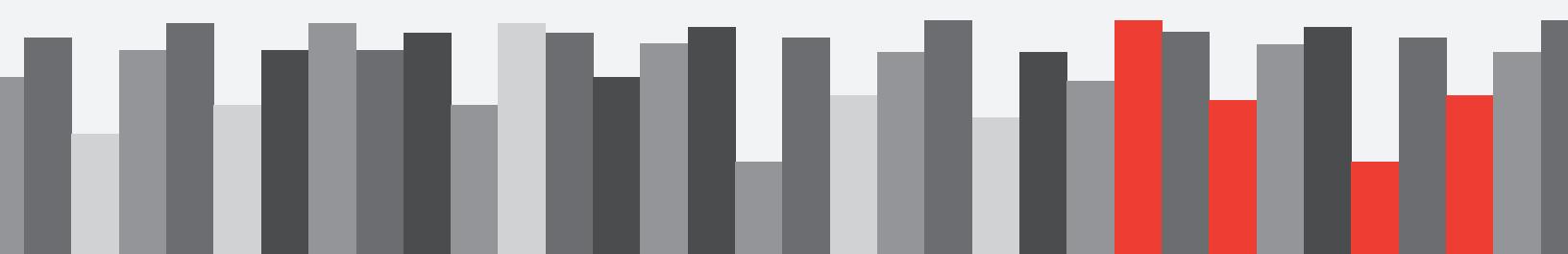


Business of Projects



AIA
Kansas City



BUSINESS OF PROJECTS

Program Overview

AIA Kansas City is proud to announce our new leadership program, Business of Projects. It is the companion program to our Business of Architecture series that we launched in 2014. In the BoA series, participants learned key strategies for managing a firm. BoP will focus on managing your projects in the fast-paced, ever-changing world of project delivery.

This year-long program will provide participants a thorough study of a project from concept to completion and give insights and ideas from both national and local experts. Series topics will include: Project Financing and Delivery Methods, Project Planning, Working with Clients, Design Management, Construction Documentation, and Construction Contract Administration & Project Closeout.

Gain a competitive edge through the hands-on learning you'll experience in this series. The small-group sessions will offer invaluable strategies and know-how to propel your firm forward.

Continental breakfast and lunches will be provided at all sessions.

PROGRAM DETAILS

- AIA members only
- There are only 25 spots available, 20 for firms and 5 for á la carte attendees.
- AIA Member Firms can have one spot and can choose who to send to each session.
- Cost: \$1500 for the series or \$350 for an á la carte session.
- This program will be worth 6.5 LU per session for a total of 39 hours.
- Continental breakfast and lunch will be provided at all sessions.
- All sessions are from 8:30am to 4:30pm and located at:

Center for Architecture & Design
1801 McGee St, Ste 100
Kansas City, MO 64108

To register contact Tiffany Shepherd at 816.221.3485 or tiffany@aiakc.org.

SESSION I: PROJECT FINANCING AND DELIVERY METHODS

September 28, 2016 | 8:30am - 4:30pm

FINANCE & DELIVERY

PROJECT PLANNING

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CONSTRUCTION DOCUMENTATION

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SESSION OVERVIEW

Session one will focus on how a project gets started. We will begin the day with a look at how projects will be done in the future and upcoming trends with Dr. Cindy Frewen, FAIA, architect and Urban Futurist. Next, Rich Muller & David Rezac, AIA, with VanTrust Real Estate will share more about what goes on behind the curtain before (and after) architects get the call. In the afternoon, Robert Bostwick, AIA, 2017 Chair of the AIA Project Delivery Knowledge Community, will give an overview of different delivery methods and the important role of the architect in each. To wrap up the day, three local experts, an architect, contractor and owner, will join us for a panel discussion on each of the delivery methods.

SESSION IN-DEPTH

Winners and Losers in Future Project Delivery Methods

Dr. Cindy Frewen, FAIA

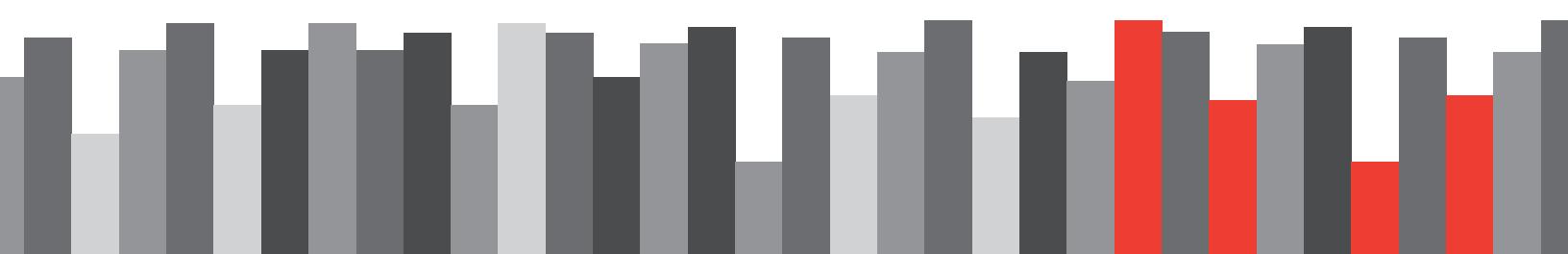
Cost overages, project delays, unexpected liabilities, it's no wonder clients jumped on design/build. They relinquished some design engagement to gain risk control. What if construction for fifty-story buildings takes a month? What if buildings are constructed from full scale 3D models instead of drawings? What if there are no identifiable owners, only crowdfunding? Three trends are turning project delivery models upside down: Automation and additive manufacturing, augmented and virtual reality, and the collaborative economy. In this interactive session, we will consider how to shape the future of construction and project delivery and prepare for upcoming change. Participants will explore trends and drivers of change, learn basic tools for tracking change, and plan strategies for prospering in alternative future scenarios.

Projects from a Developer's Perspective

Rich Muller and David Rezac, AIA, VanTrust Real Estate

Rich and David will discuss the inputs and variables that must be considered before getting to a "Go/No Go" decision on a project and what happens when things change. They will provide an overview of a developer's lexicon and how architects can add value to their developer clients. They will also focus on the following aspects of a project:

- Project/Site Selection
- Key Investment Terms
- Project Proformas
- Development Schedules
- Incentives



SESSION I: PROJECT FINANCING AND DELIVERY METHODS

September 28, 2016 | 8:30am - 4:30pm

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SESSION IN-DEPTH

Project Delivery Methods: Overview

Robert Bostwick, AIA, Bostwick Design Partnership

Owners continue to demand improved results from their project teams, and in response, our industry is increasingly creating new and innovative variations to the traditional project delivery models. This session will provide an overview of the most common delivery methods used – design/bid/build, multiple prime, construction manager at risk, design-build, IPD and others - and explore the advantages and disadvantages of each. We will also reference a selection of industry research showing how any delivery method can be improved through greater communication, and team cohesion, and team alignment toward the project goals. Most importantly, we will be discussing the role of the architect, who with their training and leadership experience, are in a unique position to expand their value through developing a reliable high-performance project team.

