DESIGNING FOR INCLUSION

CREATING AN ORGANIZATIONAL CULTURE AROUND DIVERSITY, EQUITY & INCLUSION
Agenda

01 Kimberly Dowdell | Introduction
02 Kimberly Dowdell | External Outreach
03 Damon Sheppard | Internal Outreach
04 Damon Sheppard | Tracking Engagement
05 Aman Krishan & Caitlin Youngster | Design for Equity
01

KIMBERLY DOWDELL

Introduction
HOK Company Facts

- **1,600** Employees
- **1955** Founded
- **23** Offices

GREEN BUILDING A/E FIRMS AS RANKED BY ENR

#1

2019 FAST COMPANY MOST INNOVATIVE ARCHITECTURE FIRMS
23 Offices Worldwide

Atlanta
Beijing
Calgary
Chicago
Columbus
Dallas
Dubai
Hong Kong
Houston
Kansas City
London
Los Angeles
Mumbai
New York
Ottawa
Philadelphia
San Francisco
Seattle
Shanghai
St. Louis
Tampa
Toronto
Washington, D.C.
SHIVA MENDEZ
Sponsored Initiatives:
Bi-annual Survey
HOK perspectives

Sponsored Offices:
San Francisco/Seattle
Los Angeles
Texas (Dallas/Houston)
Asia Pacific
Middle East

DAMON SHEPPARD
Sponsored Initiatives:
HOK Mentoring
ACE Mentoring

Sponsored Offices:
Washington DC/Tampa/Atlanta
New York/Philadelphia
Canada (Toronto/Ottawa)
London

KIMBERLY DOWDELL
Sponsored Initiatives:
HOK Tapestry
NOMA

Sponsored Offices:
Chicago/Columbus
St. Louis
Kansas City
Experience Design
Corporate Staff
BUILDING RELATIONSHIPS
NOMA’s mission, rooted in a rich legacy of activism, is to empower our local chapters and membership to foster justice and equity in communities of color through outreach, community advocacy, professional development and design excellence.
TAPESTRY

EXTERNAL PARTNERSHIPS

1. Project Partnership Database
2. Diversity Partnership Capacity Building
3. Firmwide DEI Initiative (Externally Focused)
4. Expanded Marketing Opportunities
HOK recognizes the value and importance of contributing to our local communities and the collective positive impact we can have on our world. Each of the firm’s local offices is actively involved in supporting charitable and community-based organizations and events. Giving back is our way to connect our people to each other and to their communities.
Founded in 1994, the ACE Mentor Program of America (ACE) is a free, award-winning, afterschool program designed to attract high school students into pursuing careers in the Architecture, Construction and Engineering industry, including skilled trades. ACE is a federation of more than 70 affiliates (chapters), operating in 37 states and largely based in metropolitan areas.
SCHOLARSHIP
DIVERSITY x DESIGN

1. Scholarship Team Developed Guidelines
2. $10k From 8 RBUs
3. Goal to Establish Long Lasting Relationships
03

DAMON SHEPPARD

Internal Outreach
HOK GLOBAL PRIORITIES FOR MENTORING

01 Retain valued employees
02 Improve leadership and managerial skills
03 Enhance career development
04 Facilitate intra-office and inter-office dialogue and exchange
05 Promote diversity and opportunity
Mentoring Program Participation

11 Global HOK Offices with Active Mentoring Programs

Total Participants: 589

ASIA PACIFIC: 12
CHICAGO: 39
DALLAS: 17
HOUSTON: 95
KANSAS CITY: 35
LONDON: 73
LOS ANGELES: 40
NORTHEAST: 80
SAINT LOUIS: 75
SAN FRANCISCO: 80
WASHINGTON DC: 43

Note: Results based on the 2021 Firmwide Mentoring Survey. Statistics include all global HOK Offices with active mentoring programs.
Mentoring Program Structure

- Participated in **Pairs Mentoring**: 9 Offices
- Participated in **Inter-Disciplinary Mentoring**: 11 Offices
- Participated in **Cross-Office Mentoring**: 7 Offices
- Participated in **Annual Performance Review Process**: 7 Offices
QUALITATIVE OUTCOMES OF MENTORING

1. Improved Office Culture
2. Cross-pollination of skills and knowledge
3. More transparency and access to leadership (in remote work and in other offices)
4. Increased licensure and career development at HOK
5. Increased communication/collaboration/networking between generations and disciplines
HOK Career & Opportunity Survey: Demographics

