GSA

U.S. General Services Administration

PBS Customer Forum

Navigating the New Workplace

Diversity Lens: Designing for Inclusion

July 1, 2021/12:00 EST

DESIGNING FOR INCLUSION

CREATING AN ORGANIZATIONAL CULTURE AROUND DIVERSITY, EQUITY & INCLUSION

o
h+k

Agenda

01

KIMBERLY DOWDELL

Introduction

1,600
EMPLOYEES

FOUNDED
1955

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.

oh+k

CO-CHAIR
PARTNERSHIP

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

DAC MEMBERS 2021

HOK

KATHERINE ANTARIKSO

JAVIER BUSCAGLIA-PESQUERA

SANJEEV COELHO

GABRIELA CUERO

TABITHA DARKO

KIMBERLY DOWDELL

CRYSTAL HAINES

DANIEL HAJJAR

JAN HARMON

GENNY HYATT

STELLA JIN

SUSAN KLUMPP-WILLIAMS

AMAN KRISHAN

BRAD LIEBMAN

Z LISENBEE

SHIVA MENDEZ

STEPHANIE MILLER

SAMUEL ROJAS

AMI SHAH

DAMON SHEPPARD

02

KIMBERLY DOWDELL

External Outreach

BUILDING RELATIONSHIPS

the **NATIONAL ORGANIZATION** of **MINORITY ARCHITECTS**

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.

ACE MENTOR PROGRAM
### ARCHITECTURE • CONSTRUCTION • ENGINEERING

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
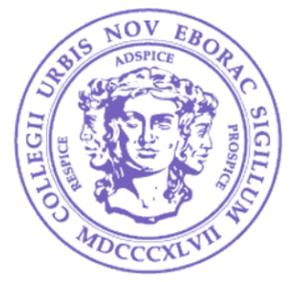
03

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

PROGRAM PARTICIPATION

11

Global HOK Offices with Active Mentoring Programs

589

Total Participants

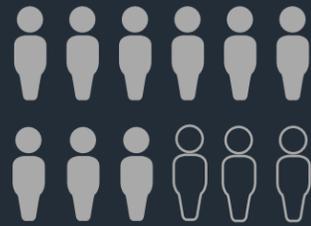|	
ASIA PACIFIC	12
CHICAGO	39
DALLAS	17
HOUSTON	95
KANSAS CITY	35
LONDON	73
LOS ANGELES	40
NORTHEAST	80
SAINT LOUIS	75
SAN FRANCISCO	80
WASHINGTON DC	43

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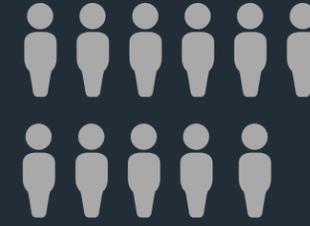
MENTORING
PROGRAM STRUCTURE

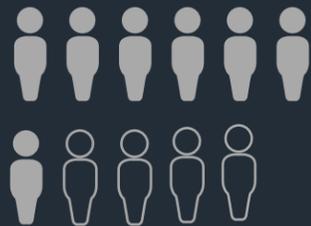**9** OFFICES — Participated in **PAIRS MENTORING**

11 OFFICES — Participated in **INTER-DISCIPLINARY MENTORING**

7 OFFICES — Participated in **CROSS-OFFICE MENTORING**
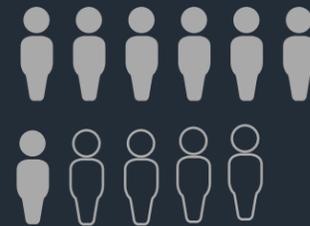
7 OFFICES — Participated in **ANNUAL PERFORMANCE REVIEW PROCESS**

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
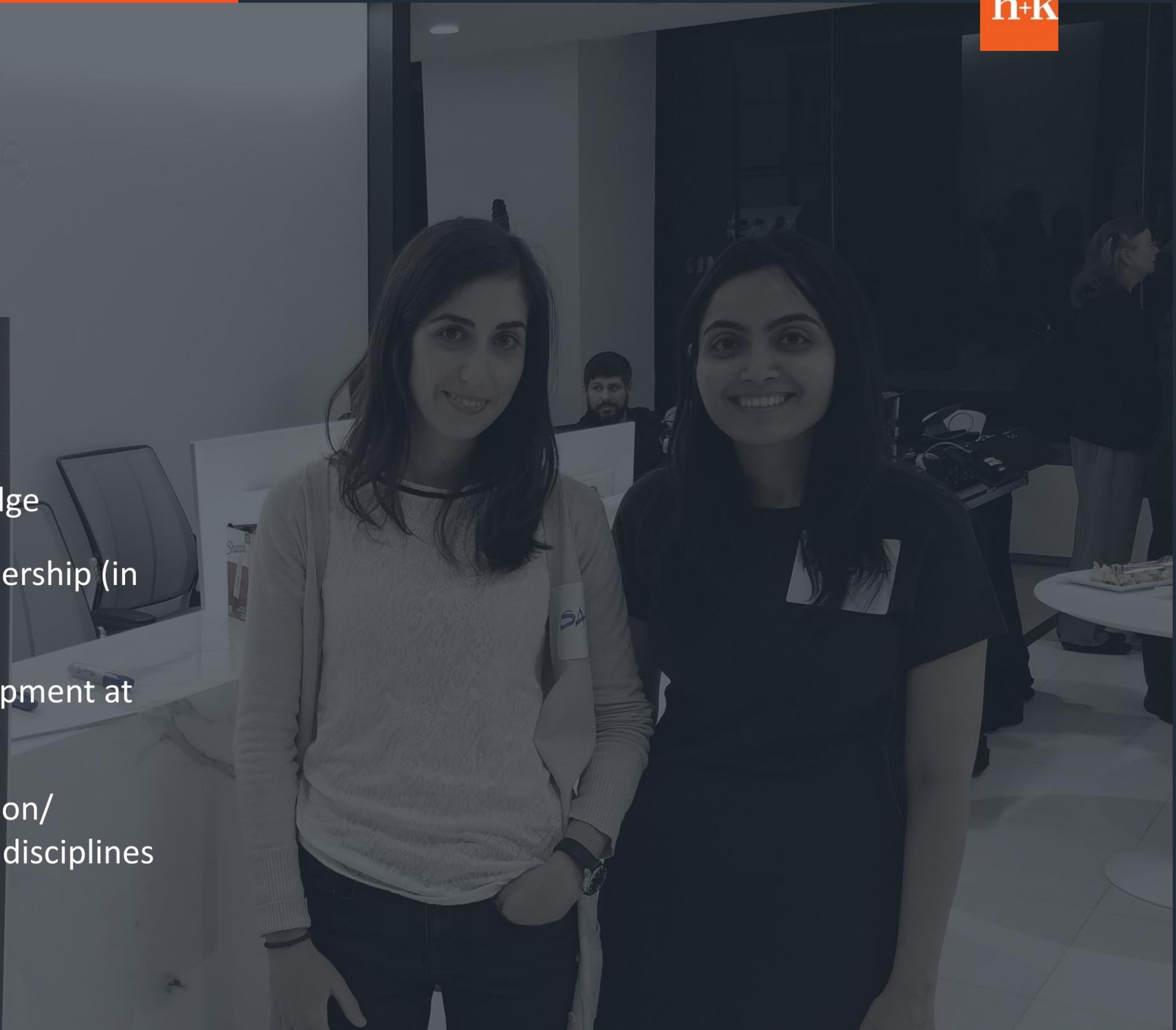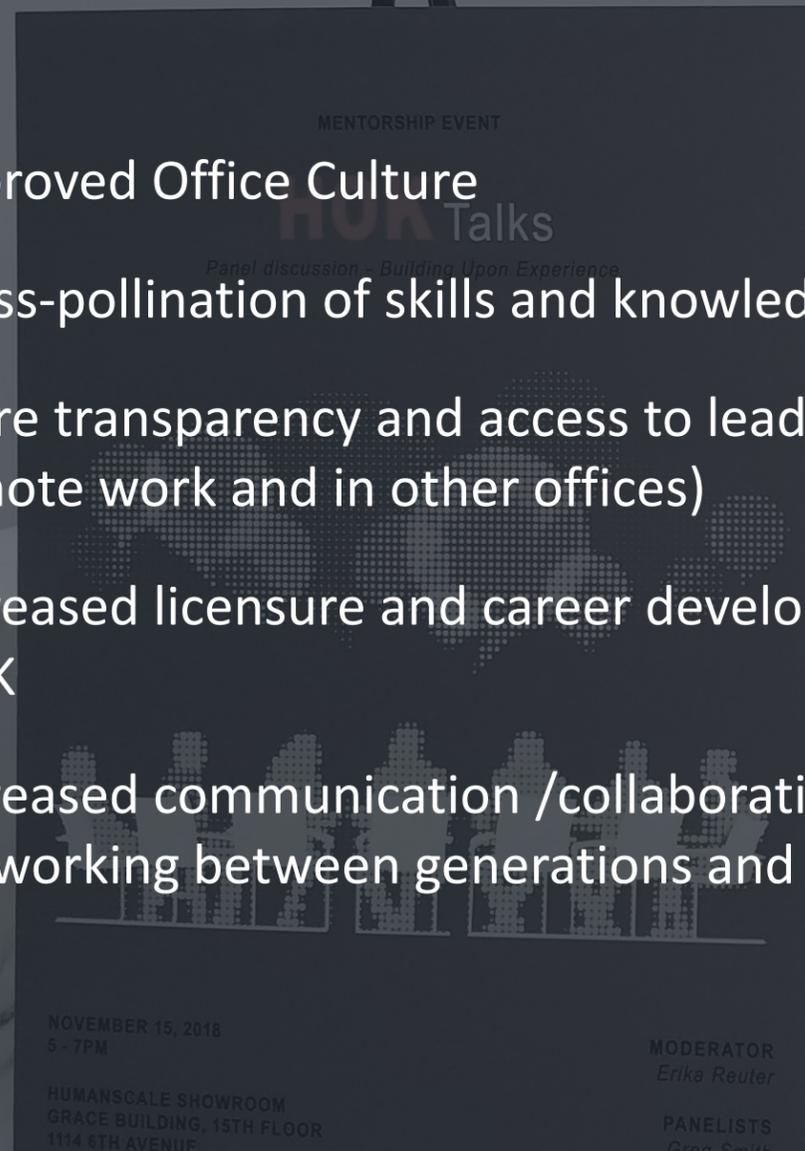
HOK PERSPECTIVES