Collaboration: Project Delivery Methods Panel

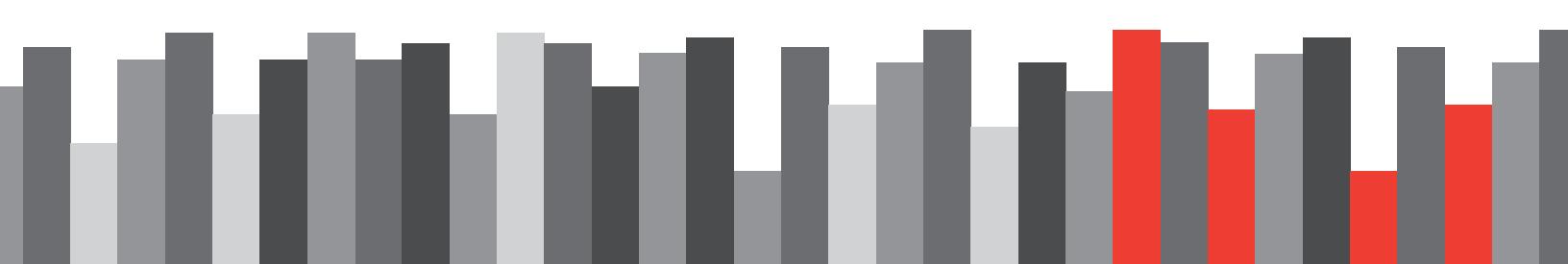
A panel of local experts will discuss each of the delivery methods and pros and cons of each from their unique viewpoints as an architect, contractor and owner.

Robert Bostwick, AIA - Moderator

Neal Angrisano, AIA, Burns & McDonnell

Richard Wetzel, AIA, Centric Projects

Dan Musser, Newmark Grubb Zimmer



SESSION I: PROJECT FINANCING AND DELIVERY METHODS

September 28, 2016 | 8:30am - 4:30pm

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SESSION SCHEDULE

8:30am - 10:00am Winners and Losers in Future Project Delivery Methods

10:00am - 10:15am Break

10:15am - 12:00pm Projects from a Developer's Perspective

12:00pm - 1:00pm Lunch

1:15pm - 2:45pm Project Delivery Methods Overview

2:45pm - 3:00pm Break

3:00pm - 4:30pm Collaboration: Project Delivery Methods Panel



Neal Angrisano, AIA
Burns & McDonnell



Robert Botwick, AIA
Bostwick Design
Partnership



Cindy Frewen, FAIA



Rich Muller
VanTrust Real Estate



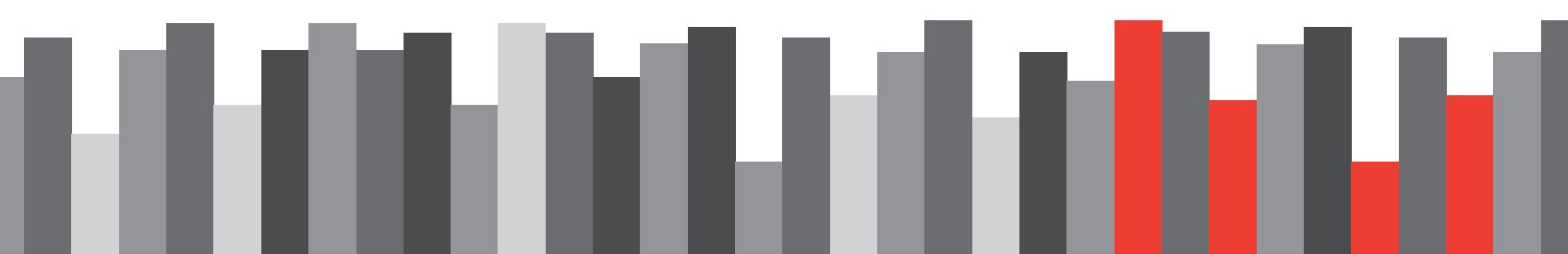
Dan Musser
Newmark Grubb
Zimmer



David Rezac, AIA
VanTrust Real Estate



Richard Wetzel, AIA
Centric Projects



SESSION 2: PROJECT PLANNING

November 8, 2016 | 8:30am - 4:30pm

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SESSION OVERVIEW

Session 2 will be about how to make a plan for the delivery of your projects. Bob Gillcrist, with Populous, will share his insight and knowledge on processes around planning projects and tools that can be used. In the afternoon, Sue Yoakum, AIA and Mike Brown will discuss contracts and focus on AIA and other agreements that provide protection to architects. We will end the day with a panel discussion on working with consultants. We will be joined by representatives from structural, MEP and civil engineering firms to discuss how to work together successfully.

SESSION IN-DEPTH

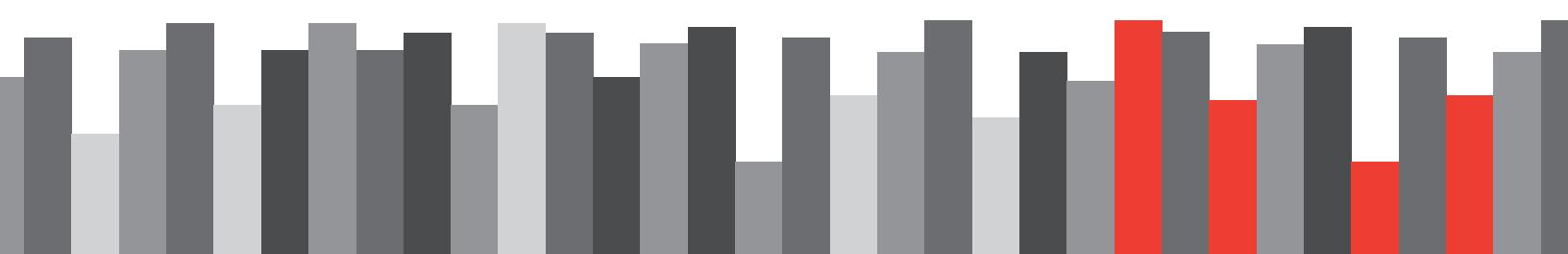
Project Planning

Bob Gillcrist, Populous

Design is all about providing ‘Solutions’, and part of any solution is the successful delivery of that solution. To be truly successful as a profession there needs to be more deliberate emphasis on what it takes to “successfully deliver a design solution”. Project Planning is about the “deliberate” determination of what is necessary to successfully deliver a project, establishing a plan for that delivery, and then using that plan to manage the delivery of the project to the benefit of the client and the firm. While the most successful businesses incorporate the best ‘Tools’ in their business, it is imperative that ‘Sound Processes’ are established and practiced, around which ‘Tools’ can be configured to complement those processes to deliver the best result. Tools alone will not be a successful solution.

Process: We will discuss processes around planning projects to establish Scope, Schedule, Resources, Costs and Fees. Then using this resultant plan to inform Proposals, and, if won, using that same plan in negotiating the most effective agreement for both the client and the firm. With this plan in place one is in the best position to deliver a project in accordance with their agreement, and to identify deviations if they occur.

Tools: There are any number of tools available to assist in the delivery of our work. These can range from stand-alone desktop tools (like Microsoft) to system wide tools like Deltek, and any number of options in between. As a way of example, I will discuss the Deltek tools, and how tools like this can be that complement to Sound Processes.