83% Response Rate

Ethnicity:
- White: 67%
- Asian: 0%
- Hispanic: 7%
- African American: 5%
- Mixed Race: 4%
- Pacific Islander: 1%
- American Native: 0%
- Other: 4%

Age:
- 18-25: 5.6%
- 26-35: 34.1%
- 36-49: 34.1%
- 50-60: 17.4%
- Over 60: 8.7%

Gender:
- 50% Male
- 50% Female

*0.1% Non-binary

LGBTQIA:
- NO: 93.4%
- YES: 6.6%
HOK CAREER & OPPORTUNITY SURVEY:
WHAT WE ASK

1

STRONGLY DISAGREE

• HOK values the work I do
• HOK supports me in achieving my goals
• My contributions are recognized at HOK
• Past recognition has translated into tangible benefits to my career at HOK
• I see a clear career path for me at HOK
• My salary/wage reflects the value I add
• My incentive compensation reflects my individual performance
• Having a family does not interfere with my opportunities at work

5

STRONGLY AGREE
Progress Towards a More Diverse Leadership Structure

The HOK Challenge

5 Year Targets Established in 2015

1. Women and Minority Shareholders
2. Women and minority Principal/Sr. Principals
3. Voluntary Turnover as measure for staff engagement and retention efforts
4. Expansion of tracked positions and advancing the goals for 2025
AMAN KRISHAN & CAITLIN YOUNGSTER
Designing for Equity
Designing for Equity
Northeast DAC Initiative
BUILDINGS AND SPACES WE DESIGN IMPACT EVERYONE
DIVERSE TEAMS BRING DIVERSE PERSPECTIVES
WE CAN LEAD THE INDUSTRY IN DESIGNING FOR EQUITY
HOW CAN HOK DESIGN FOR EQUITY?
VISION

Design buildings and spaces where all human needs are met in an **equitable and sustainable** manner.

Foster communities where all people have **equal access** to shelter, health and nature.

Design spaces that **enrich and inspire** all people.
HOK projects must incorporate EQUITABLE DESIGN PRINCIPLES and identify physical features to support them.
<table>
<thead>
<tr>
<th><strong>Access</strong></th>
<th>Providing equitable spaces, resources, opportunities and experience for the community</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Community</strong></td>
<td>A group of people with diverse characteristics but are linked with social ties (defined by nih.gov)</td>
</tr>
<tr>
<td><strong>Diversity</strong></td>
<td>Providing a space for multiple perspectives and thoughts to be included into process. Diversity can be shaped by multiple factors including race, ethnicity, gender, age, sexual identity, ability/disability and location.</td>
</tr>
<tr>
<td><strong>Equity</strong></td>
<td>Fairness and justice, allowing all people to have access and opportunity that should be leveraged to the needs of the people. Equality does not equal equity.</td>
</tr>
<tr>
<td><strong>Inclusion</strong></td>
<td>Providing the same level of respect, treatment and access to all people regardless of background. Accounting for a diversity of thoughts and perspectives to be included in the process.</td>
</tr>
<tr>
<td><strong>Social Inequality</strong></td>
<td>The difference in environmental resources and social opportunities between privileged and disadvantaged communities.</td>
</tr>
</tbody>
</table>
Community Empowerment

Integrate community history and provide community benefits
Connections

Connect to Existing Infrastructure & Community Assets
Conserve resources, build and improve upon what is already there
Promote Health & Wellness

Provide access to nature and recreation
Design healthy buildings & environments
Equitable Access

Remove visual, physical and social barriers to access
At HOK we must build EQUITY into our existing design approach and workflow.
DESIGN APPROACH

- EQUITY WORKFLOW TEMPLATE
- EQUITABLE DESIGN CONSIDERATIONS
- EQUITY CHAMPIONS
- EQUITY REVIEW COMMITTEE
Equitable Design Considerations, cont

**Equitable Access**
- Public Wi-Fi/ Charging Station/ Public Phone/ Information Stations
  - Provide an equitable experience for all occupants of a space. Including accessible pathways, access to natural light and views, and commensurate work environments.
  - Provide the public with access to green space.
  - Provide passive outdoor space for quiet reflection.