SHOWCASING DIVERSE STORIES

INTERCULTURAL COMPETENCE

04

DAMON SHEPPARD

Tracking Engagement

DEMOGRAPHICS

83% RESPONSE RATE

ETHNICITY

Category	Percentage
White	67%
Asian	20%
Hispanic	7%
African American	5%
Mixed Race	4%
Pacific Islander	1%
American Native	0%
Other	4%

0% 10% 20% 30% 40% 50% 60% 70% 80%

AGE

Category	Percentage
Over 60	8.7%
50-60	17.4%
36-49	34.1%
26-35	34.1%
18-25	5.6%

0.0% 20.0% 40.0%

GENDER*

50%   50%

*0.1% Non-binary

LGBTQIA

NO   YES
93.4%   6.6%

WHAT WE ASK

1 **5**

1 **5**
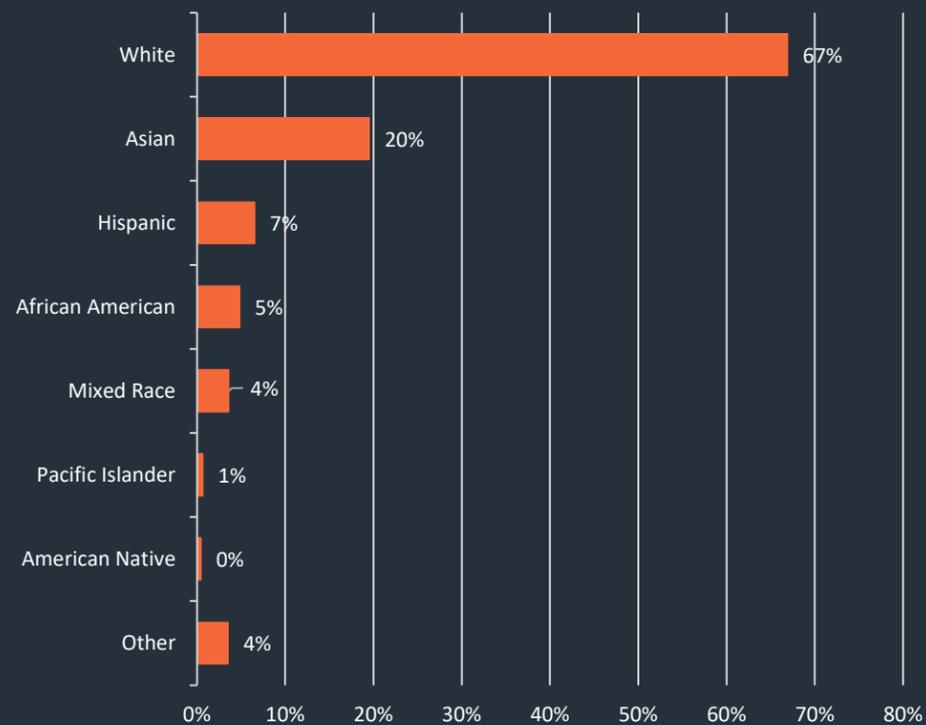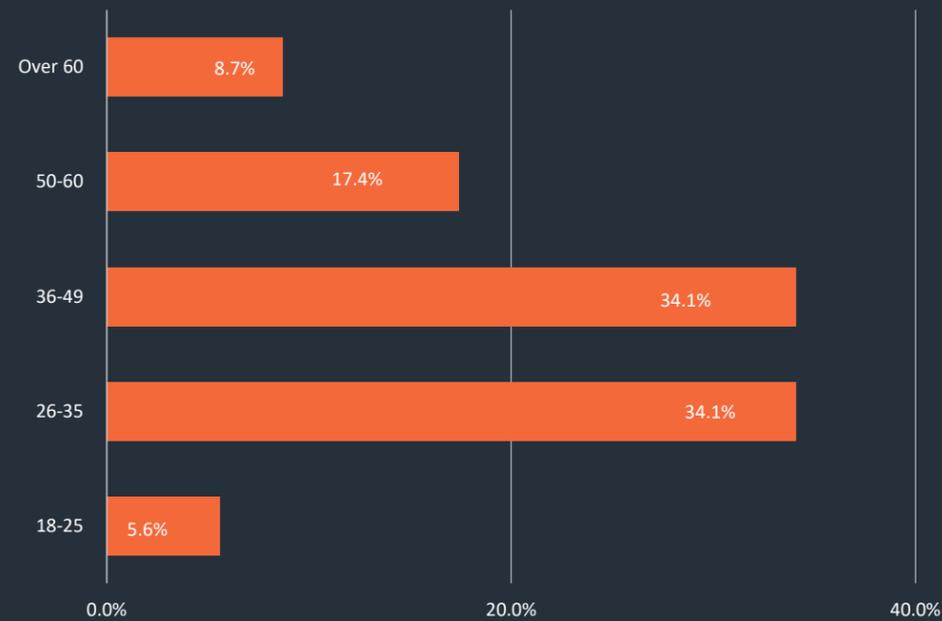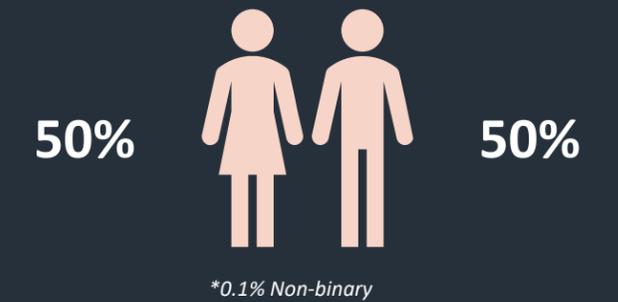
STRONGLY
DISAGREE

