

AIA Public Architects Workshop

# **Architects, Public Architects, and P3 Development:**

## Innovation, Challenges, Lessons Learned

Wednesday, May 18, 2016

8:30 am - 5:30 pm

7.50 LUs | HSW | RIBA



**AIA**

# Schedule

## Morning Session

**8:00**..... *Welcome, Business & Introductions*  
**David Trevino, FAIA**

**8:30**..... *Workshop Overview*  
**Emily Marthinsen, AIA**

**8:45**..... *Trends - Disruption & Benefits*  
**Kacey Clagett**

**9:15**..... *Cornell Tech & Developer Partnership Models*  
**Karen Backus**

**10:15**..... Break

**10:30**..... *Klyde Warren Park and the Revitalization of  
Central Dallas & University of California,  
Merced, Project 2020*  
**Willis Winters, FAIA & Tom Lollini, FAIA**

**12:00**..... Lunch Break

# Schedule

## Afternoon Session

**1:00** ..... *New York City Housing Authority & New York City Design & Construction—Case Studies & Next Generation*  
**Lee Solomon, AIA, Amy Stokes, Bomee Jung, Terri Mathews, Rasmia Kirmani-Frye**

**2:30** ..... Break

**2:45** ..... *Navy Housing Privatization*  
**Robert Harris, FAIA**

**3:45** ..... Break

**4:00** ..... *Lessons Learned*  
**Robert Henderson**

**5:00** ..... Close

# 2016 Advisory Group

Public Architects Knowledge Community



**David Trevino, FAIA, LEED AP**

Chair

David Trevino is a registered architect, LEED A.P., and has over 25 years' experience as an architect. He serves as a Sr. Program Manager for the City of Dallas. Over the last 15 years he has been responsible for the implementation of two major capital bond programs. For the City of Dallas he has been responsible for the implementation of a significant portion of all new facilities in the 2003 and 2006 Bond Program valued at approximately \$440 million that includes over 40 new or replacement facilities for several city departments. Currently in EBS he is responsible for major maintenance projects and recently completed City Hall Lobby Renovations, Security Improvements and other City hall improvements. He recently been involved with developing specifications for the new Computerized Maintenance Management System, Facilities Condition Assessment System and Capital Projects Management System. He has collaborated with several universities including, Texas A&M University, Purdue and Georgia Tech in developing presentations for new innovative Integrated Building Cycle approach to enhance design excellence and improve design, construction, and operations of public facilities. He has been leading efforts to developing better innovative approaches to utilize CMMS systems and BIM while addressing interoperability issues. He served on the Board of Directors of the USGBC – North Texas Chapter and the BIM Texas Alliance.

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Public Architects Knowledge Community



**Emily Marthinsen, AIA**

Vice Chair

Emily Marthinsen is Assistant Vice Chancellor for Physical & Environmental Planning and Campus Architect at the University of California, Berkeley. As Campus Architect, she is responsible for the campus design review process, project definition and early project planning. In her role as Campus Planner, she is responsible for providing comprehensive physical and environmental planning services for the Berkeley campus, including implementation of the 2020 Long Range Development Plan, management of the environmental entitlement process and coordination with the City of Berkeley.

Marthinsen began working as a public architect in 2000 for UC Berkeley's Capital Projects division. Among the many projects on which she has worked at Berkeley are California Memorial Stadium and Simpson Training Center (2015 AIA Honor Award) and the recently completed ASUC Student Union and Community Center. She has a Bachelor of Arts in Geography from the University of Chicago and Master of Architecture from UC Berkeley. Marthinsen is a licensed Architect in California and has over thirty years of relevant work experience at UC Berkeley and with design and planning firms in San Francisco, Washington, DC., Alexandria, Virginia and Berkeley.

# 2016 Advisory Group

## Public Architects Knowledge Community



**Susan Goldberg, AIA**

Member

Susan Goldberg, AIA, is the Deputy Director of the City of Hollywood Community Redevelopment Agency. Hollywood is Broward County's 3rd largest city with 143,000 residents and more than 30 square miles including 6 miles of coast fronting the Atlantic Ocean. Susan is certified by the National Council of Architectural Registration Boards and the US Green Building Council as a LEED Green Associate. She oversees the design and construction management of \$100M in infrastructure capital improvement projects within the Hollywood Community Redevelopment Agency District. The projects cover a broad range of public facilities and infrastructure improvements to strategically eliminate slum and blight and build momentum for private sector investment. They include public parking garages and community buildings, street-scape beautification and beach re-nourishment. Her responsibilities encompass the management of public and private teams comprised of A/E firms and construction managers.