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SESSION 2: PROJECT PLANNING

November 8, 2016 | 8:30am - 4:30pm

SESSION IN-DEPTH

How Ten Key Provisions in a Strong Design Professional Agreement can Prevent a Lawsuit or Terminate a Lawsuit After it is Filed.

Sue Yoakum, AIA, Yoakum Law and Mike Brown, Wallace Saunders

Attorneys are constantly advising Architects on the importance of signing good contracts. This presentation will focus on “deal breakers” how to revise and negotiate, clauses that can prevent a claim or help when defending a claim. This presentation focuses on AIA and other frequently used Agreements and ten provisions in a strong design professional agreement that provide protection to Architects and Architects can get Owners to sign. Effective use of these provisions can shield an Architect from potential legal liability and can assist the Architect and its Attorneys in avoiding or terminating litigation after it has started.

Working with Consultants Panel Discussion

This panel discussion will focus on how to work with consultants successfully. Topics will include time management, setting milestones and communications.

Drew Rimmer, Henderson Engineers

Steve Huey, Wallace Engineering

Sterling Cramer, Olsson Associates

SESSION 2: PROJECT PLANNING

November 8, 2016 | 8:30am - 4:30pm

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SESSION SCHEDULE

8:30am - 12:00pm	Project Planning
12:00pm - 1:00pm	Lunch
1:00pm - 3:00pm	Contracts and Design Professional Agreements
3:00pm - 3:15pm	Break
3:15pm - 4:30pm	Working with Consultants Panel Discussion



Mike Brown
Wallace Saunders



Sterling Cramer
Olsson Associates



Bob Gillchrist
Populous



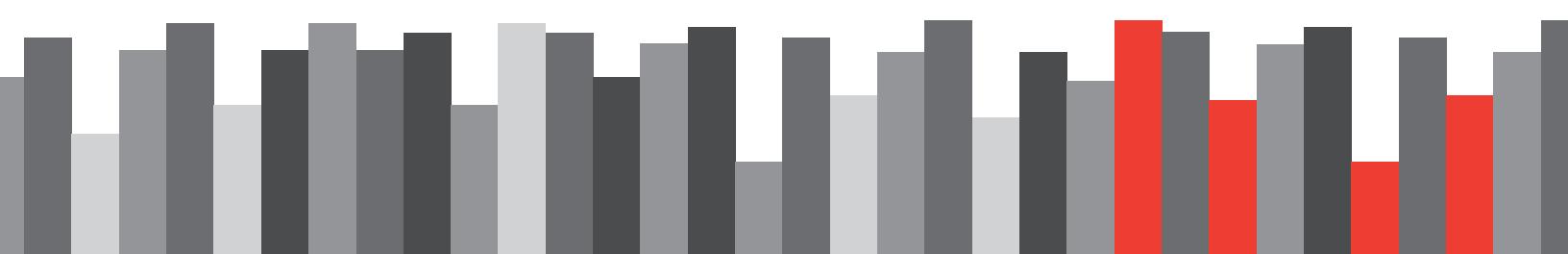
Steve Huey
Wallace
Engineering



Drew Rimmer
Henderson
Engineering



Sue Yoakum, AIA
Yoakum Law



SESSION 3: WORKING WITH CLIENTS

January 24, 2017 | 8:30am - 4:30pm

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SESSION OVERVIEW

Session three is all about how to work better and more effectively with your clients. Clark Davis, AIA with Cameron MacAllister, will join us for the day and discuss topics such as communications, management and how to distinguish yourself with your client. In the afternoon, he will moderate two panels with local architects and clients representing both the public and private sectors and discuss how their relationship works and what makes it successful.

SESSION IN-DEPTH

Working with Clients

Clark Davis, FAIA, Cameron MacAllister

Every architect's practice depends on good client relationships: winning them, nurturing them, and keeping clients by serving them well. Unfortunately, clients and customers aren't much of a focus in architectural education – so successful architects learn these skills on the job and through programs like this one. This Business of Projects session will include panels of architects and clients representing the public and private sectors. We'll talk about how to secure new clients and projects, how to communicate and manage expectations, and how to create memorable service experiences that will distinguish your firm from its competitors. Clark Davis will also share key findings from Managing Uncertainty and Expectations in Building Design and Construction, a research project he leads for the AIA, AIA Large Firm Roundtable, and other industry sponsors.

Architect and Client Panel Discussion

Public Sector

Eric Bosch, AIA, City of Kansas City Missouri

Mike Heule, AIA, Helix Architecture + Design

Kelly Miller, USACE

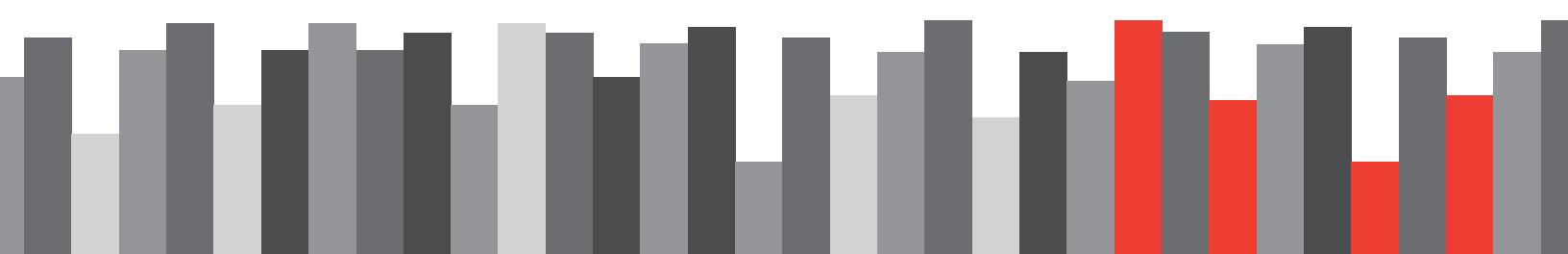
Private Sector

Tony Rohr, AIA, Gould Evans

Mike Gillaspie, Cerner Corporation

Sandy Price, HOK

Jon Copaken, Copaken Brooks



SESSION 3: WORKING WITH CLIENTS

January 24, 2017 | 8:30am - 4:30pm

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SESSION SCHEDULE

8:30am - 10:15am	Working with Clients
10:15am - 10:30am	Break
10:30am - 12:00pm	Working with Clients (<i>con't</i>)
12:00pm - 1:00pm	Lunch
1:00pm - 2:30pm	Public Sector Panel Discussion
2:30pm - 2:45pm	Break
2:45pm - 4:30pm	Private Sector Panel Discussion