**Connect to Existing Infrastructure**
- Conserve natural resources by selecting infill and brownfield sites.
- Select sites that are well connected via public transit, trails, or in walkable districts.
  - Integrate with surroundings and avoid creating dead zones typical with loading zones and parking.
  - Connect to adjacent pathways and trails.

**Community Empowerment**
- Provide community services, outreach programs, and wellness programs.
  - Avoid "dead zones" in the layout of the site design.
  - Create displays, exhibits or interactive elements for public viewing.
  - Plan for Community Review and engagement at each step of the design process.

**Health & Wellness**
- Incorporate trees and planting to reduce heat island effect and contribute to relaxing environments.
- Provide comfortable spaces that occupants can control with shading, ventilation, or lighting controls.
- Provide active outdoor space for gathering to promote wellness in the community.
- Avoid construction waste and design for disassembly.
EQUITY WORKFLOW TEMPLATE Overview

**Programming / Planning / Concept Development**
- Set Equity Goals with the Entire Project Team
  - Review HOK Equitable Design Handbook, LEED social equity points and SEED (Social Economic Environmental Design) and identify key definitions and goals that will be applicable to the project, scale and type. These goals should be made in partnership with HOK Equitable Committee.
- Community Outreach through Relationships with Community Stakeholders
  - HOK projects should start with and continue with community engagement. Issues and concerns raised by the community should be folded into the design.
  - Community leaders should be identified as part of this information gathering process.
- Identify Expanded User Groups
  - Expand the definition of users beyond those identified by the client. Encourage more diversity of user voices, including transient users of the project and those who will not use the project necessarily, but will be affected by it nonetheless.
- Onboard Community Development Consultant
  - For certain projects, HOK may consider hiring a community design consultant, local to the project region, to facilitate items such as community engagement, workshops, community development and cultural planning.
- Create HOK Equitable Review Committee
  - Creation of a committee to review projects for equitable parameters, in partnership with DAC and NE Design Board in potential collaboration with the Design Equity committee.

**Schematic Design / Design Development**
- Site Culture and History Analysis
  - Site analysis should be beyond the physical aspects of sites but should consider the social and cultural attributes as well as the existing community networks and systems.
- Pursue LEED Social Equity Pilot Credit thru SEED
  - Pursue credit by applying SEED (Social Economic Environmental Design) documentation system. Projects that are looking to achieve LEED accreditation should look to earn some of the credits through this pilot credit.
- Focus on Key Sustainable Strategies
  - Focus on net-zero energy, sustainable material selection and reduction of construction waste.
- Incorporate Opportunities to Educate
  - For specific project and project types, HOK should strive to present work to local universities and schools to encourage next generation of designers while also striving to incorporate educational components into the design itself.
- Locate Opportunities to Incorporate Equity Features
  - Identify applicable program components and specific locations within the building and on the site that present an opportunity for equitable, community benefit.
- SD Equity Design Review
  - At 50% SD, project go before equity design review board for feedback. Utilize checklist and/or scoring matrix to track progress. Document for reference in future projects.
- DD Design Review
  - At 50% DD, project go before equity design review board for feedback. Utilize checklist and/or scoring matrix to track progress. Document for reference in future projects.

**Post Design**
- Post Occupancy Analysis and Lessons Learned
  - Feedback on design process both with design team and community as applicable.
  - In order to foster continued equity for future projects.
- Foster Continued Outreach with Community
  - Establish a plan for continued engagement with community to ensure long term success of the project.
### EQUITY WORKFLOW TEMPLATE – Phase 1

#### Schematic Design / Design Development
- **Site Culture and History Analysis**
  - Site analysis should be beyond the physical aspects of sites but should consider the social and cultural attributes as well as the existing community networks and systems.
- **Pursue LEED Social Equity Pilot Credit thru SEED**
  - Pursue credit by applying SEED (Social Economic Environmental Design) documentation system. Projects that are looking to achieve LEED accreditation should look to earn some of the credits through this pilot credit.
- **Focus on Key Sustainable Strategies**
  - Focus on net-zero energy, sustainable material selection and reduction of construction waste.
- **Incorporate Opportunities to Educate**
  - For specific project and project types, HOK should strive to present work to local universities and schools to encourage next generation of designers while also striving to incorporate educational components into the design itself.
- **Locate Opportunities to Incorporate Equity Features**
  - Identify applicable program components and specific locations within the building and on the site that present an opportunity for equitable, community benefit.
- **SD Equity Design Review**
  - At 50% SD, project to go before equity design review board for feedback. Utilize checklist and/or scoring matrix to gauge progress. Document for reference in future projects.
- **DD Design Review**
  - At 50% DD, project to go before equity design review board for feedback. Utilize checklist and/or scoring matrix to gauge progress. Document for reference in future projects.