Susan designed the \$13M renovation of the Historic Hollywood Boardwalk and led the multi-agency coastal permitting and construction management of this award-winning project. She is versed in seamlessly introducing new construction into environmentally sensitive and historically significant areas.

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**Lee Solomon, AIA, LEED AP BD+C, AVS**

Cornerstone Editor

In 2013, Lee Solomon became a member of the AIA Public Architect Knowledge Advisory Group. For over twenty three years, Lee has been a Public Service Architect. Currently Lee works for the New York City Housing Authority as Deputy Director for the Capital Planning Technical Group, guiding the Capital Planning process for The Authority's Five and Ten Year Plans; with oversight of the Cost Estimating, Scheduling and Physical Needs Assessment Teams. Previously held positions include City of New York Office of the Mayor, Office of Management and Budget, providing Value Management Workshops for public projects totaling over \$3.9 billion in capital construction costs and achieving over \$274 million in accepted cost savings, yielding an average cost reduction of over 7%. Prior to this post, Lee served as a Project Manager for The Dormitory Authority of the State of New York overseeing the Fashion Institute of Technology campus capital portfolio of new construction and renovation projects. Her first Public Sector assignment was at The NYC School Construction Authority managing scoping, design and construction management for school capital construction projects throughout the five Boroughs.

For almost a dozen years, Lee worked in the Private Sector heading up her own NYC design firm and also managing projects for several local Architectural Firms.

# 2016 Advisory Group

Public Architects Knowledge Community



**Marilyn Wong-Wittmer, AIA**

Membership

Marilyn Wong-Wittmer was appointed as a member of the AIA Public Architect Knowledge Advisory Group in 2015. She retired in the Fall 2014 from the Architect of the Capitol as a Jurisdiction Executive in the Office of Planning and Project Management, where she was a management liaison between the U.S. Botanic Garden, Capitol Grounds, and Supreme Court jurisdictions, and the project delivery organization, facilitating resolution of program and project issues, planning, and implementation strategies. She managed legacy projects and programs having agency-wide impact, providing expertise, direction, stakeholders coordination, and oversight of design and construction. Prior to her AOC experience, she was a project manager with the U.S. Postal Service, Facilities Office for 21 years gaining extensive regional and national experience managing construction programs on all types of projects, ranging from renovations to major multi hundred million dollar distribution centers and multi facility programs. She worked in the private sector prior to beginning federal government experience. Marilyn is a registered architect, with over 37 years of experience in architecture, engineering, planning, and project management. She received a Bachelor of Architecture from the University of Miami, Coral Gables, Florida.

# Speakers



## **Kacey Clagett**

Principal | Appleseed Strategy

Kensington, CA

Kacey Clagett, LEED AP BD+C is founder of Appleseed Strategy, a consultancy providing firms that work with the built environment with integrated marketing strategy, business development and communications, as well as assistance with organizing public-private partnerships. Appleseed has a national clientele of architects, engineers, strategic consultants and developers. Since its founding in 2013, the practice has provided strategic advisory services to 45 clients. Kacey has over 25 years of experience with marketing strategies, client and media outreach, and with team development for urban, higher education and public projects.

Prior to forming Appleseed Strategy, Kacey served as the business development and marketing director for such national architecture firms as Bohlin Cywinski Jackson, Smith Group and STUDIOS Architecture. She is a member of the facilities subcommittee for the Society of College and University Planning's Planning Academy and has been active for many years in the Urban Land Institute in both San Francisco District Council and national programs.