Eric Bosch, AIA
City of Kansas City,
Missouri



Jon Copaken
Copaken Brooks



Clark Davis, FAIA
Cameron
MacAllister



Mike Gillaspie
Cerner
Corporation



Mike Heule, AIA
Helix Architecture
+ Design



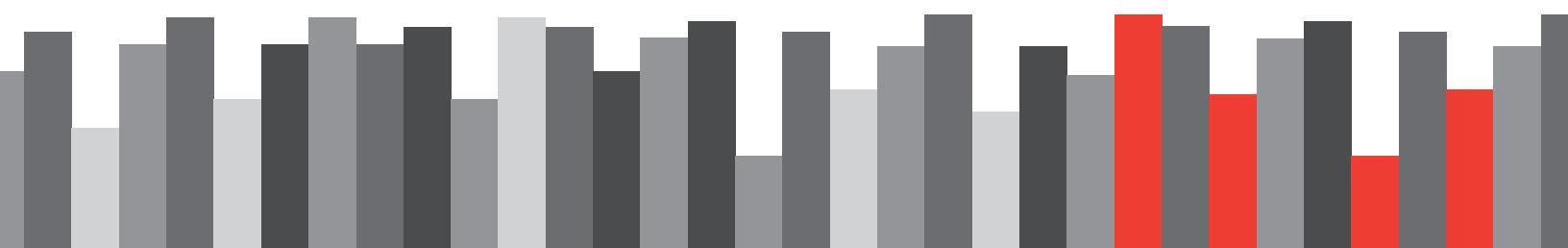
Kelly Miller
USACE



Sandy Price
HOK



Tony Rohr, AIA
Gould Evans



SESSION 4: DESIGN MANAGEMENT

March 28, 2017 | 8:30am - 4:30pm

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SESSION OVERVIEW

Session 4 will discuss how to manage design with an emphasis on profitability. Karen Erger and Scott Fillmore with Lockton will focus on risk management. Next, David Richards, FAIA, Chair of the AIA Practice Management Knowledge Community, will share approaches on managing profitable projects. To wrap up the day, we will have a panel on approach and management of WBE/MBE projects.

SESSION IN-DEPTH

Profitability and Risk Management in Design Practice

Karen Erger and Scott Fillmore, Lockton

Design professionals often feel that they are between a rock and a hard place when it comes to risk management and profitability. If they follow all of the risk management advice they are given – e.g., “only sign 100% insurable contracts,” “don’t do business with difficult clients, “send CYA letters about everything” – they risk losing clients and projects. But design professionals are also aware that one claim can have devastating impact on the firm’s profitability in the form of a (often quite large) deductible obligation, lost time, damage to reputation, and the like.

In this seminar we will explore how design professionals can navigate the dangerous waters between sound risk management and profitability. We will provide practical advice about client and project selection, contract negotiation, and using documentation and communication to strengthen client relationships and reduce the likelihood of professional liability claims.

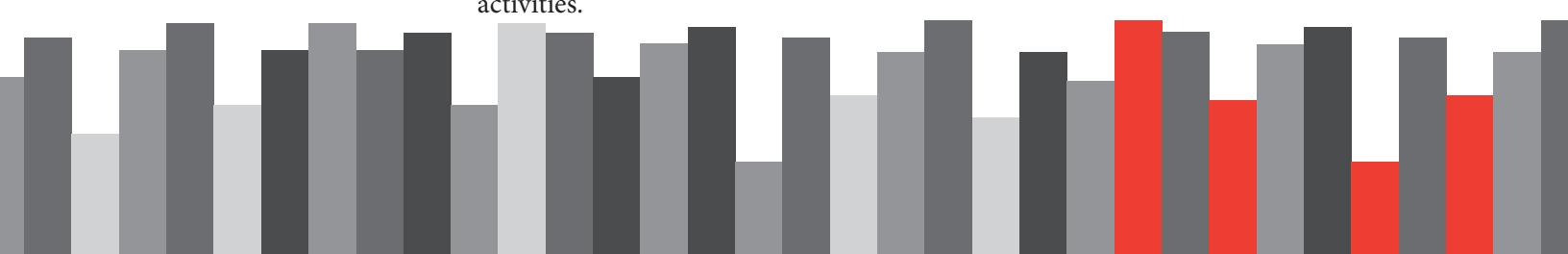
Managing Profitable Projects

David Richards, FAIA, Rossetti

This session will focus on approaches to managing profitable projects. Although projects can profit a firm in many ways, we will focus on financial profitability and approaches to managing projects for success. Success on a project can be measured in many ways. One simple set of criteria for project success includes a happy client, a cool project, happy staff and making a little money.

As simple as that sounds, it can be challenging to keep all of those “balls in the air.” The client, the project and the staff can be challenges, but are often easily accomplished. Making a little money on a consistent basis can be a challenge. 4 things, when done consistently, will lead to financially successful projects; begin with the end in mind, plan contingencies, monitor the earned value and control the project.

The morning session will focus on an overview of approaches to profitability. The afternoon session will explore those approaches in detail, using case studies and activities.



SESSION 4: DESIGN MANAGEMENT

March 28, 2017 | 8:30am - 4:30pm

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SESSION IN-DEPTH

WBE/MBE Project Management Panel Discussion

This panel will focus on WBE/MBE projects. Our panelists will include a representative from KCMO MWDBE program, both a WBE architecture firm and WBE consultant firm and another architecture firm who does projects with the city and works with MWDBE firms. Topics will include learning more about the MWDBE Program and why KCMO does it, how it affects projects, how to manage them, current issues and how to improve the program.

Phillip Yelder, City of Kansas City, Missouri

Julie Wellner, AIA, Wellner Architects

Kathy Hagen, KH Engineering Group

Andrew Pitts, AIA, TreanorHL Architects

SESSION 4: DESIGN MANAGEMENT

March 28, 2017 | 8:30am - 4:30pm

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SESSION SCHEDULE

8:30am - 10:30am	Profitability and Risk Management in Design Practice
10:30am - 10:45am	Break
10:45am - 12:00pm	Managing Profitable Projects
12:00pm - 1:00pm	Lunch
1:00pm - 2:45pm	Managing Profitable Projects (<i>con't</i>)
2:45pm - 3:00pm	Break
3:00pm - 4:30pm	WBE/MBE Project Management Panel



Karen Erger
Lockton
Companies



Scott Fillmore
Lockton
Companies



Kathy Hagen
KH Engineering



Andy Pitts, AIA
TreanorHL
Architects



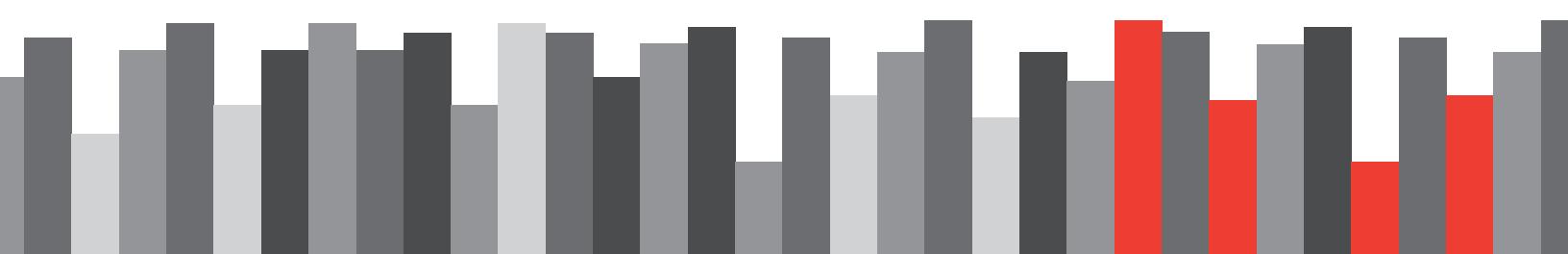
David Richards
Rossetti



Julie Wellner, AIA
Wellner Architects



Phillip Yelder
City of Kansas City,
Missouri



SESSION 5: CONSTRUCTION DOCUMENTATION

May 9, 2017 | 8:30am - 4:30pm

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SESSION OVERVIEW

Session 5 will be all about the importance of construction documentation. We will start the morning with Anthony Hauck with Autodesk who will discuss what happens when we move to a world without traditional documents and drawings and what will be used to take their place. Andrea Zawodny with HOK and CSI will speak next on specifications and the importance of writing and interpreting them correctly. Lastly, the Cerner Trails Project Team of Gould Evans, JE Dunn Construction and Flynn Midwest will discuss how to create a cohesive design and construction process.