STRONGLY AGREE

- 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

THE HOK
CHALLENGE

PROGRESS TOWARDS A MORE

DIVERSE

LEADERSHIP STRUCTURE

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

05

AMAN KRISHAN & CAITLIN YOUNGSTER

Designing for Equity

Designing for Equity
Northeast DAC Initiative

BUILDINGS AND SPACES WE DESIGN IMPACT
EVERYONE

DIVERSE **TEAMS** BRINGDIVERSE PERSPECTIVES

WE CAN **LEAD THE INDUSTRY** IN

DESIGNING FOR EQUITY

DESIGNING FOR EQUITY

SUSTAINABILITY

HEALTH & WELLBEING

NEURODIVERSITY

HOK

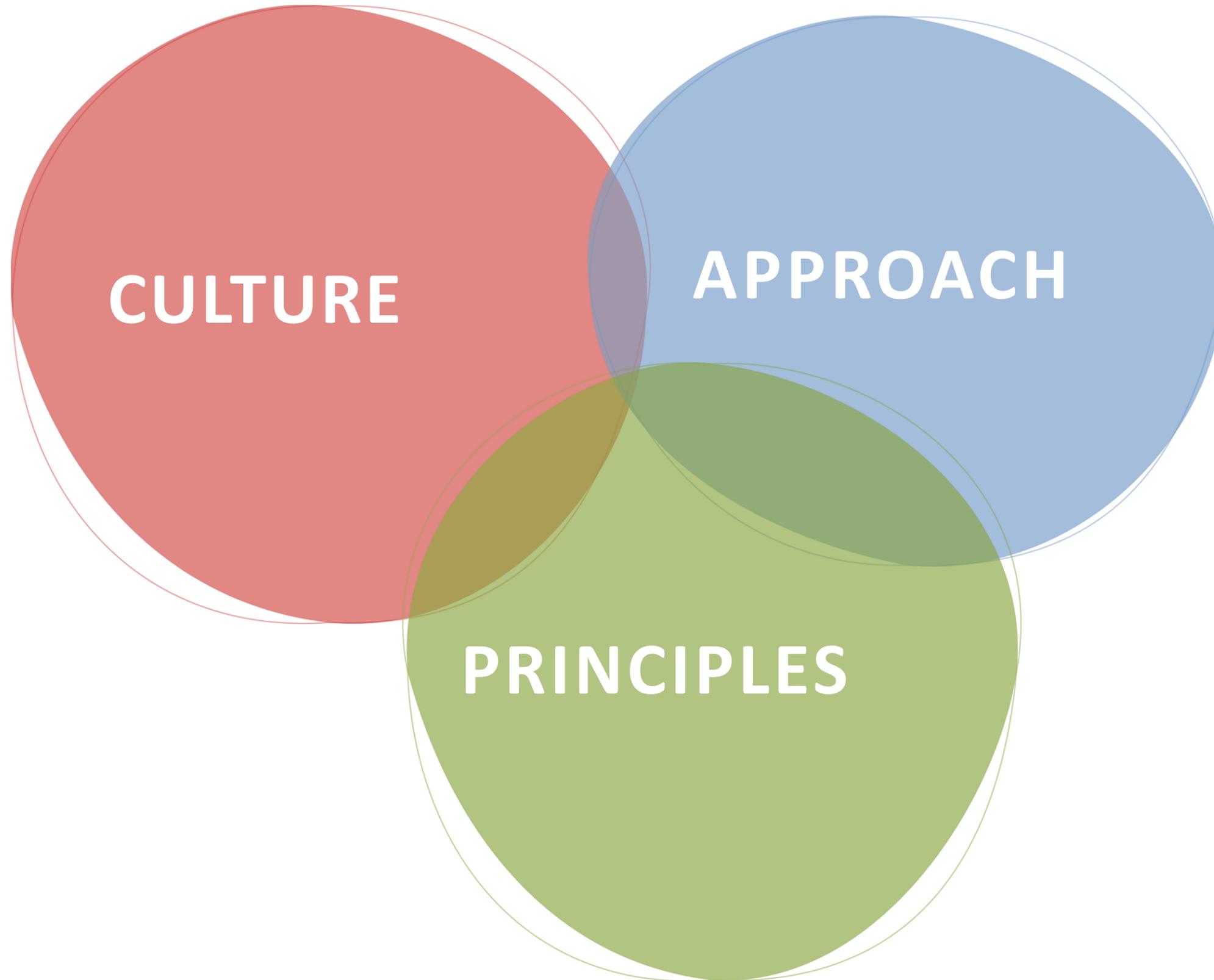# HOW CAN HOK DESIGN FOR EQUITY?

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

Access Providing equitable spaces, resources, opportunities and experience for the community

Community A group of people with diverse characteristics but are linked with social ties (defined by nih.gov)

Diversity 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.

Equity 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.

Inclusion 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.

Social Inequality The difference in environmental resources and social opportunities between privileged and disadvantaged communities.

