collaboration and efficiency will be supplemented by an introduction by Sean Graystone to Lean principles in the Design Phase. Evelyn Lee will conclude the 5-hr session with an interactive presentation in which she will discuss how to leaders can create better, holistic team dynamics that allow for more effective collaboration and greater project success.

Architect as Integrator

Date: 14 July 2023

Location: HON, 1101 Connecticut Avenue, Washington, D.C., 20036

Time: 11:30 am – 5:00 pm

AGENDA

11:30 – 12:00	Lunch Reception with HON Team	
12:00 – 12:45	Presentation #1: Integrated Project Delivery & Lean Thinking: An Overview By Sean Graystone	Learning Objectives #1, #3, & #4
12:45 – 01:00	Break	
01:00 – 01:45	Presentation #2: Integrated Practice By Sven Shockey, Don Posson, Stacilyn Feldman, Scott Stewart	Learning Objective #1
01:45 – 02:00	Break	
02:00 – 02:45	Presentation #3: Architect-Led Design Build By Thomas Gluck	Learning Objective #1 & #2
02:45 – 03:00	Break	
03:00 – 03:45	Presentation #4: Panel Discussion: “Building a Collaborative Mindset and Breaking Down Siloes” By Thomas Gluck, Sean Graystone, Malcolm Haith, Roshni Patnaik, Sven Shockey	Learning Objective #4
03:45 – 04:00	Break	
04:00 – 04:45	Presentation #5: Creating Better Holistic Team Dynamics By Evelyn Lee	Learning Objective #4
04:45 – 05:00	Conclusion, Housekeeping, and HON Office Tour James Jesmer, Jennifer Romeo & CKLDP Advisory Committee	
05:00 – 06:30	Happy Hour @ Little Chicken 1100 15th St. NW, Washington, DC 20005	

Speakers



Stacilyn P. Feldman, ASLA, LEED AP BD+C
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Stacilyn P. Feldman, ASLA, LEED AP BD+C

Stacilyn Feldman is a Principal with Oehme, van Sweden | OvS in Washington, DC. Her diverse professional experience includes work for private residential design, commercial and institutional clients. Her recent accomplishments include roof terraces and planted canopies in Washington, DC and New York City. Other notable work includes a children’s aquatic garden at Chicago Botanic Garden in Glencoe, Illinois, the award-winning renovation of DC Water’s headquarters on the shore of the Anacostia River, and the new construction of a library and practice spaces at Tippet Rise, the celebrated classical music and sculpture venue in Fishtail, Montana. Mrs. Feldman is a licensed landscape architect in four states and the District of Columbia and a LEED Accredited Professional in Building Design and Construction. She is a graduate of the Pennsylvania State University Stuckeman School and a member of the American Society of Landscape Architects.



Thomas Gluck
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Thomas Gluck

Thomas Gluck is a principal at GLUCK+, an architecture and construction firm based in New York City. For over 50 years, the firm has generated an integrative approach to the design and construction of award-winning buildings, recognized for inventive, conceptually unique and comprehensive design solutions across the United States. The wide-ranging projects—including houses, multi-family and mixed-use developments, private campus retreats, K-12 schools and playgrounds, university buildings, recreational facilities and community centers—are recognized worldwide through national and international design awards and publications.

GLUCK+ was included on Fast Company’s ‘World’s Top 10 Most Innovative Companies in Architecture’ for taking control of the entire building process. Notable projects all delivered Architect Led Design Build include The Cary Leeds Center for Tennis & Learning, hailed by The New York Times as “one of the city’s best new works of public architecture”; The East Harlem School, which won an AIA NY Architecture Honor Award and a National Design-Build Award of Excellence from the Design-Build Institute of America; and House to the Beach which won an AIA Chicago Distinguished Building Award Citation of Merit. Recent projects include 145 Central Park North, a luxury high-rise at the top of the park, and The Malt House including the former Gavin Brown’s Enterprise gallery in Harlem. The firm was featured in Architectural Record “The New Master Builders,” The Architect’s Newspaper “Inside Architecture’s One-Stop Shop,” and Architect “Best Practices: Engaging in Architect Led Design Build.”