SESSION IN-DEPTH

A World Without Documents + Drawings

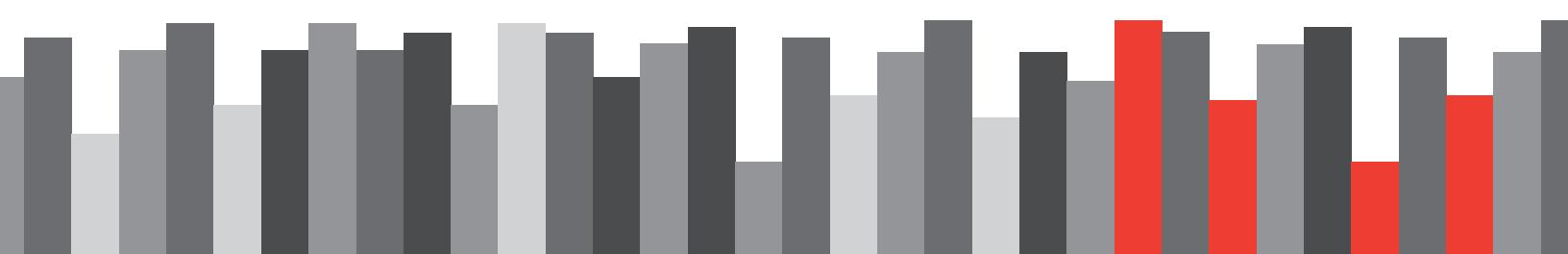
Anthony Hauck, Autodesk

Architectural services place a premium on professional vision and expertise. As computation and connectivity become more powerful and available, the means of delivering design and building expertise are expanding. While traditional instruments of service remain highly relevant and useful in many contexts, the industry is increasingly looking beyond classic construction documentation to discover new opportunities to increase project understanding, improve clarity of communication, and differentiate in the market while generating additional revenue through expanded services. Cloud computation and connectivity provide the means to change deliverables into a medium of broader and deeper relationships with contractors and clients.

Demystifying Specifications

Andrea Zawodny, HOK

Specifications have long been the bane of many architects' careers. Whether you're a veteran architect, or an emerging professional, this session will cultivate a better understanding of the art of writing specifications. We'll examine how specifications relate to other construction documents, dive into the nuances of interpreting specification language, and explore ways of specifying with a purpose. From the elusive "Front Ends," to specifications in the Contract Administration phase, have a look at these robust communication tools through the eyes of a specifier.



SESSION 5: CONSTRUCTION DOCUMENTATION

May 9, 2017 | 8:30am - 4:30pm

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SESSION IN-DEPTH

How to create a Cohesive Design and Construction Process: A Case Study

This session will take an in-depth look at how to create a cohesive design and construction process. What does it look like? What steps need to be taken? How can you keep multiple players, including clients, architects, contractors and subcontractors, on the same page from project start to project finish? Using Cerner's new \$4.45 billion campus as a case study, Todd Ault, AIA LEED AP, with Gould Evans, Matt Jansen with JE Dunn Construction, and Cory Brown with Flynn Midwest will share their expertise on these topics, focusing on what it takes to bring a project from concept drawings to completion.

Todd Ault, AIA, Gould Evans

Matt Jansen, JE Dunn Construction

Cory Brown, Flynn Midwest

SESSION 5: CONSTRUCTION DOCUMENTATION

May 9, 2017 | 8:30am - 4:30pm

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SESSION SCHEDULE

8:30am - 10:30am	A World without Documents + Drawings
10:30am - 10:45am	Break
10:45am - 12:00pm	Demystifying Specifications
12:00pm - 1:00pm	Lunch
1:00pm - 2:30pm	Demystifying Specifications (<i>con't</i>)
2:30pm - 2:45pm	Break
2:45pm - 4:30pm	How to create a Cohesive Design and Construction Process: A Case Study



Todd Ault
Gould Evans



Cory Brown
Flynn Midwest



Anthony Hauck
Autodesk



Matt Jansen
JE Dunn
Construction



Andrea Zawodny
HOK

SESSION 6: CONSTRUCTION CONTRACT ADMINISTRATION & PROJECT CLOSEOUT

July 12, 2017 | 8:30am - 4:30pm

- FINANCE & DELIVERY
- PROJECT PLANNING
- CLIENTS
- DESIGN MANAGEMENT
- CONSTRUCTION DOCUMENTATION

CONTRACTS & CLOSEOUT

SESSION OVERVIEW

Our final session of the series will cover construction administration and project closeout. Paul Hanson with the ASPE Heartland Chapter will discuss the bid process from beginning to end. Next, James Atkins, FAIA will spend the rest of the day will us to discuss CA and project closeout. In the morning he will go over multiple topics related to CA including proactive CCA, communications and labor management. In the afternoon, he will be joined by Michael Gekas, AIA and Chris Hoffman with McCownGordon to discuss how contractors use drawings and computer models. Jim will then wrap up the day with topics related to project completion and post construction.

SESSION IN-DEPTH

Bid Process

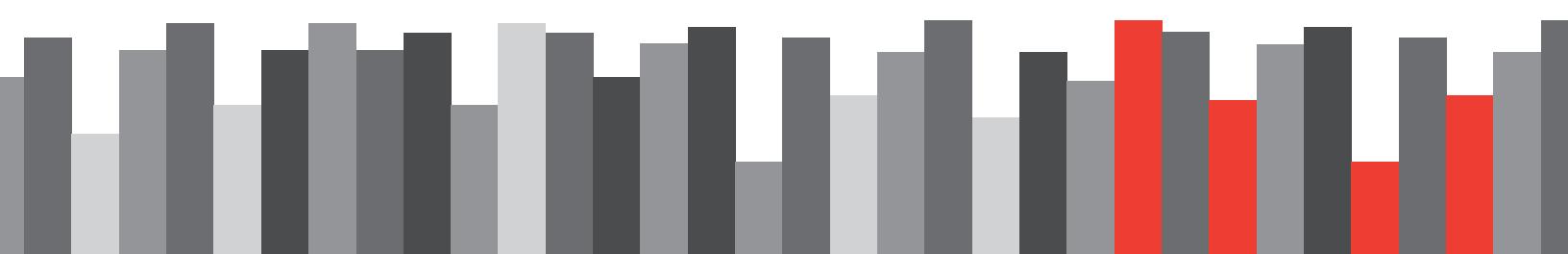
Paul Hanson, McCarthy

Paul and Greg will be covering the process used for bidding projects from initial knowledge of the project to turning in the bid. They will discuss things that are advantageous during this process and things you should avoid. The process for submittals during and after the bid process will also be discussed.