IMAGE SOURCE: Living Breakwaters, SCAPE

IMAGE SOURCE: LA Storefronts, LA Más

IMAGE SOURCE: HOK

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

EQUITY WORKFLOW TEMPLATE

EQUITABLE DESIGN CONSIDERATIONS

DESIGN APPROACH

EQUITY CHAMPIONS

EQUITY REVIEW COMMITTEE

HOK
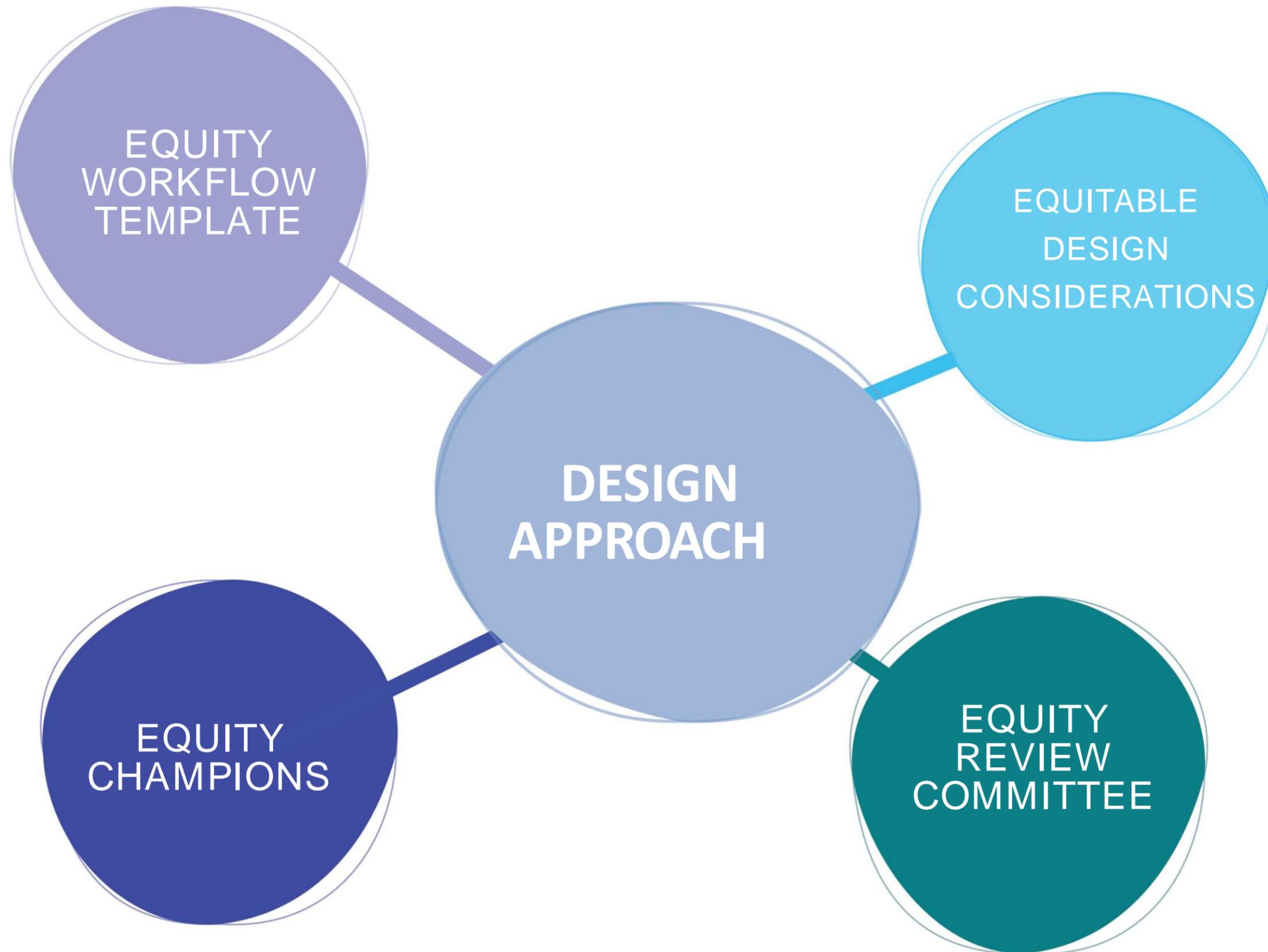
Community
Empowerment

Health & Wellness
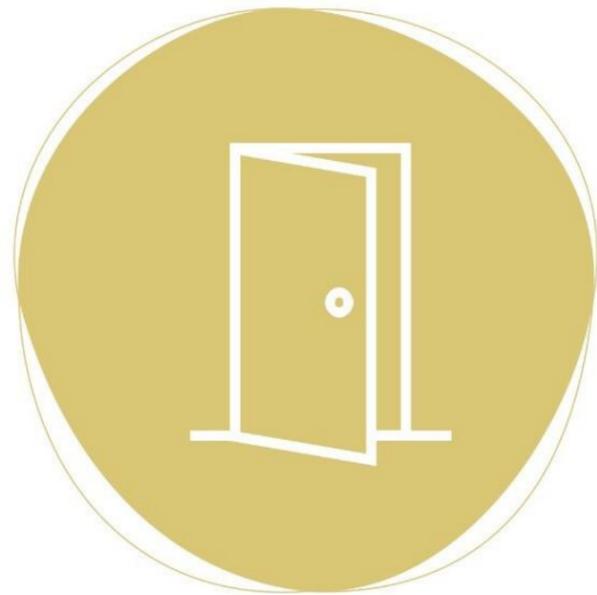
Equitable Access

Connections to Existing
Infrastructure & Community

LEED SOCIAL
EQUITY

SMARTSHEET

EQUITABLE
DESIGN
CONSIDERATIONS

SEED

LIVING
BUILDING
CHALLENGE
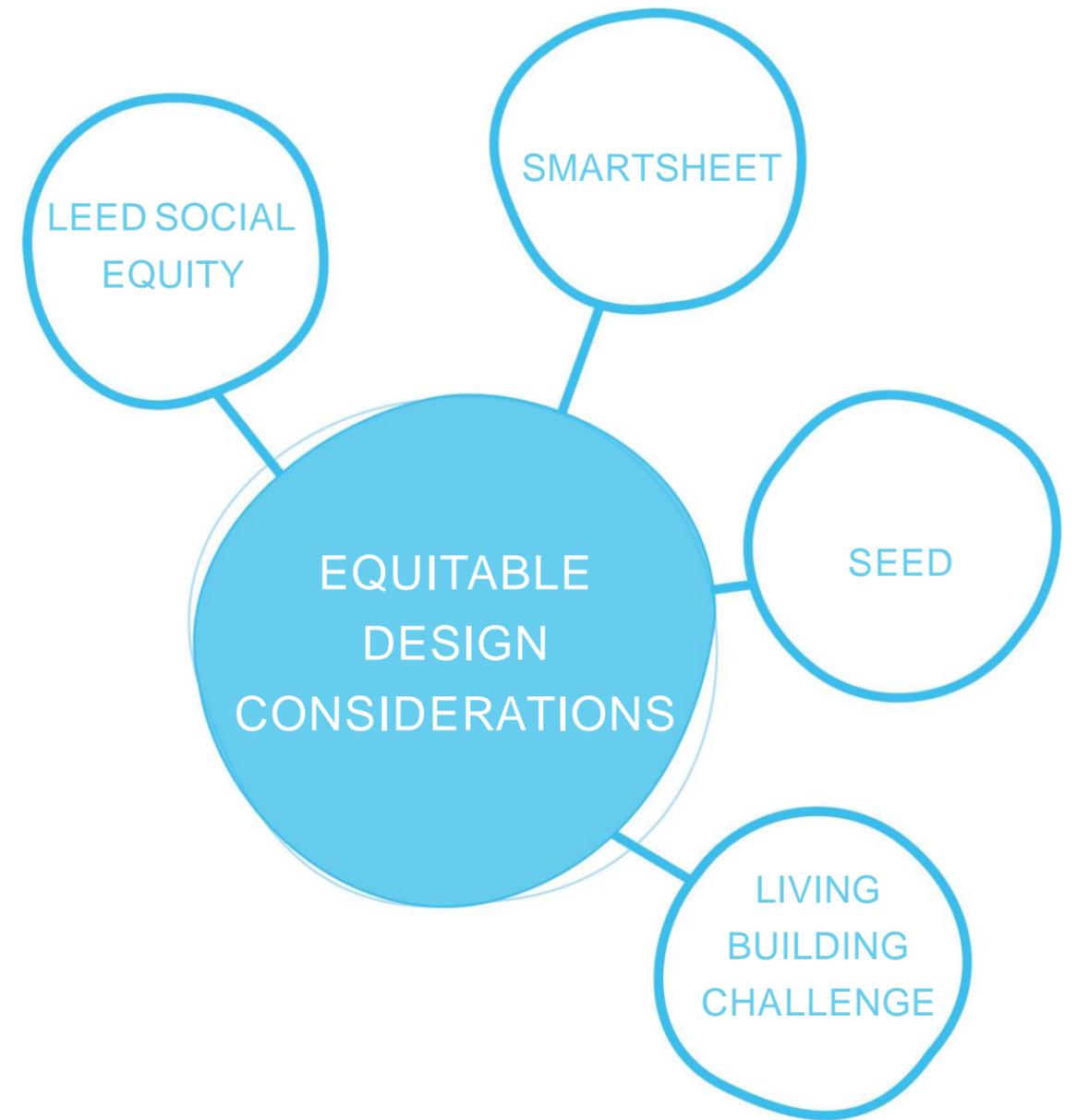
Equitable Access