Thomas Gluck received a Master of Architecture from Yale University and a Bachelor of Arts with a concentration in Visual and Environmental Studies from Harvard College.



Sean Graystone
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Sean Graystone

Over 45 years in Industrial, Commercial, and Residential Construction with special emphasis in Lean Construction, IPD, and collaborative project delivery; Team training and management; and complex process and delivery analysis. Sean is an Approved Instructor for the Lean Construction Institute and a certified instructor for the AGC Lean Construction Education Program. He remains passionate about building, improving our industry, and thereby our society by creating safer environments in our industry: physically, mentally, emotionally, and financially.



Malcolm Haith
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Malcolm Haith

Malcolm N. Haith is an 18+ year veteran of the real estate industry and is responsible for coordinating all aspects of commercial real estate development activities from closing to completion, including financing, entitlements, design, construction, marketing, and leasing. He has been involved with various stages development for over 1,500 residential units, 1M+ square feet of office, and 1M+ square feet of retail, totaling over \$1.5 Billion in value. Currently, Mr. Haith is working a variety of projects across the region including developing WMATA's 430,000 SF office building in Alexandria, VA and 899 Maine Ave, a mixed-use residential and retail building in Southwest DC. Previously, Mr. Haith was a Development Manager at Vornado/Charles E. Smith working on the redevelopment of Crystal City, the future site of Amazon HQ2. He also worked with Miller and Smith on the award-winning mixed-use community One Loudoun. In addition to commercial real estate development related work, Mr. Haith worked for affordable housing developer Community Preservation Development Corporation (CPDC), National homebuilder Pulte Homes, and RCLCO where he consulted on over 50 real estate and development engagements across the U.S. and Internationally.

Mr. Haith holds a bachelor's degree in Management from the University of North Carolina – Chapel Hill and a Masters of Real Estate Development from the University of Maryland – College Park. He is an active member in ULI where he was the 2017-2018 Chair of the Special Events Committee and is currently in the ULI-Next program. Malcolm is on the board of Q City where he serves as secretary. He is a co-founder of the University of Maryland Real Estate Alumni Association and a member of both the International Council of Shopping Centers (ICSC) and DCBIA. He is also involved in Access Youth, an at-risk youth intervention and prevention non-profit based in D.C.



Roshni Patnaik
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Roshni Patnaik

Roshni Patnaik is a Senior Project Manager at the national commercial general contractor rand* construction. After receiving a master's degree in Construction Management from Purdue University, Roshni began her career in heavy civil engineering. She then moved to commercial real estate working on ground-up developments focusing on historic renovations before pivoting to commercial interior spaces. Now, Roshni focuses on program-based deliveries for clients ranging from multinational tech firms to nonprofits, and has been doing so for the last decade. Her expertise includes stakeholder integration, procurement, financial management, and risk assessment and mitigation.

III. Speakers & Presentations



Evelyn Lee, FAIA
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Evelyn Lee, FAIA

Evelyn Lee, FAIA, is the first-ever Global Head of Workplace Strategy and Innovation at Slack Technologies, Founder of the Practice of Architecture, and Co-Host of the Podcast, Practice Disrupted. Lee integrates her business and architecture background with a qualitative and quantitative focus to build better experiences for the organization's employees, clients, and guests. She is widely published, wrote a monthly column for Contract magazine for over three years, frequently contributed to Architect Magazine, and is working with Architizer to develop recurring content on the business of architecture. Evelyn has received numerous industry awards, including the 2016 40 Under 40 award for Building Design + Construction and the 2014 AIA National Young Architects Award. She recently served as the first-ever female Treasurer to the AIA National Board in 2020-2021 and was recently elected to serve as the 101st President of AIA National in 2025.