Construction Contract Administration and Project Closeout

James Atkins, FAIA

The architect's services during construction and project closeout can be challenging, and they can greatly influence the owner's level of overall satisfaction. Efficient and proactive construction contract administration and project closeout by the architect can leave pleasant memories while remaining within contracted services requirements and efficient management parameters. This session will address the architect's construction phase services from a business perspective with emphasis on efficient and responsive services management, risk management and conformance to professional standards.



SESSION 6: CONSTRUCTION CONTRACT ADMINISTRATION & PROJECT CLOSEOUT

July 12, 2017 | 8:30am - 4:30pm

SALES

TECHNOLOGY

TALENT

MANAGEMENT &
FINANCE

CULTURE

RISK

SESSION SCHEDULE

8:30am - 9:30am	Bid Process
9:30am - 9:45am	Break
9:45am - 12:00pm	Construction Contract Administration and Project Closeout
12:00pm - 1:00pm	Lunch
1:00pm - 2:30pm	How Contractors use Drawings and Computer Models
2:30pm - 2:45pm	Break
2:45pm - 4:30pm	Project Completion and Post Construction



James Atkins
Atkins Consulting Solutions



Mike Gekas, AIA
McCownGordon Construction



Chris Hoffman
McCownGordon Construction



Paul Hanson
McCarthy

PRESENTER BIOS

Neal Angrisano, AIA, is an Associate with Burns & McDonnell, focusing on the growth and development of the firm's local and national architecture and integrated design and construction practice. He was with both Gould Evans Associates and BNIM Architects earlier in his career. Prior to Burns & Mac, Neal directed the planning, design and construction of over \$500 million in new capital construction for two public entities. He was the 2000 president of AIA Kansas and 2009 President of AIA Kansas City. Neal is also an adjunct professor with the KU School of Architecture.

James B. Atkins, FAIA, FKIA, is an architectural standard of care consultant from Dallas, Texas. He was a principal/owner of HKS Architects for over thirty years, and he has co-authored two books – Introduction to Healthcare Planning, Design and Construction and Managing Project Risk. He was a contributing editor to The Architect's Handbook of Professional Practice on construction contract administration and quality management for the 13th, 14th, and current 15th editions. He presents at the AIA National Convention as well as numerous regional and state AIA conventions and conferences.

Todd Ault, AIA, LEED AP, is a senior project manager with 19 years of architectural experience and an expert in Building Information Modeling (BIM). Working on both large commercial developments, as well as interpreting the nuances of residential municipal code and building science, gives Todd a strong understanding of the broad ranges of issues involved in designing buildings and developing property. In his 10 years with Gould Evans, Todd has designed some of the largest projects for the firm, including Cerner's Continuous Campus and new Bannister Road development in Kansas City, Kansas, as well as the Zona Rosa development in Kansas City, Missouri.

Eric P. Bosch, AIA, is a senior-level architecture executive with 25+ years of experience in the private and public sectors. Instrumental leader overseeing \$150 million in contracts associated with the successful planning, design and construction of numerous buildings and facilities for the City of Kansas City, Missouri, and for many client departments including Police, Fire, Parks & Recreation, and Public Works. Collaborative professional with significant experience understanding, relating and working with divisions, facilities, and employees, and with the Mayor, City Council, City Manager, and outside agencies.

Robert Lewis Bostwick, AIA is President and Director of Design at Bostwick Design Partnership, an Ohio-based architecture firm with offices in Cleveland, Erie, PA, and Fort Lauderdale, FL. The firm specializes in the design of medical, educational, and library projects, creating facilities having a fine sense of detail and a unique identity. Robert is responsible for guiding the firm's design direction and setting overall enterprise strategy. His firm emphasizes continuous innovation in design and project delivery. Robert regularly consults with owners and contractors and consultants to cultivate progressive, team-based approaches to project execution. Advocating for improved outcomes through advanced design service models, Robert is a member of the Leadership Group for the AIA Project Delivery Knowledge Community, and shares his knowledge and ideas at major national and regional conferences. Before establishing Bostwick Design Partnership, Robert was a Senior Associate with Cesar Pelli in New Haven, Connecticut. Robert received his Master of Architecture degree from Yale University and his Bachelor of Arts from Bucknell University. While at Yale he was Associate Editor of *Perspecta 24*, Yale's journal of architecture..

With a background in engineering technology and architectural construction, **Cory Brown** has 23 years of industry experience, working for companies like Butler Manufacturing and A2MG Inc. In his current role of drafting manager with Flynn Midwest, Cory has worked on a wide variety of projects including Cerner's Continuous Campus, the Mercy Health Rehab Hospital, the AMC Office & Parking Garage, and the Ewing Marion Kauffman School.

Mike Brown's practice as a partner in the design practice group of Wallace Saunders is concentrated in professional liability including civil litigation, commercial litigation, construction and design. He is the firm's main contact with the American Institute of Architects Continuing Education Services. Mike is a certified AIA CES and provides continuing education services to the firm's architectural and engineering clients.

Jon Copaken has been a driving force in reshaping Copaken Brooks, helping to expand the venerable company's capabilities well beyond its traditional areas of expertise. In addition to his leadership and strategic planning roles, he remains very active in the entire development process, including major tenant office and retail leasing, financing, land acquisition, zoning and construction.

Jon led the team on the redevelopment of the 55,000 SF Kirkwood Building for Service Management Group, which was the first restoration project in Kansas City to achieve LEED Gold certification. He also led the development of the Plaza Colonnade, a 345,000 SF project that includes an office tower, public library, parking garage, and retail building on the Country Club Plaza in Kansas City, Missouri. Jon is currently leading the firm's efforts in the development of more than 750,000 square feet of projects including two developments in downtown Kansas City: ARTerra, a mixed-use multi-family project; and Corrigan Station, a combination historic and new construction office development that is the first speculative office building downtown in 25 years.

With over 20 years of experience in the civil design field, **Sterling Cramer, PE, LEED AP**, serves as vice president of Olsson Associates and regional manager of Olsson's Kansas/Missouri/Iowa region, encompassing eight offices and 230 employees. In addition to his management role, Sterling provides oversight to major development and infrastructure projects and works alongside key clients. He regularly presents at city council and planning commission meetings, participates in interview presentations, works with clients to develop and design major projects, seeks entitlement approvals, and reviews plans for quality. Sterling works to encourage and inspire employees to provide superior client service, a cornerstone of

Clark Davis is Principal Consultant with Cameron MacAllister Group, where he works with leading design firms on strategy, organizational and leadership development, and practice management. Clark was a senior leader at HOK for more than 24 years, including 12 years as Vice Chairman and a member of the firm's Executive Committee. He was Managing Principal of HOK's headquarters office in St. Louis for 15 years, adding offices in Chicago and Denver to form a broader North Central Region practice. Clark is a Fellow of the AIA, past president of AIA St. Louis and AIA Missouri, and past chair of architecture program advisory boards at the University of Kansas and University of Michigan.