# Speakers



## **Karen Backus**

Co-Founder & Principal | U3 Advisors

New York City

With 35 years of experience in real estate and economic development, Karen Backus provides strategic advice and project management services to universities, medical centers, governmental entities, and other nonprofit clients. As Principal & Co-Founder of U3 Advisors, Karen oversees all client engagements in U3A's New York office, providing leadership and strategic advice. Karen merged her previous firm, K. Backus & Associates, established in 1997, to create U3 Advisors in 2014. U3A serves as development manager, advisor and strategist for clients planning or implementing complex projects. Karen and her firm have advised Columbia University since 1999, Princeton University since 2005, and Cornell University since 2011. Other key U3A clients include the University of Maryland, Johns Hopkins University, Rice University, Washington University in St. Louis, The District of Columbia, The Brooklyn Public Library, The YMCA of Greater New York, and many others.

Prior to founding K. Backus & Associates, Karen was Vice President of Forest City Ratner Companies' Retail Development Division from 1995 to 1997. Karen also served as Vice President of Real Estate Development at the New York City Economic Development Corporation and its predecessors. Her career at NYCEDC spanned almost 10 years.

# Speakers



## **Thomas Lollini, FAIA**

Senior Associate Vice President, Physical Planning & Development | San Francisco State University

San Francisco

Now senior associate VP and campus architect at SFSU, where he is responsible for campus planning, design, development, and management, Lollini was formerly associate vice chancellor and campus architect at University of California's Merced campus for ten years. UC Merced is newest campus in the system. Having opened in 2005, the campus, where all but one of its 18 building is certified LEED Gold or better, is a living laboratory for innovations in sustainable design and operations. At UC Merced, Lollini played a key role in laying the groundwork and defining the public/private process for the campus's second phase of development. Lollini has more than two decades of leadership experience in facilities planning, design and construction in the higher education, public and private sectors and was the 2015 recipient of the AIA's Thomas Jefferson Award for Public Architecture.

# Speakers



## **Willis Winters, FAIA**

Director | City of Dallas

Dallas

Willis C. Winters, FAIA Director, Dallas Park and Recreation Department Director since 2013, Willis leads one of the nation's largest municipal park systems. Dallas' 23,242 acres of park land include 380 parks, 13 lakes, 41 recreation centers, 143 miles of hike and bike trails, Fair Park, the Dallas Zoo, the Trinity Audubon Center, and the Dallas Arboretum. He has oversight of 937 full-time employees and manages an \$81.8 million annual operating budget, with a capital budget in excess of \$40 million annually. Willis has been with the Dallas Park and Recreation Department since 1993. Willis was the co-project director for the department's visionary and nationally recognized long-range development plan, A Renaissance Plan, in 2002. Under Winters' direction, the department has developed a new downtown park system, including Klyde Warren Park; implemented the city-wide trail network master plan; renovated and expanded numerous recreation centers; developed new exhibits at the Dallas Zoo; formulated the Park Pavilion program; and guided the restoration of the National Historic Landmark architecture at Fair Park. As part of Director Winters' strategic vision, the department is currently seeking accreditation with CAPRA. Willis has also commissioned a Comprehensive Plan Update, a Recreation Master Plan, an Economic Value of Parks Study and Benchmarking Study as a way to improve the department's performance evaluation and decision-making processes.

# Speakers



## **Amy Stokes**

Deputy Director | New York City Housing Authority

New York City

Amy Stokes is the Deputy Director of Underwriting and Asset Management in the Real Estate Development Department at NYCHA. Previously, she was the Assistant Director of Mixed Finance at the Authority. Ms. Stokes has held positions at NYC Council, serving Speaker Christine Quinn and Mayor Michael Bloomberg. Amy began her career working in the private real estate development sector and has a BA from Barnard College and a Masters of Urban Planning from New York University.

# Speakers



## **Bomee Jung**

Vice President, Energy & Sustainability |  
New York City Housing Authority

New York City

Bomee Jung joined NYCHA on July 6, 2015 as Vice President of Energy and Sustainability. Prior to joining NYCHA, Bomee served as a mayoral appointee on the City Planning Commission, and the Deputy Director of the New York office of Enterprise Community Partners, Inc., a national leader in greening affordable housing. Bomee designed and led Enterprise's green initiatives in New York, including securing New York City's adoption of the Enterprise Green Communities Criteria as its required standard for affordable housing; designing and managing a \$20,000,000 ARRA DOE Weatherization Assistance Program that piloted a portfolio-based model for subsidized housing; and designing Enterprise's Sandy initiative to develop tools to support long-term resiliency of multifamily affordable housing owners. Before Enterprise, Bomee founded GreenHomeNYC, Inc., a volunteer-driven not for profit that promotes sustainability, and in her first career, developed Internet-based applications for digital agencies and start-ups. She holds a Bachelor's degree in Comparative Literature and Japanese from The University of Georgia and a Master in City Planning degree from the Massachusetts Institute of Technology.