#### Post Design
- **Post Occupancy Analysis and Lessons Learned**
  - Feedback on design process both with design team and community as applicable in order to foster continued equity for future projects.
- **Foster Continued Outreach with Community**
  - Establish a plan for continued engagement with community to ensure long term success of the project.

### Programming / Planning / Concept
- **Set Equity Goals with the Entire Project Team**
  - Review HOK Equitable Design Handbook, LEED social equity points and SEED (Social Economic Environmental Design) and identify key definitions and goals that will be applicable to the project, scale and type. These goals should be made in partnership with HOK Equitable Committee.
- **Community Outreach through Relationships with Community Stakeholders**
  - HOK projects should start with and continue with community engagement. Issues and concerns raised by the community should be folded into the design. Community leaders should be identified as part of this information gathering process.
- **Identify Expanded User Groups**
  - Expand the definition of users beyond those identified by the client. Encourage more diversity of user voices, including transient users of the project and those who will not use the project necessarily, but will be affected by it nonetheless.
- **Onboard Community Development Consultant**
  - For certain projects, HOK may consider hiring a community design consultant, local to the project region, to facilitate items such as community engagement, workshops, community development and cultural planning.
- **Create HOK Equitable Review Committee**
  - Creation of a committee to review projects for equitable parameters, in partnership with DAC and NE Design Board in potential collaboration with the Design Equitable Committee.