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Karen Erger, Director of Practice Management at Lockton, provides risk management education and resources to Lockton's architecture, engineering, and construction clients. Drawing upon her background as a construction lawyer in private practice and a claim supervisor for a major professional liability insurance carrier, Karen develops and delivers risk management workshops and seminars that help Lockton's clients manage the risk inherent in professional practice. Karen developed and now administers the Practice Management Survey process, a comprehensive assessment tool available to Lockton clients who wish to identify strengths and areas of potential improvement in their risk management practices. She is a prolific author of white papers and articles on risk management and writes an award-winning bimonthly column in the *Illinois Bar Journal*.

Scott Fillmore serves as a lead advocate at Lockton for their clients and the service teams in engineering, architectural, and complex casualty risks. He is responsible for ensuring that all client needs are met in a timely fashion and with attention to detail. He has a core understanding of managing the total cost of risk in an insurance program by focusing on services to mitigate all types of claims and enhance risk management protocols. Scott joined Lockton in 2006.

Dr Cindy Frewen, FAIA, urban futurist and architect, teaches the Design Futures Workshop and Social Change at the University of Houston graduate program in Strategic Foresight. In addition, she consults, speaks, and writes on the future of cities and design futures, specializing in the intersection of people, technology, and complexity. Clients include UNESCO, US AID, Hallmark Cards, IBM, and Innovario. Plus she is Chairperson of the Board of the Association of Professional Futurists with 350 members in 27 countries, writes a column for The Kansas City Star newspaper, and serves on the boards of the Kansas City Design Center and the University of Kansas School of Architecture and Urban Design.

A business owner for three decades focused on sustainability, community development, and public work, Dr Frewen was the chief architect for planning and design of the Kansas City downtown civic center and Ilus W. Davis Park. She has designed courthouses, schools, city halls, police facilities, fire stations, zoos, and parks. She was recognized by the American Institute of Architects as a Fellow and featured in a traveling exhibit "That Exceptional One", and the National Association of Women Business Owners as a Business Owner of the Year.

Michael Gekas, AIA, is an architect and the Virtual Construction Manager for McCownGordon Construction. Utilizing building information modeling (BIM) to provide detailed estimates, 3D logistics planning, clash reporting, schedule animations, sequencing reports and safety plans, his expertise helps to enhance the quality and delivery of all projects. He works closely with the architect and design team, as well as the project team to reduce risk, enhance quality and deliver real results using the latest in construction technology.

Mike Gillaspie has over 30 years of professional experience as an architect and development manager, acting as a team leader, passionate client advocate, and accomplished technical expert in the architectural design, construction, and development industries. Extensive project experience on large and complex design and construction projects involving challenging technical requirements; large multi-disciplinary project teams, complex contractual, funding, and ownership structures; and extensive regulatory requirements and procedures. Projects have included O'Hare International Terminal (Chicago, IL), Hoechst Marion Roussel corporate campus (now Cerner Innovation Campus, Kansas City MO), Sprint World Headquarters Campus (Overland Park, KS), Village West Tourism District (Kansas City, KS), NNSA National Security Campus (Kansas City, MO), and the new Cerner Campus (Kansas City, MO). Mr. Gillaspie also has extensive experience and expertise in the area of sustainable design and the LEEDTM green building rating system.

Bob Gillcrist, LEED, NCARB, CDT, is the Director of Delivery and Operations at Populous. A senior level executive with over 35 years of experience in architecture, his strengths lie in the ability to assess an organization's operational and project management approaches, and implement processes, tools, and training for improved performance. Bob's passion for project management and teaching are what molded his roles in his 18 years at HOK, as both a project manager for significant Sports projects, and then the Director of Project Management for HOK worldwide. After leaving HOK in 2012, Bob created a consulting practice (Process Improvement Consulting – PIC) providing these same services to many large architecture and engineering firms across the US.

Bob is a licensed architect with a degree in architecture from the University of Tennessee. He has contributed to professional publications such as the AIA Project Delivery Handbook, and the DBIA Design Management Guide.

Kathy Hagen, is the president and founder of KH Engineering Group. She is a registered professional engineer specializing in building structures design. She founded KH Engineering Group in 2004. The firm has designed a wide variety of project types including schools, civic, historic, office and multi-family facilities. Since the firm's inception Kathy has managed its growth and worked to enhance the quality and delivery on every project.

Paul Hanson has been in preconstruction for 34 years. He is currently an estimating Manager for McCarthy Building Companies. He is a board member of ASPE Chapter 32 here in Kansas City. He is also LEED AP BD+C certified.

Anthony Hauck has been involved in architecture, engineering, construction, and technology for nearly 30 years. As an architect, millwork project manager, software developer, and IT Director, he has always looked to technology to help solve issues facing the building industry. He joined the Autodesk Revit team in 2007, holding a succession of product line management positions until joining Autodesk AEC Generative Design in 2015 as its Director of Product Strategy, where he is responsible for helping define the next generation of building software products and services for the AEC industry.

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As a founding principal of Helix, **Mike Huele, AIA**, has managed some of the firm's most significant projects for public sector clients. Most recently that has included the \$280-million phased renovation of the mid-century modern Richard Bolling Federal Building, the renovation and expansion of the Kansas City Police Department's Headquarters and the new Leon Mercer Jordan Campus, home of East Patrol Division Station & Regional Crime Lab. Mike's longstanding relationships with public-sector clients is a reflection of his ability to manage large, multidisciplinary teams, generate consensus among diverse project stakeholders and successfully navigate the complex challenges that government projects face.

Chris Hoffman is a Senior Project Engineer with McCownGordon Construction. Chris is heavily involved in the day to day coordination between the design team, owner and subcontractors on site. He helps manage tasks ranging from construction document management, BIM coordination, RFI's, submittals, contract changes, and schedule updates to managing the whole close out process. He utilizes a range of the latest in technology through McCownGordon to help him manage everything in real-time.

Steve Huey, PE, has 32 years of experience in the field if architectural structural design and is a Principal in the Kansas City office of Wallace Engineering. Steve is in charge of curtainwall and specialty fabrication projects as well as historic restoration/renovation projects. Steve Has had articles published in Civil Engineering, has been interviewed by Architectural Record for articles on metal wall panels, and has worked on projects with five (5) Pritzker Prize winning architects. Steve received his Bachelor of Science in Architectural Engineering and his Bachelor of Environmental Design from the University of Kansas. He is a licensed Professional Engineer in thirty-five states and the District of Columbia.

Matt Jansen, LEED AP, earned his Bachelor of Science in Business Administration from the University of Kansas in 1995 and has over 12 years of construction experience. He has been with JE Dunn since 2005 and is the senior project manager for the Cerner Bannister Road development project. Other notable projects include: Kauffman Center for the Performing Arts, Corporate Campus Expansion Office Building, Cerner Corporation World Headquarters Data Center, and the Cerner Corporation World Headquarters and Link Building.

Kelly Miller, graduated from Kansas State University in 1985 with a Bachelor's degree in Architecture. He began his career working for a private sector consulting architectural/engineering firm. In 1988 Kelly became an Architect at the Combined Arms Center and Fort Leavenworth, KS. Since then he has filled a number of increasingly responsible design, project management and program management positions for the Army, US Postal Service, and US Army Corps of Engineers. In 2013 Kelly deployed to Afghanistan for 9 months in support of Operation Enduring Freedom. He is currently Chief of the Military Construction (MILCON) Project Management Section, US Army Corps of Engineers, Kansas City District, with specific responsibility for military programs at Ft. Leonard Wood and Whiteman Air Force Base in Missouri, and McConnell Air Force Base in Kansas.

