

# The 3rd Annual AIA Project Delivery Symposium

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A PRELUDE TO OPTIMIZING EFFICIENCY AND RESILIENCY



As AEC professionals, we know that there is one constant in business today: *change*. Identifying risk and managing change are tricky. Amid the ongoing COVID-19 pandemic, change is being fast-tracked in front of our eyes in a way we have never seen before. This unprecedented time has risks to the environmental, social, and economic fabrics. How do we navigate through this crisis? How do we prepare for the challenges in our industry?



## Project Delivery

an AIA Knowledge Community

### ADVISORY GROUP

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FAIA, Chair 2018-2019

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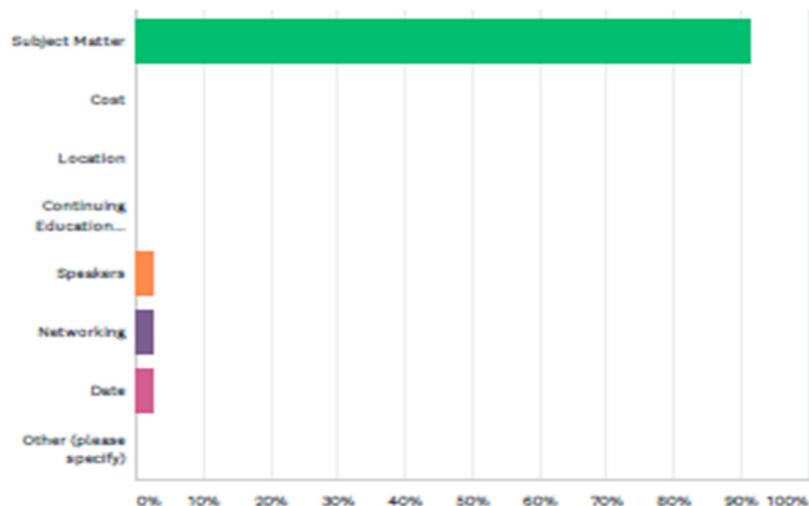
Alfred Spagnolo  
AIA

The magnitude of the pandemic shock is shifting how we live and how we work; creating a new normal to individuals and organizations. The digital economy was under way before the pandemic. How technology is revolutionizing the services we render and the projects we deliver is being integrated into the new normal that is still evolving. Institutions that reinvent themselves can become nimble to adapt to change and be resilient to absorb the shock.

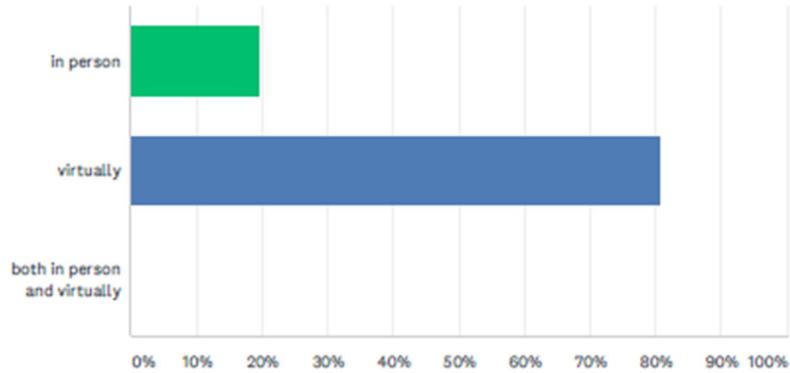
Many of us are looking for ways to become more efficient and productive. The AEC community came together on March 9<sup>th</sup> and 10<sup>th</sup> to participate in the AIA Project Delivery Symposium. The purpose was to gain intelligent project delivery insights and foresights, learn how to work better and collectively emerge to achieve optimum results, to drive innovation and shape our shared future. To prepare for the changes in our profession, collaborating with the industry champions on innovative methodologies and new technologies are the primary reasons why people attend the AIA Project Delivery Symposium.

The results of the AIA 2020 Project Delivery Symposium Survey taken by the AIA Staff are presented herein.

**Survey Question #1: Subject matter is the driving factor considered for attending the conference.**



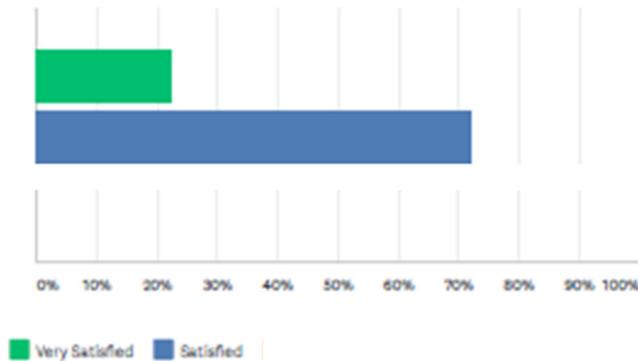
**Survey Question #2: Virtual attendees out-numbered in-person attendees.**