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

SMARTSHEET

DESIGN CHECKLIST

EQUITY WORKFLOW TEMPLATE Overview

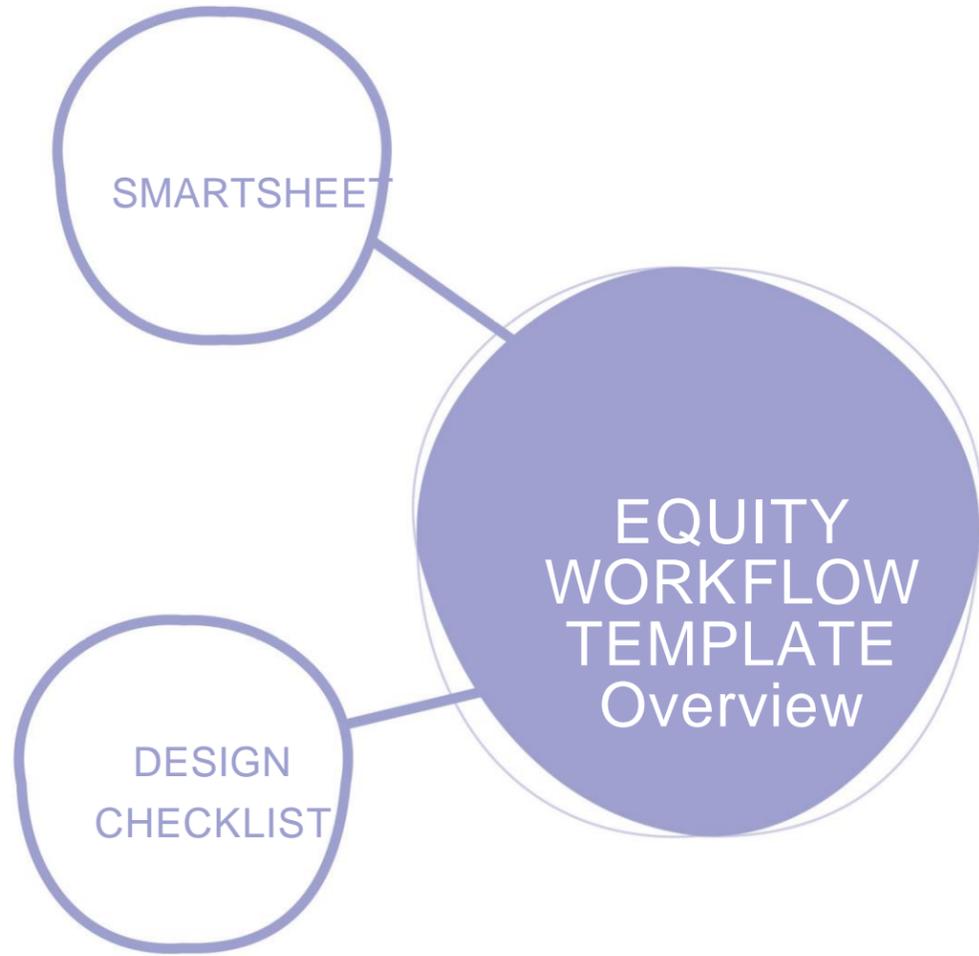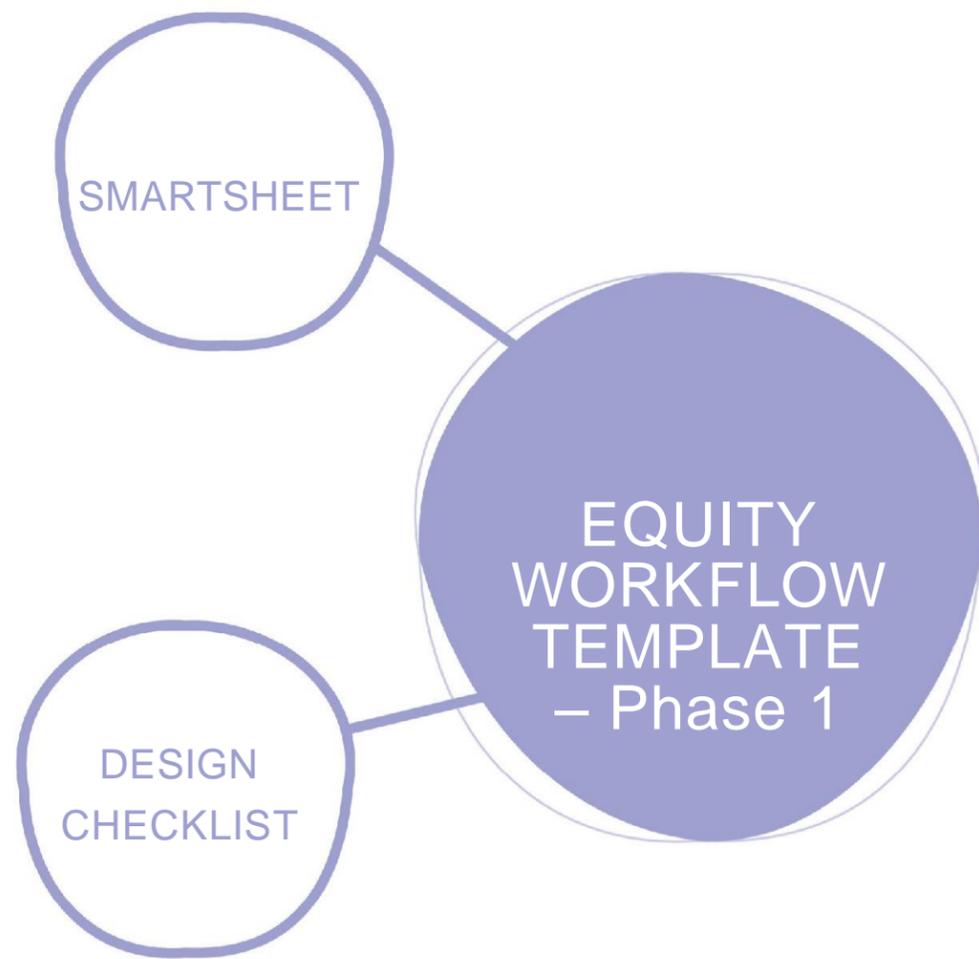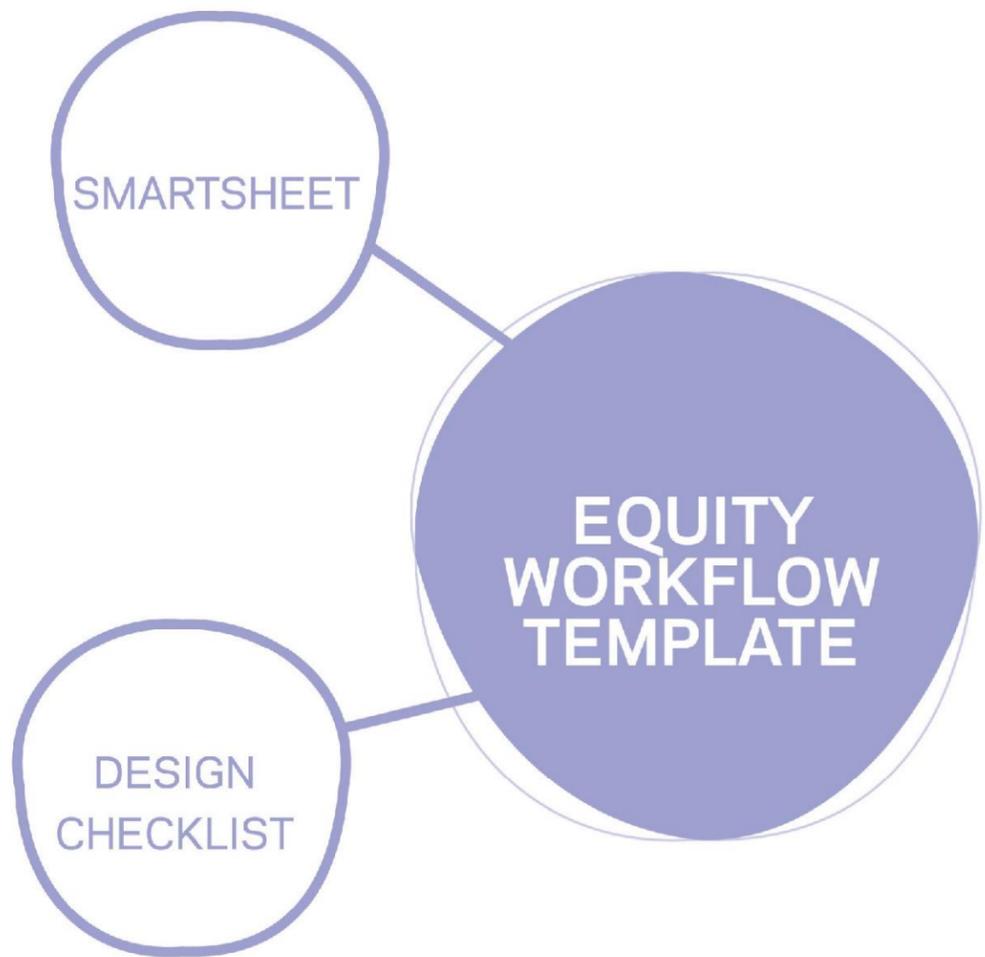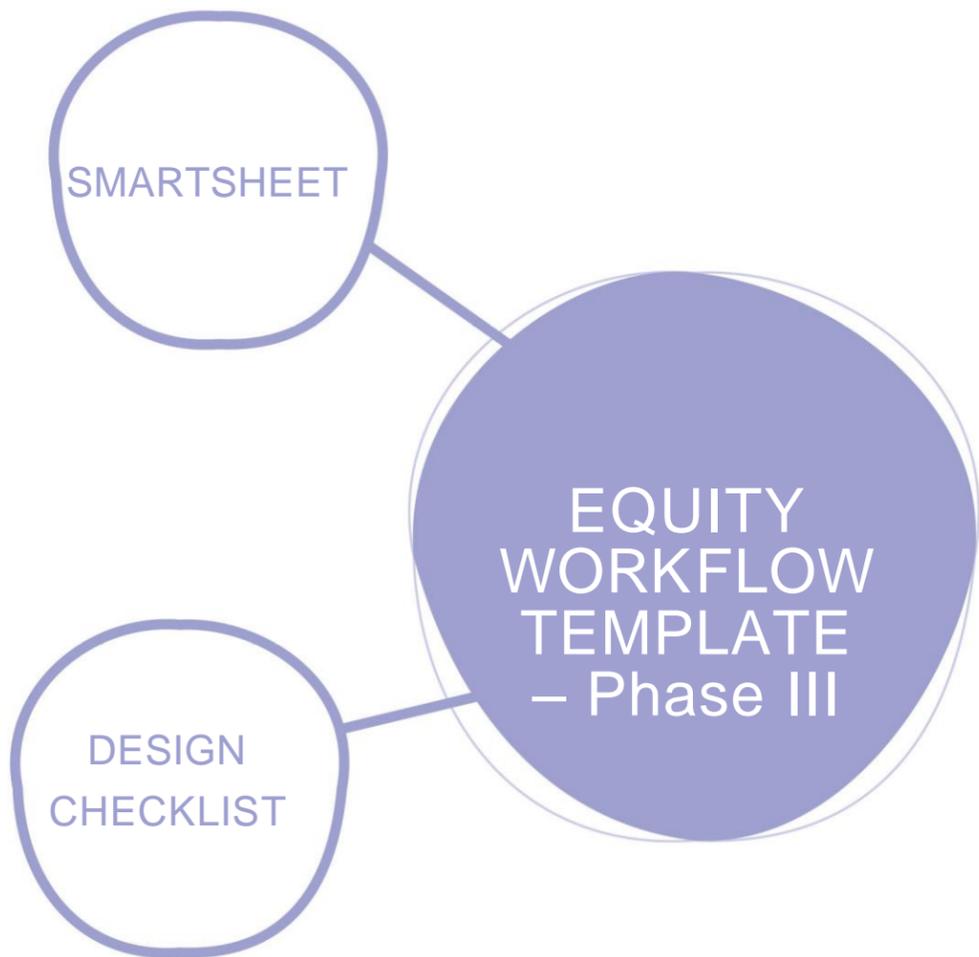| Phase		Task	Description
Programming / Planning / Concept	✓	Set Equity Goals with the Entire Project Team	Review HOK Equitable Design Handbook, LEED social equity points and SEED (Social Economic Environmental Design) and identify key definitions and goals that will be applicable to the project, scale 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 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 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