Rich Muller is a registered architect that has been involved in the design, construction and real estate industries since 1993 and brings a broad spectrum of industry experience to VanTrust. As Executive Vice President of Kansas City, Rich oversees the VanTrust commercial development program and leads the company's efforts to secure new build-to-suit and speculative development opportunities in Kansas City and the surrounding region.

With more than thirty years of experience in creating innovative and successful developments, including fifteen years as an architect and fifteen years as a development management executive, **Dan Musser** is a widely respected expert in the real estate industry, and is currently serving as Senior Vice President and Director of Development Management Services — Mr. Musser one of four primary divisions within Newmark Grubb Zimmer Real Estate Services. This diverse real estate consulting, development and project management practice provides services to corporate, public sector, not-for-profit, institutional and investor clients.

Mr. Musser brings a unique perspective to development management as a registered architect. He holds a Bachelor's degree in Architecture from Kansas State University. In addition, he received training in real estate development, financial analysis, project management and construction management while earning a Master's degree in Real Estate from Massachusetts Institute of Technology (MIT). Mr. Musser's impressive educational background is buttressed by hands-on experience overseeing some of the most challenging, complex and pioneering real estate developments in the country.

Andy Pitts, AIA, is a Principal with TreanorHL Architects in their Kansas City office. He has been with the firm for 22 years and a leader in their Justice studio. He works with public clients across the U.S. and responds to projects with a variety of requirements and qualifications. He has recently worked with Kansas City MO and has worked with a variety of MBE/WBE clients. A graduate of the University of Kansas, Andy also serves on the board of the AIA Kansas City as its Treasure.

As a Senior Project Designer and Vice President with HOK, **Sandy Price** has more than 20 years of varied architectural design and construction documentation experience. His approach is defined by his ability to develop integrated solutions that achieve the unique objectives of each client he works with while also contributing to the vitality of the broader community. Over the course of his career, Sandy has applied his expertise and design sensitivity to a wide variety of project types, including mixed-use, corporate office, sports and civic projects. Locally, Sandy has had a hand in designing a number of significant projects, including the IRS Processing Center, JE Dunn Headquarters, the 51 Oak Mixed-Use Development and Plaza Vista. He brings a breadth of experience working on complex developer-led projects and his knowledge of the design of mixed-use developments has been integral to a number of destinations throughout the metro.

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As a registered architect with more than 26 years in the Commercial Real Estate and Development industries, **David Rezac** has successfully provided design and project management for complex development projects across Kansas City and gained an acute understanding of the needs of owners, developers and builders that has repeatedly resulted in successful projects for his clients and the community. At VanTrust, David leverages his keen insight and attention to detail to oversee project design, development and project management throughout the Midwest region.

David Brent Richards, FAIA, LEED AP, PMP is the Chief Operating Officer and a Principal of ROSSETTI, an international leader in sports architecture design. With more than three decades of experience at ROSSETTI, David manages the firm's most complex, large scale projects such as USTA National Tennis Center, Daytona International Speedway, and Michigan State University's Breslin Center Renovation. His ability to combine technical and management skills has resulted in countless innovative solutions both in facility design and in methodology and process. For example, David was part of the design team that unlocked the puzzle of installing a retractable roof over Arthur Ashe Stadium at the US Open.

Richards shares his experience about architectural practice and management with others in the field to help their firms be profitable and successful. David is the 2016 Chair of the AIA Practice Management Knowledge Community Leadership Group, Editor of the Practice Management Digest, Past-chair of the AIA Best Practices Committee and a contributing author to the Architect's Handbook of Professional Practice, 15th Edition.

As an Executive Officer of Henderson Engineers, Inc., **Drew Rimmer** is currently focused on the management and development of Henderson Engineers' construction management division called Outcome Construction Services (OCS). OCS provides turn-key, engineer-led design/build projects including design, construction management, and commissioning services. In addition to OCS, Drew is on the Board of Directors and is the Business Unit Leader for three internal design teams whose primary markets are Corporate Office, Sports, Healthcare, Hospitality, Education (Higher Ed & K-12), Retail, Restaurant, Grocery and Sustainable.

Tony Rohr, AIA's, design leadership is magnetic. His collegiality brings people together, within our firm and among our collaborators. As National Managing Principal of Gould Evans, he is responsible for ensuring that our work resonates with our design vision, extending beyond our practice to create positive outcomes for people and communities. He excels at motivating our design talent and championing their efforts.

Tony has overseen a wide range of public and commercial projects for clients who are interested in employing architecture to make a difference. Clients say that Tony immerses himself in an understanding of their identity, challenges and goals. They remark on his ability to draw from the unique characteristics of their program, people, site and cultural context to build a compelling, thoughtful design narrative. It's like farm-to-market for design —he takes local ingredients, adds seasoning, simmers well and makes something wonderful and delicious.

Julie Wellner, AIA, is the President of Wellner Architects, a mid-sized, woman-owned firm in Kansas City. The company was established in 1987 as a sole proprietorship, and is now typically included in the top 25 firms in the Kansas City metro area, ranked by number of registered architects. As Principal-in-Charge, Julie's responsibilities include contracting, staffing, scheduling, quality control, project start-up, and client satisfaction. Julie's education in both Architecture and Engineering brings a strong technical background to each project.

Richard Wetzel, AIA, LEED AP, is founder and partner of Centric Projects, the next generation builder in Kansas City. The firm has grown rapidly by embracing flexibility, leveraging technology and fostering collaboration. Richard is a graduate of the University of Kansas School of Architecture and the University of Missouri – Kansas City Bloch School of Management, and has served as adjunct faculty at both institutions. Richard currently serves on the boards of CommunityAmerica Credit Union, the Kansas City Repertory Theatre, and The Children's Place; is a past president of Impact KC and AIA Kansas City; and served on the steering committee of the Centurions.

Sue Yoakum, AIA, owner of Yoakum Law, LLC, providing legal services for architects and engineers located in Kansas and Missouri. In addition, Sue is "Of Counsel" for Donovan Hatem LLP a Boston law firm assisting in their national practice defending architects and engineers.

Sue is an attorney and licensed architect with over 25 years of domestic and international experience in design and construction. Throughout her legal and architectural careers, Sue has focused on large projects; first as an architect designing sports facilities and then later as an attorney assisting design professionals with their legal needs. Sue frequently lectures and authors numerous articles relating to professional liability risks and liabilities.

Andrea Zawodny, CSI, CCS, LEED AP, is a Senior Associate and Senior Specification Writer for the global architecture firm, HOK. She has 22 years of construction industry experience, and 17 years of experience in specification writing, procurement documents, contract document preparation, and construction contract administration activities. She is a Certified Construction Specifier and currently writes specifications for projects designed by HOK's Kansas City and Columbus offices. A long-time leader in The Construction Specifications Institute, Andrea is passionate about improving communication and project delivery in the design and construction industry.