### Checklist

- **SMARTSHEET**
- **DESIGN CHECKLIST**

---

HOK
<table>
<thead>
<tr>
<th>Programming/Planning/Concept</th>
<th>Schematic Design/Design Development</th>
<th>Post Design</th>
</tr>
</thead>
<tbody>
<tr>
<td>Set Equity Goals with the Entire Project Team</td>
<td>Site Culture and History Analysis</td>
<td>Post Occupancy Analysis and Lessons Learned</td>
</tr>
<tr>
<td>Community Outreach through Relationships with Community Stakeholders</td>
<td>Pursue LEED Social Equity Pilot Credit thru SEED</td>
<td>Foster Continued Outreach with Community</td>
</tr>
<tr>
<td>Identify Expanded User Groups</td>
<td>Focus on Key Sustainable Strategies</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Incorporate Opportunities to Educate</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Locate Opportunities to Incorporate Equity Features</td>
<td></td>
</tr>
<tr>
<td></td>
<td>SD Equity Design Review</td>
<td></td>
</tr>
<tr>
<td></td>
<td>DD Design Review</td>
<td></td>
</tr>
<tr>
<td></td>
<td>HOK projects should start with and continue with community engagement. Issues and concerns raised by the community should be folded into the design. Community leaders should be identified as part of this information gathering process.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Expand the definition of users beyond those identified by the client. Encourage more diversity of user voices, including transient users of the project and those who will not use the project necessarily, but will be affected by it nonetheless.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>For certain projects, HOK may consider hiring a community design consultant, local to the project region, to facilitate items such as community engagement, workshops, community development and cultural planning.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Creation of a committee to review projects for equitable parameters, in partnership with DAC and NE Design Board in potential collaboration with the Design Equity committee.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Site analysis should be beyond the physical aspects of sites but should consider the social and cultural attributes as well as the existing community networks and systems.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Pursue credit by applying SEED (Social Economic Environmental Design) documentation system. Projects that are looking to achieve LEED accreditation should look to earn some of the credits through this pilot credit.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Focus on net-zero energy, sustainable material selection and reduction of construction waste.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>For specific project and project types, HOK should strive to present work to local universities and schools to encourage next generation of designers while also striving to incorporate educational components into the design itself.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Identify applicable program components and specific locations within the building and on the site that present an opportunity for equitable, community benefit.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>At 50% SD, project to go before equity design review board for feedback. Utilize checklist and/or scoring matrix to gauge progress. Document for reference in future projects.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>At 50% DD, project to go before equity design review board for feedback. Utilize checklist and/or scoring matrix to gauge progress. Document for reference in future projects.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Feedback on design process both with design team and community as applicable, in order to foster continued equity for future projects.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Establish a plan for continued engagement with community to ensure long term success of the project.</td>
<td></td>
</tr>
<tr>
<td>Programming / Planning / Conceptual Design</td>
<td>Schematic Design / Design Development</td>
<td>Design</td>
</tr>
<tr>
<td>------------------------------------------</td>
<td>--------------------------------------</td>
<td>--------</td>
</tr>
<tr>
<td>Set Equity Goals with the Entire Project Team</td>
<td>Review HOK Equitable Design Handbook, LEED social equity points and SEED (Social Economic Environmental Design) and identify key definitions and goals that will be applicable to the project, scale and type. These goals should be made in partnership with HOK Equitable Committee.</td>
<td>Post Occupancy Analysis and Lessons Learned</td>
</tr>
<tr>
<td>Community Outreach through Relationships with Community Stakeholders</td>
<td>HOK projects should start with and continue with community engagement. Issues and concerns raised by the community should be folded into the design. Community leaders should be identified as part of this information gathering process.</td>
<td>Foster Continued Outreach with Community</td>
</tr>
<tr>
<td>Identify Expanded User Groups</td>
<td>Expand the definition of users beyond those identified by the client. Encourage more diversity of user voices, including transient users of the project and those who will not use the project necessarily, but will be affected by it nonetheless.</td>
<td></td>
</tr>
<tr>
<td>Onboard Community Development Consultant</td>
<td>For certain projects, HOK may consider hiring a community design consultant, local to the project region, to facilitate items such as community engagement, workshops, community development and cultural planning.</td>
<td></td>
</tr>
<tr>
<td>Create HOK Equitable Review Committee</td>
<td>Creation of a committee to review projects for equitable parameters, in partnership with DAC and NE Design Board in potential collaboration with the Design Equity committee</td>
<td></td>
</tr>
<tr>
<td>Site Culture and History Analysis</td>
<td>Site analysis should be beyond the physical aspects of sites but should consider the social and cultural attributes as well as the existing community networks and systems.</td>
<td></td>
</tr>
<tr>
<td>Pursue LEED Social Equity Pilot Credit thru SEED</td>
<td>Pursue credit by applying SEED (Social Economic Environmental Design) documentation system. Projects that are looking to achieve LEED accreditation should look to earn some of the credits through this pilot credit.</td>
<td></td>
</tr>
<tr>
<td>Focus on Key Sustainable Strategies</td>
<td>Focus on net-zero energy, sustainable material selection and reduction of construction waste.</td>
<td></td>
</tr>
<tr>
<td>Incorporate Opportunities to Educate</td>
<td>For specific project and project types, HOK should strive to present work to local universities and schools to encourage next generation of designers while also striving to incorporate educational components into the design itself</td>
<td></td>
</tr>
<tr>
<td>Locate Opportunities to Incorporate Equity Features</td>
<td>Identify applicable program components and specific locations within the building and on the site that present an opportunity for equitable, community benefit.</td>
<td></td>
</tr>
<tr>
<td>SD Equity Design Review</td>
<td>At 50% SD, project to go before equity design review board for feedback. Utilize checklist and/or scoring matrix to gauge progress. Document for reference in future projects.</td>
<td></td>
</tr>
<tr>
<td>DD Design Review</td>
<td>At 50% DD, project to go before equity design review board for feedback. Utilize checklist and/or scoring matrix to gauge progress. Document for reference in future projects.</td>
<td></td>
</tr>
<tr>
<td>Post Design</td>
<td>Feedback on design process both with design team and community as applicable in order to foster continued equity for future projects.</td>
<td></td>
</tr>
</tbody>
</table>
At HOK we want to incorporate practices based on EQUITY into our DESIGN CULTURE
PIN-UPS

Foster a culture of Inclusive Design

• Institute firm wide office based Friday Pin-Ups where diverse groups can discuss equitable design

• Projects get feedback from a diverse group of people with equal voices

• Develop and emphasize a more equitable design language using impartial terminology
GUEST SPEAKERS

Inspiration Through Knowledge Sharing

Kimberly Dowdell – HOK DAC
Michellene Davis – RWJ
Rosa Sheng – Equity x Design/SmithGroup
Tya Wynn – Community Design Collaborative
Brian Murray – Shift Capital
Michael Murphy – Mass Design Group
Deanna Van Buren – Designing Justice + Designing Space
Rosanne Haggerty – Community Solutions
Designing for Equity

Equity is a core value for HOK and this platform provides an opportunity for people to gather more information and share their insights.