HOK

SMARTSHEET

DESIGN CHECKLIST

EQUITY WORKFLOW TEMPLATE – Phase 1

Phase	Task	Description
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.
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	✓ Foster Continued Outreach with Community	Establish a plan for continued engagement with community to ensure long term success of the project

HOK

SMARTSHEET

DESIGN CHECKLIST

EQUITY WORKFLOW TEMPLATE

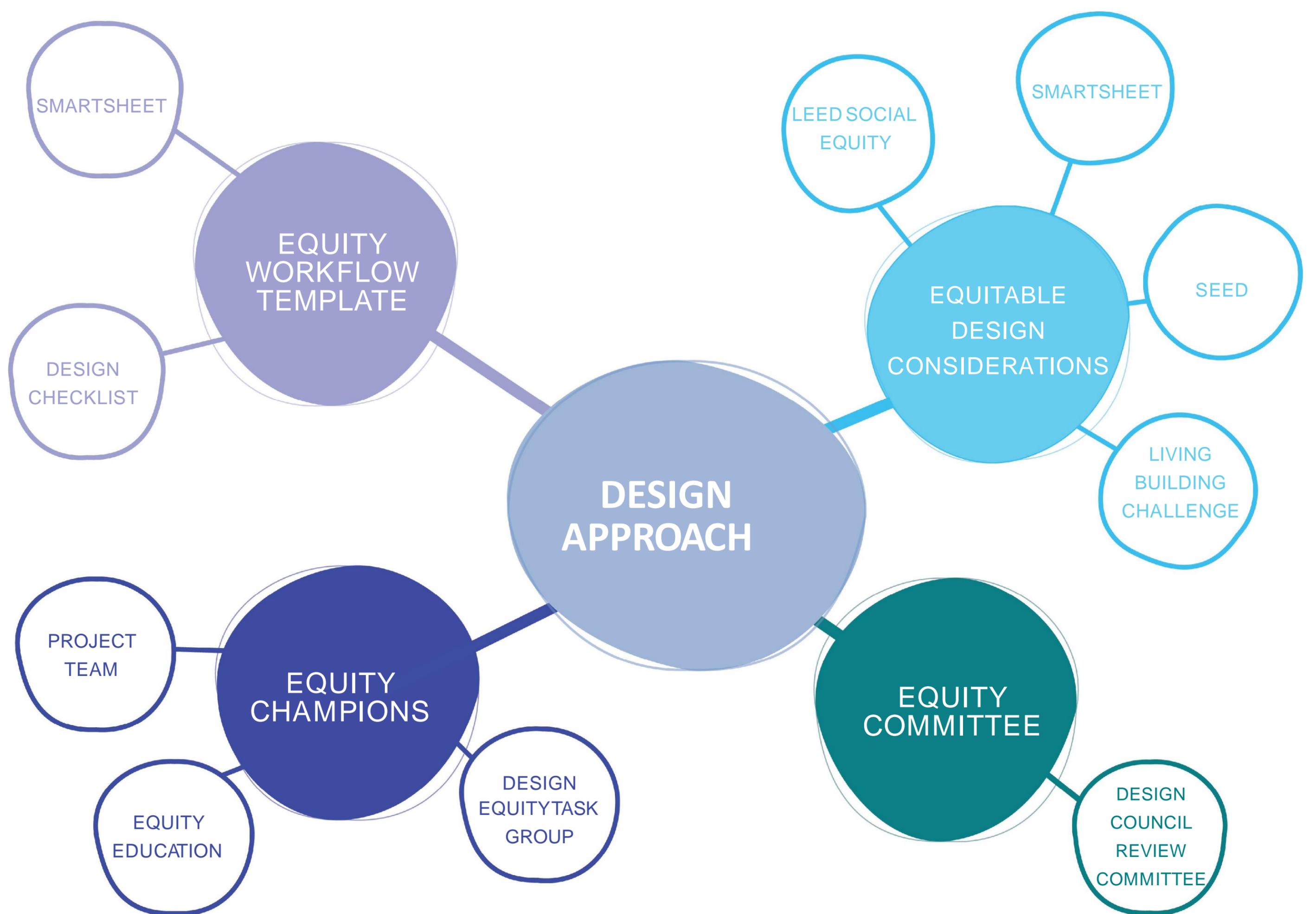| Phase		Task	Description
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	✓	Foster Continued Outreach with Community	Establish a plan for continued engagement with community to ensure long term success of the project

SMARTSHEET

DESIGN CHECKLIST

EQUITY WORKFLOW TEMPLATE – Phase III

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.
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HOK