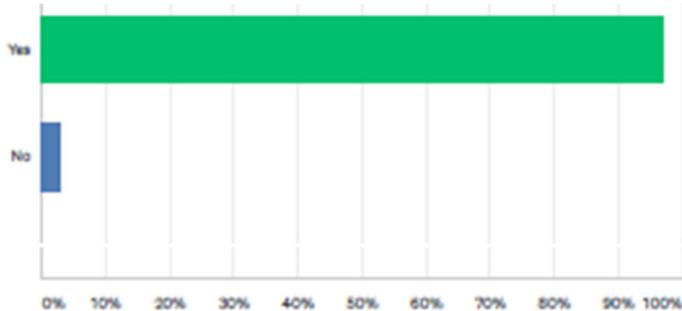
The AIA Project Delivery Knowledge Community (PDKC) Advisory Group conducted the 3<sup>rd</sup> annual Project Delivery Symposium at the American Institute of Architects Headquarters in Washington, DC. This year, the symposium served both in-person and remote attendees. Many chose to participate virtually because of the escalating concerns surrounding COVID-19 just about a week before the White House declared the coronavirus pandemic a national emergency.

Thanks to technology! Interactive workshop, keynote presentations, and collaborative panels were all made possible virtually and the symposium was held successfully.

**Survey Question #3: Overall, the attendees are satisfied with the Workshop and Symposium.**



**Survey Question #4: Attendees are interested in attending the next Symposium in 2021.**



**THANK YOU!**

**ESTEEMED SPEAKERS:**

Workshop

Phillip G. Bernstein, FAIA,  
RIBA LEED AP, assoc. dean,  
senior lecturer, Yale School  
of Architecture

Renée Cheng, FAIA dean,  
College of Built  
Environments, University of  
Washington

Dennis Sheldon  
assoc. professor of  
Architecture, Rensselaer  
Polytechnic Institute

Nancy Alexander  
allied AIA, principal of  
Lumenance Consulting LLC

Opening Keynote

Spiro Pollalis, PhD  
research professor of  
Design, Technology and  
Management, Harvard  
University

Session #1

Greg Gidez, AIA, FDBIA  
corporate director of  
Design Services, Hensel  
Phelps

Deborah Sheehan, DBIA,  
ACHE, LEED AP  
managing director, BDO  
USA, LLP

Virginia McAllister  
CEO, Iron Horse Architects

Patrick Crosby  
principal, Crosby Group

In case you missed the event, here is the summary of the workshop and symposium.

**Integration through Innovation**

**Workshop**

The event started with an interactive workshop to explore the emerging practice models. It provoked an in-depth discussion of how the practice of design and the process of construction are being driven to innovate and change at an unprecedented pace. Buildings are becoming ever more complex and Owners are seeking greater performance from them. They are expecting them to be delivered in tighter schedules, at a higher quality level, and at lower costs. Our industry is responding with more sophisticated digital tools, automated fabrication techniques, modularization of building components, and more experimentation in contractual relationships among Owners, designers, and builders. These multiple forces are coming to bear on the nature of the design practice, creating new alliances between visioning and making, and upending the traditional business models of our industry.

**The Role of Effective Teaming in Managing Risk on Federal Projects**

**Opening Keynote**

The opening keynote explicated the impact and risks of the Owner's procurement strategies and project delivery decisions across all types of projects and cited a myriad of case studies on best practices and lessons learned from both successful and less successful projects.

**The Role of Effective Teaming in Managing Risk – the Designers Perspective**

**Session #1**

The first panel discussed where the design risks lie in the design-build delivery model and illustrated how building a high-performance team can collectively and collaboratively mitigate risks and maximize value through integrated design and construction strategies and systems development. This panel emphasized the importance of choosing projects and partners wisely, collaborative behavior, and the ability to build trust.

**Healthcare Project Delivery Strategy**

**Session #2**

The second panel focused on a team driven healthcare project delivery process. This panel brought together a diverse ecosystem and shared their knowledge and best practices. They offered their insights into the future of healthcare project delivery and spoke about their 'Project Guiding Principles' and lessons learned from an Integrated Project Delivery (IPD) method. The panelists presented PennFIRST Inpatient Pavilion as a case study to highlight the value proposition of

**THANK YOU!**

**ESTEEMED SPEAKERS:**

Session #2

Steve Greulich  
 assoc. vice president of  
 Capital Projects, University  
 of Pennsylvania Health  
 System

Ed Hanzel

sr. project executive, LF  
 Driscoll

Kenneth Webb, AIA, ACHA,  
 LEED BD+C  
 Washington, DC director of  
 Health, HKS

Jason Lukes, LEED AP  
 assoc. principal, HVAC,  
 BR+A Consulting Engineers

Warren Rosebraugh, MSA  
 director of solution  
 architects, Schneider Electric

Session #3

James Vandezande, AIA  
 chief technology officer,  
 HOK

Ryan Johnson, AIA LEED AP  
 architect | computational  
 designer, Clark Nexsen

Michael Brotherton, AIA  
 President, SITU

Session #4

Mark Sands  
 president, Agile Integrated  
 Solutions

Stephen Jones  
 sr. director, Industry Insights  
 Research, Dodge Data and  
 Analytics

innovative tools, including pre-fabrication, to mitigate risks and overcome challenges.