# Speakers

## **Terri Mathews**

Director | Town+Gown at New York City Department of Design & Construction

New York City

Terri Mathews is Director of Town+Gown, a systemic action research program based at the New York City Department of Design and Construction. Town+Gown is an open platform for academic institutions to partner with practitioners on research focused on the built environment, creating and sharing knowledge. A graduate of Boston College, Boston College Law School and New York University Wagner Graduate School for Public Service, Ms. Mathews has worked in both the public and private sectors. In addition to her public finance law experience at several national bond firms, Ms. Mathews' governmental experience at New York City spans both the legislative and executive branches. Her areas of focus have included public budgeting, public finance, performance measurement, public procurement and built environment public policy.

# Speakers



## **Rasmia Kirmani-Frye**

Director | Office of Public/Private Partnerships at New York City Housing Authority

President | The Fund for Public Housing

New York City

Rasmia Kirmani-Frye was appointed Director, Office of Public/Private Partnerships for the New York City Housing Authority in March 2015. A member of NYCHA's executive team, she develops and manages NYCHA's strategic relationships with external entities including not for profit organizations, philanthropic investors and private sector partners, as well as the creation of a new 501(c)(3), The Fund for Public Housing. Ms. Kirmani-Frye serves as the President of the Fund for Public Housing.

The Fund for Public Housing, an independent not-for-profit organization, invests in the well-being of NYCHA residents, and their surrounding communities. The Fund collaborates with public and private industry entities to dramatically improve the way public housing works.

Prior to joining NYCHA, Ms. Kirmani-Frye served as Director of The Brownsville Partnership, an initiative of the national not-for-profit organization Community Solutions. Ms. Kirmani-Frye has also served as the Director of Community-Based Policy at the Full Frame Initiative, then a start-up non-profit organization which finds and partners with innovative people, organizations, and allies committed to excellent, accountable, place-based work in marginalized communities.

# Speakers



## **Robert Harris, FAIA**

Director, Special Venture Acquisition |  
NAVFAC Headquarters

Washington, D.C.

Mr. Harris is with the Naval Facilities Engineering Command (NAVFAC) Headquarters in Washington, DC. In his current position he is responsible for development, acquisition, execution, oversight, monitoring and management of Special Venture Acquisition (SVA) and Public-Private Venture (PPV) programs, portfolios and projects supporting the Navy and Marine Corps. He leads the way for the Department of the Navy on investment portfolios that currently include approximately \$10 billion in assets. Harris received a Bachelor of Architecture from the Cooper Union in New York City and a Master's of Business Administration from the University of Texas, El Paso. He is a licensed professional architect in Maryland and Minnesota, a Fellow in The American Institute of Architects and a LEED Accredited Professional.

# Speakers



## **Robert Henderson, AIA**

President | Keating Consulting, LLC

Philadelphia

Robert Henderson is President of Keating Consulting, LLC, a Philadelphia-based project management and consulting firm and a member of the AIA and other professional organizations. His career as an architect has touched many areas of a profession that has undergone profound change during the past half century.. From early work with some of the nation's finest architects, he moved to private practice as a principal in a Philadelphia-based architectural firm whose portfolio was grounded in large public projects (transit, airports and justice facilities). This architectural and planning experience became an important dimension of development and construction companies (predecessors to the current Keating company) that actively promoted a transformation of real estate development and construction.

Mr. Henderson's unusual range of architectural experience has often led to new ways of creating work (the process) and delivering successful solutions (the projects) to our clients...an approach that we trace to the early 1990's in the work of the Keating Companies. He will discuss how a regional company developed a national presence and understanding of the great value that comes from recasting the roles and responsibilities of a project team to fit the needs of specific clients and projects, some of which are featured in this presentation.

# Notes



**The American  
Institute  
of Architects**