EQUITY
REVIEW
COMMITTEE

DESIGN
COUNCIL
REVIEW
COMMITTEE

HOK

EQUITY
CHAMPIONS

PROJECT
TEAM

EQUITY
EDUCATION

DESIGN
EQUITY TASK
GROUP

SMARTSHEET

EQUITY WORKFLOW TEMPLATE

DESIGN CHECKLIST

LEED SOCIAL EQUITY

SMARTSHEET

EQUITABLE DESIGN CONSIDERATIONS

SEED

LIVING BUILDING CHALLENGE

DESIGN APPROACH

PROJECT TEAM

EQUITY CHAMPIONS

EQUITY EDUCATION

DESIGN EQUITY TASK GROUP

EQUITY COMMITTEE

DESIGN COUNCIL REVIEW COMMITTEE

HOK

At HOK we want to incorporate practices based on EQUITY into our DESIGN CULTURE

IMAGE SOURCE: HOK

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

IMAGE SOURCE: HOK

HOK

MAGE SOURCE: HOK

MAGE SOURCE: HOK

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

PROJECTS
PROJECTS
IDEAS
IDEAS
PEOPLE
PEOPLE
STUDIOS
STUDIOS

Ideas

HOK VOICES
HOK VOICES
PUBLICATIONS
PUBLICATIONS
RESEARCH + INSIGHTS
RESEARCH +INSIGHTS

How to Design for Equity?
Caitlin Youngster

AUDIO SLIDESHOW

Why Tel
Anthony Roe

CENTRAL HUB FOR RESOURCES AND EXTERNAL PUBLICATIONS

Knowledge Sharing and Information

- HUB Landing Page for Designing for Equity

- MS Teams Channel

- Link to Case Studies and Related Readings

- Equity Book Club

HOK IDEAS

- White Paper

- Publish pieces for the Ideas page on the HOK website

HUB Feedback

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.
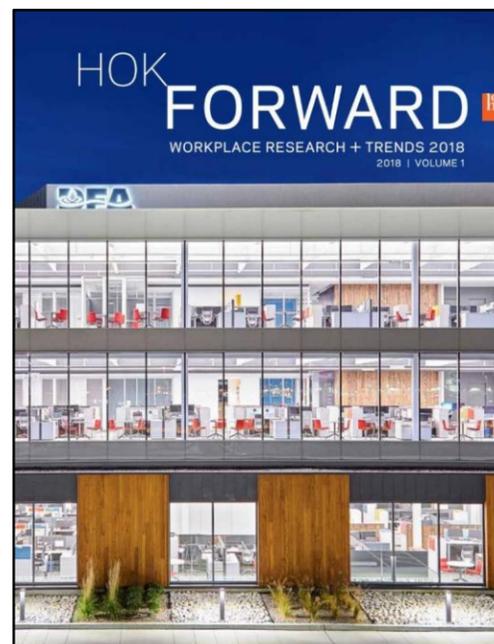
Click Here to Learn More

CULTURE
APPROACH
PRINCIPLES

How can we build a more equitable future?

A white paper by HOK Design for Equity Committee

HOK
FORWARD
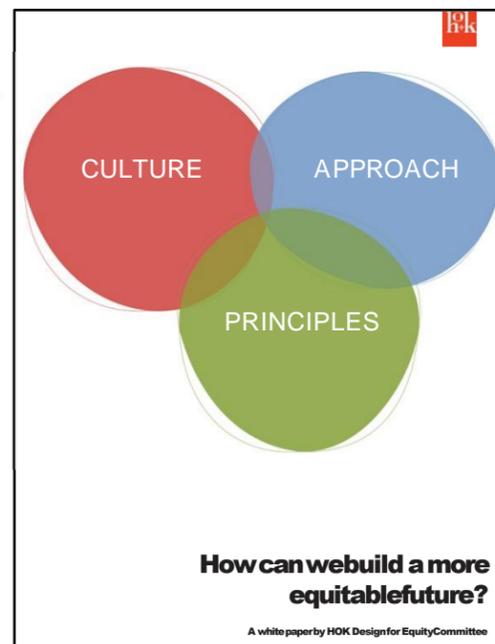WORKPLACE RESEARCH + TRENDS 2018
2018 | VOLUME 1

HOK

IMAGE SOURCE: HOK

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

IMAGE SOURCE: HOK

HOK

What does DESIGNING

FOR EQUITY look like?

COMMUNITY　　　　**CONNECTIONS**　　　　**WELLNESS**　　　　**ACCESS**

CASE STUDIES

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

EXPERIENCE > > >

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

IMAGE SOURCE: WADE ZIMMERMAN

IMAGE SOURCE: TODD RADER + AMY CREWS

IMAGE SOURCE: ED REEVE

ARCHITECTURE AND INTERIOR
DESIGN > > >

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

COMMUNITY > > >

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

IMAGE SOURCE: KIERAN TIMBERLAKE

IMAGE SOURCE: INQUIRER

IMAGE SOURCE: CENTER CITY DISTRICT

URBAN PLANNING > > >

HOK

PROJECT: THE PHILADELPHIA MASJID
LOCATION: PHILADELPHIA, PA
IMAGE SOURCE: HOK

PROJECT: THE PHILADELPHIA MASJID
LOCATION: PHILADELPHIA, PA
IMAGE SOURCE: CHRIS KENDIG

PROJECT: THE PHILADELPHIA MASJID
LOCATION: PHILADELPHIA, PA
IMAGE SOURCE: CHRIS KENDIG

PROJECT: THE PHILADELPHIA MASJID
LOCATION: PHILADELPHIA, PA
ARCHITECT / DESIGNER: HOK

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

PROJECT: THE PHILADELPHIA MASJID
LOCATION: PHILADELPHIA, PA
ARCHITECT / DESIGNER: HOK

CONNECTIONS at Work

Connect to Existing Infrastructure & Community Assets

PROJECT: THE PHILADELPHIA MASJID
LOCATION: PHILADELPHIA, PA
IMAGE SOURCE: CHRIS KENDIG

PROJECT: THE PHILADELPHIA MASJID
LOCATION: PHILADELPHIA, PA
IMAGE SOURCE: CHRIS KENDIG

PROJECT: THE FUTURE OF URBAN PLANNING
ARCHITECT / DESIGNER: HOK

PROJECT: ESKENAZI HOSPITAL
LOCATION: INDIANAPOLIS, IN
ARCHITECT / DESIGNER: HOK

PROJECT: THE ARCHITECTURE OF WELL-BEING
ARCHITECT / DESIGNER: HOK

PROJECT: WORKDAY CAMPUS CONNECTIVITY
LOCATION: PLEASANTON, CA
ARCHITECT / DESIGNER: HOK

WELLNESS at Work

Promote Health & Wellness

Provide access to nature, recreation, active spaces

HOK

PROJECT: WORKDAY
ARCHITECT / DESIGNER: HOK
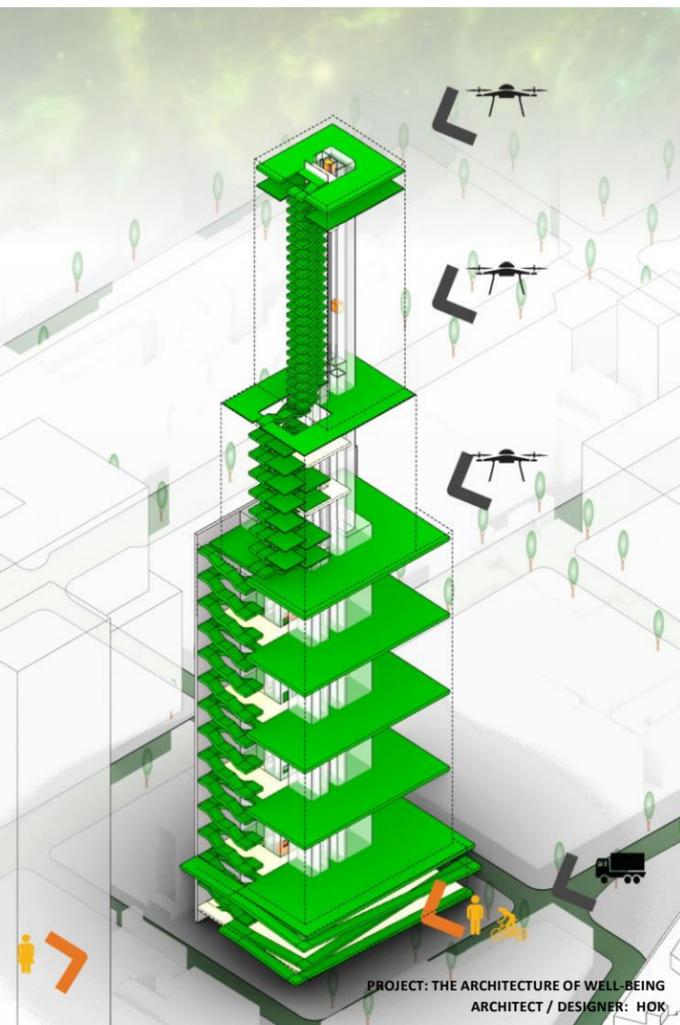
PROJECT: WORKDAY
ARCHITECT / DESIGNER: HOK