Don Posson, PE, CCP, CPD, GGP, LEED AP
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Don Posson, PE, CCP, CPD, GGP, LEED AP

Don is the Corporate Director of Engineering for SmithGroup, a global Architectural/Engineering firm, and is responsible for their Mechanical, Electrical, Plumbing, Fire Protection and Structural Engineering services groups. He is a nationally recognized leader in high-performance systems design and has significant experience leading the development of award-winning designs for large and small-scale sustainable projects, including the world's first LEED Platinum project and several net-zero energy buildings. Don has lectured on the integration of sustainable design approaches at the University of Maryland, the University of Pennsylvania, Catholic University, George Washington University, Ball State University, Marymount University and Drexel University, and he has been published in Consulting Specifying Engineer, Engineered Systems, Architectural Record as well as Environmental Design & Construction magazine.



Sven Shockey, AIA, LEED BD+C
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Sven Shockey, AIA, LEED BD+C

As a National Director of Design at SmithGroup, Sven has led the planning and design of mixed-use commercial, planning, science + tech, and higher education projects on prominent sites throughout the United States. Sven has a passion for a rigorous idea-driven process that incorporates research and next-generation computational analysis methods. His design leadership emphasizes site-specificity, placemaking, and sustainability resulting in numerous awards in architecture, historic preservation, sustainability, innovation, and planning. His recent projects include the DC Water Headquarters and the Virginia Tech Innovation Campus.



Scott Stewart, PE, SE
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Scott Stewart, PE, SE

As Managing Principal of SK&A, Scott Stewart, PE, SE, is responsible for the overall direction and leadership of the firm. In addition to overseeing firm business operations, Scott guides select design teams and project development, provides leadership and mentoring in proactive client service, and supports the development of the next generation of managers and firm leaders. He also provides guidance of the firm's business development and communications efforts, including the cultivation of new opportunities and market sectors. Scott's 30+ years of practice have permitted him the opportunity to be involved in the design, retrofit and evaluation of significant projects, including multi-building developments, major existing building renovations and modernizations, as well as adaptive reuse projects.

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Session 05 Organizers

Scholars



James Jesmer, Assoc. AIA, LEED GA

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James Jesmer, Assoc. AIA, LEED Green Associate

James Jesmer is a designer at AECOM's Washington, D.C. office, where he has been since 2018. Though a native of the DMV, James grew up mostly in north-central West Virginia. Mr. Jesmer holds a Bachelor of Science, Architecture from Fairmont State University and a M.Arch from the University of Maryland.

James's project sectors have included work for the federal government, air and rail transportation, and commercial development. Most recently, his time has been filled with construction evaluation efforts for a renovation at the British Embassy. In addition to project work, James supports the office by planning social events and coordinating local university relations. James is also involved with AIA|DC, where he participates in Architecture in Schools and serves as Secretary for the Design Excellence Committee.



Jennifer Romeo, AIA, RA

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Jennifer Romeo, AIA, RA

Jennifer Romeo's work focuses on the planning, programming and design of complex institutional projects across a range of educational and healthcare clients. In particular, she draws upon her prior career as a User Experience Strategist to link space with user needs and create more meaningful spaces where outstanding, innovative and sensitive design can flourish. More recently, Jennifer has expanded her contributions into the mixed use, residential practice area as part of Perkins Eastman's DC studio.

Jennifer is a committed mentor to students and emerging professionals and is an advocate dedicated to establishing a more diverse, equitable profession. A registered architect licensed in the State of New York, Jennifer led Perkins Eastman's Women's Leadership Initiative, served as President of Columbia University's GSAPP Alumni Board, and is an active member of Perkins Eastman's Diversity Equity + Inclusion Initiative.

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Session 05 Scholar Acknowledgements

We would also like to thank each speaker for generously contributing their time and sharing their expertise with CKLDP, the CKLDP Advisory Committee for their guidance, and AECOM and Perkins Eastman for supporting our participation in this program.