Past Speakers

Kim Dowdell
As the Director of Business Development, Kimberly is responsible for the development of clients for the Chicago studio and collaborating across multi-disciplinary markets to create comprehensive, strategic business development plans. With 13 years of experience in architecture, real estate and construction management, Kimberly brings an expertise in strategic planning, business development, public relations and professional services procurement.

Click Here to Learn More

CENTRAL HUB FOR RESOURCES AND EXTERNAL PUBLICATIONS

Knowledge Sharing and Information

- HUB Landing Page for Designing for Equity
- MS TeamsChannel
- Link to Case Studies and Related Readings
- Equity Book Club

HOK IDEAS

- White Paper
- Publish pieces for the Ideas page on the HOK website
PRO BONO PROJECTS
Outreach and Engagement

- Engage with projects that serve disadvantaged neighborhoods and/or organizations working on social justice issues
- Partner with HOK Impact
What does DESIGNING FOR EQUITY look like?

COMMUNITY

CONNECTIONS

WELLNESS

ACCESS
CASE STUDIES

**Experience > > >**

**Project Name**  Soil Collection Memorial for Peace & Justice  
**Location**  Montgomery, AL, USA  
**Architect/Designer**  MASS Design Group

**Project Name**  Sugar Hill Housing  
**Location**  New York City, NY, USA  
**Architect/Designer**  David Adjaye Associates

**Project Name**  Community Health and Literacy Center  
**Location**  South Philadelphia, PA, USA  
**Architect/Designer**  VSBA

**Project Name**  Dilworth Park  
**Location**  Philadelphia, PA, USA  
**Architect/Designer**  Kieran Timberlake and OLIN

**Architecture and Interior Design > > >**

**Urban Planning > > >**

**Community > > >**
COMMUNITY EMPOWERMENT

Integrate community history and provide community benefits

Sacred Places Civic Spaces: The Philadelphia Masjid and People's Emergency Center was a pro-bono project for the Community Design Collaborative with team members from HOK Philadelphia & NY

Awards:
- 2020 AIA Philadelphia – Paul Sehnert Award for Community Design
CONNECTIONS at Work

Connect to Existing Infrastructure & Community Assets
WELLNESS at Work

Promote Health & Wellness

Provide access to nature, recreation, active spaces
ACCESS at Work

Provide Equitable Access

Remove visual, physical and social barriers to access
What happens if we don’t Design for Equity?
CULTURE
Diverse teams & diverse input within project team culture

APPROACH
Adopt equitable processes into our projects

PRINCIPLES
Implement equitable Design Principles in all projects & identify physical features
Culture

- Diverse teams & diverse input within project team culture

Approach

- Implement equitable Design Principles in all projects & identify physical features

- Adopt equitable processes into our projects

Principles

- Implement equitable Design Principles in all projects & identify physical features

- Identifying Pilot Projects for Implementation

Culture:
- Monthly Guest Speaker Series
- Design Up Series (ProjectPin-Ups)

Approach:
- Equity Review Board Member sits on NE Design Council Reviews

Principles:
- Identifying Pilot Projects for Implementation
Northeast Practice
Designing for Equity Task Group

Aman Krishan (Task Group Advisor)
Sr. Project Designer
New York

Bart Mangold
Architect
Philadelphia

Betsy Daniel
Urban Designer
New York

Caitlin Youngster
Architect
Philadelphia

Christine Myers
Sr. Interior Design Professional
Philadelphia

Hyeongmo Goo
Project Designer
New York

Katherine Antarikso
Project Architect
Philadelphia

Katherine Pascucci
Design Technology Specialist
New York

HOK
Designing for Inclusion

Q & A

Kimberly Dowdell
Principal | Marketing
HOK Chicago
Kimberly.Dowdell@hok.com

Aman Krishan
Principal | Architecture
HOK New York
Aman.Krishan@hok.com

Damon Sheppard
Principal | Regional Leader S&T
HOK Washington, D.C.
Damon.Sheppard@hok.com

Caitlin Youngster
Architect | Architecture
HOK Philadelphia
Caitlin.Youngster@hok.com
THANK YOU