PROJECT: WORKDAY
ARCHITECT / DESIGNER: HOK

ACCESS at Work

Provide Equitable Access
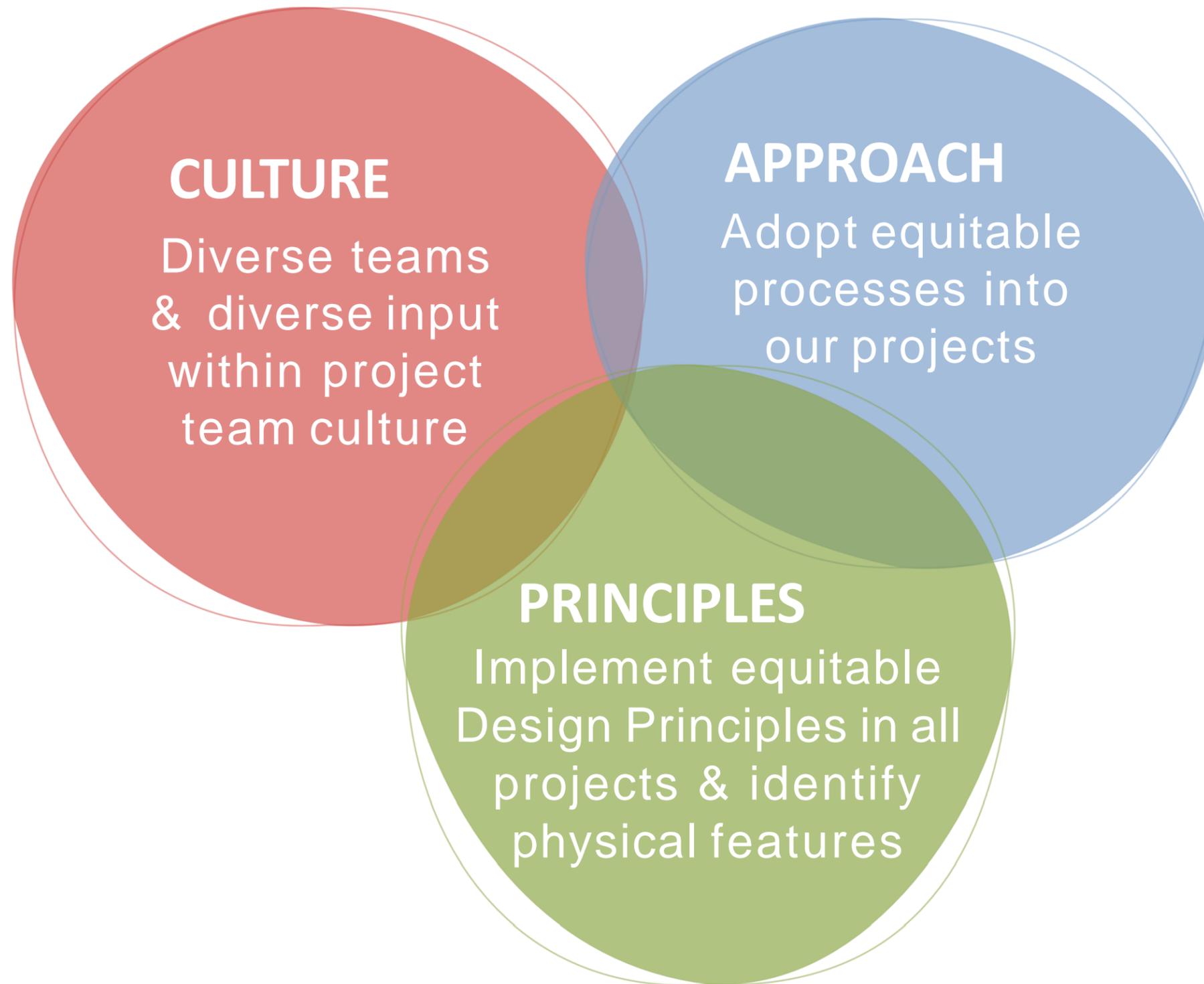
Remove visual, physical and social barriers to access

What happens if we don't
Design for Equity?

HOK

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

HOK

Monthly Guest Speaker Series

CULTURE
Diverse teams & diverse input within project team culture

APPROACH
Adopt equitable processes into our projects

Equity Review Board Member sits on NE Design Council Reviews

Design Up Series (Project Pin-Ups)

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

Identifying Pilot Projects for Implementation

HOK

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

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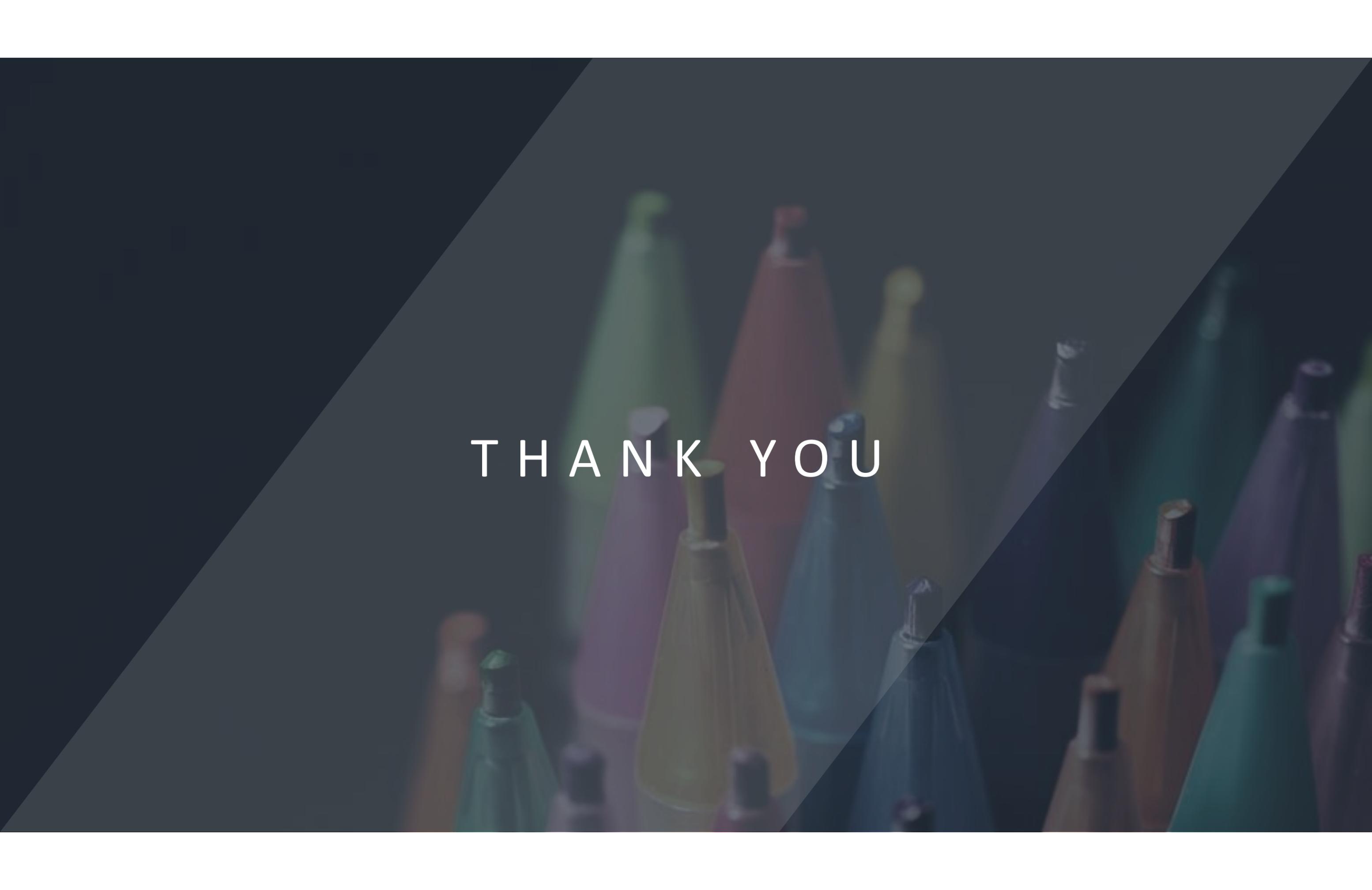HOK New York
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Designing for Inclusion

Q & A

THANK YOU