### Project Guiding Principles

				
<b>Design for Change</b>	<b>Patient Experience</b>	<b>Unrivaled Care</b>	<b>Innovation</b>	<b>Investment in Community</b>
We measure the usable life of healthcare facilities in centuries, not decades. Medicine, care delivery, and technology are constantly evolving; spaces must flex to incorporate these new developments. Environments that are modular and adaptable are a necessity for success, not only upon delivery, but for generations to come.	Patients are the reason for our existence and our motivation for excellence. They deserve care that transcends expectations. Spaces, operations, and technology are enablers for superior clinical outcomes. By focusing on fundamental human needs, we can enhance the experience for our patients, while satisfying our families, physicians, staff, researchers, faculty, and students.	We hold ourselves accountable to the highest standards of professionalism, efficiency, and compassion. People, quality, and experience are the drivers for delivering superior levels of care. We attract the best and brightest minds to research and treat medicine's most complex challenges from around the world.	Innovation is in our DNA. We strive to uphold our legacy as the first and the best, continually developing new solutions. Solutions must push beyond today's "cutting edge" to imagine bold new opportunities—knowing that today's possibilities become tomorrow's realities at an astonishing rate.	We have been part of the Philadelphia landscape for hundreds of years. All of our efforts are investments in the health, wellness, and well-being of this community. As our community grows and changes, we must grow and change with them, anticipating their needs and desires.



The American Institute of Architects

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This segment also presented the value-added services of digital transformation to support energy management and enhance patient care. Smart Building operation requires infrastructure that work together efficiently so that ORs, ICU's, Emergency Rooms do not fail to function. Integration of various building systems yields the flexibility and connectivity to support adaptability to technology changes and upgrades. Improved transparency and collaboration are imperative to boost building reliability.

**Design Collaboration through Technology**  
**Session #3**

The third panel explored topics on design-assist, innovation, and pre-fabrication. This panel gave insights to how these solutions bolster productivity and help accelerate project schedules. Using technology in integrated delivery methods can streamline shop documentation, fabrication processes, minimize uncertainty, and increase trust.

**Optimizing Success: Tools & Tactics**  
**Session #4**

Another highlight of the event is the presentation on tools and tactics to help architects achieve their goals. Last November, my committee got a green light from the AIA to partner with *Dodge Data Analytics* on a research project. The research outcome was presented for the first time at the symposium. During this session, the presenter demonstrated an actual case study of a hospital project with program and cost models produced using the *Building Catalyst* – a tool that dramatically simplifies the preconstruction process while increasing certainty of project outcomes. The presenter shared how automation is applied to program, design, cost integration in real-time during planning and design.

**THANK YOU!**

**ESTEEMED SPEAKER:**

Closing Keynote  
Brian Pratt, AIA, DBIA,  
LEED AP, asst. vice  
chancellor/campus  
architect, University of  
California, Irvine

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**Delivering the Future: Transform and Start Making Friends**

**Closing Keynote**

The symposium was fast-paced, informative, and fun. Before we knew it, it was time for the closing keynote. The speaker stimulated a discussion about the modern project delivery landscape. One of the dynamics is that Owners expect near perfection and the simplest of projects requires a sophisticated team of professionals fulfilling roles that are evolving. Modern project delivery demands collaboration and teams with laser focus on the specific measures of project success.

**ACKNOWLEDGEMENTS**

As the chair, I thank the AIA for the privilege to lead the Project Delivery Knowledge Community. I am grateful to the prestigious PDKC Advisory Group for their contributions in organizing such an important event. I thank the program sponsors for their support and the AIA Knowledge Community partners. Most of all, I am grateful for having all speakers offered peer-to-peer connection, learning, insights, and inspirations. Their expertise and knowledge on navigating project delivery illuminated methods and resources that add value for our profession to thrive.

**LEADERSHIP**

With COVID-19 setting off uncertainties, the effects of the symposium are proving even more significant as the pursuit of efficiency gives way to the requirement of resilience. As professionals, we need to prepare for the future by understanding how technology, economics, and new project delivery methods are changing our role in the building industry.

The pandemic revealed not only vulnerabilities but also opportunities to improve the performance of project delivery. Adopting technology is being accelerated and now becoming a rule over exception to drive productivity. Together, let's make our industry more resilient to pandemic shock and black swan event and better able to deliver projects to our clients.

**CLOSING**

In these unprecedented times, it is important to pause and reflect upon our role in the society and the world as a whole. How can we support the industry and the community? Members of the PDKC Advisory Group have donated time, talent, and resources to help our profession advance project delivery and become more resilient in the future.

In recent months, our lives have been dominated by COVID-19. I share the sorrows of those who have lost their loved ones. My thoughts are with everyone who has

been suffering and affected by the pandemic and for those public servants on the front line trying to manage the health crisis response as best as possible.

## REFERENCE

**2020 Project Delivery Symposium: Delivering the Future Agenda**

<https://network.aia.org/blogs/isabella-rosse/2019/12/10/2020-pd-symposium-delivering-the-future-agenda>



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