



PILLARS

LEADERSHIP TRAINING PROGRAM

2018–2019 REVIEW



AIA
Kansas City



2019 PILLARS CLASS

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Danny McGrail - Henderson Engineers

Mandy Moore, Assoc. AIA - Odimo

Michael Patrick, AIA - Hollis + Miller

Vanessa Petersen - PMA Engineering

Jean Stoverink, AIA - Gould Evans

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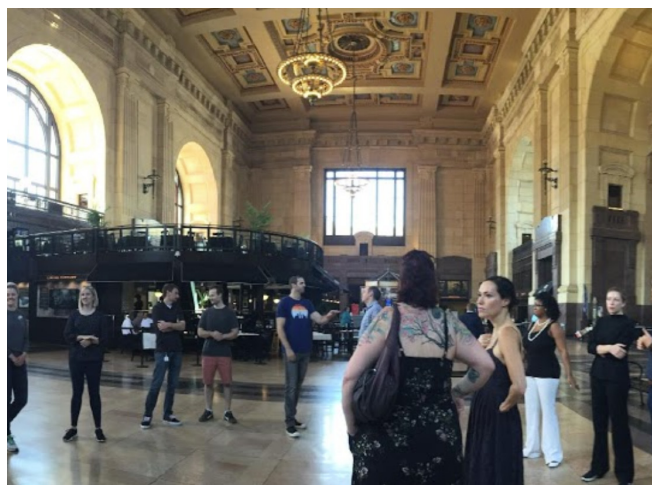
Callum Vierthaler - AIA Pulse Design Group

ABOUT PILLARS

The Pillars Leadership Training Program of the American Institute of Architects Kansas City prepares a representative cross section of the chapter's emerging leaders and individuals from the building community for their role in shaping the future of both the architectural profession and the greater Kansas City metropolitan area. The training program includes active participation in programs and exposure to community leaders and issues. Each class spends their time exploring core issues that affect our profession and the region within which we practice. Through discussions with leaders and colleagues, dialogue among themselves, tours and research the group will be able to understand and present to the AIA as a whole how we can make a positive change within our community. The AIA Kansas City Pillars program is a nationally recognized program for its originality and depth and has inspired similar AIA leadership studies in other US cities. The program continues to raise the bar of what young professionals want out of their profession and how we as professionals can make an impact on our built environment.



Organization of ideas



The annual Pillars Warm-up

AUGUST & SEPTEMBER

In August, Pillars the thirteenth officially kicked off the year with a big planning session. After introductions, and housekeeping, the class began brainstorming any and all topics of interest, through the metro or the AEC industry. In groups of four, the team would organize, to the best of their ability, the ideas presented into general groups. After a few minutes a new four would sub in to continue the process. After everyone had a turn organizing these ideas, groups of 2 were created and given the opportunity to “sell” an idea to the larger class. After all 8 groups presented, 4 ideas were selected, and 4 teams made to present these throughout the year.

Groups were also made for administrative rolls; social media, community service, recruitment, and the social committee.

Finally we headed out to a happy hour to continue getting to know our new crew.

The September session was planned by passed pillars, and gave the new class a good understanding of the organization and set-up of sessions. In this session, Pillars heard from local experts who will challenge assumptions and enlighten us on the physical, political and financial forces that have shaped the development of the Kansas City region into its present form.

The session began at one of Kansas City’s iconic landmarks, Union Station, with an ice breaker activity that has become a Pillars rite of passage. As famous Kansas Citian Ernest Hemingway once said, “There is nothing noble in being superior to your fellow man” - Pillars made a fool of themselves for the sake of entertaining their new classmates & friends.

Following the ice breaker, we convened with a panel of local experts for lunch and an introduction to the history of Kansas City. The Panel included Cyd Millstein, Nick Bock, and Vicki Noteis. Next we ventured out into the city on a trolley tour led by our panelists. The tour helped us get to know areas which the city was ‘founded’ upon, visit other areas that have experienced cycles of prosperity and decline, and explore the boundaries that are “invisible

and everywhere”, pushing and pulling the future shape of the metropolitan area. Finally, we’ll made our way to happy hour for an opportunity to continue the discussion and get to know each other better.



Touring A. Zahner Company



Aluminum Tariff discussion at Boulevard Brewhall

OCTOBER

This October session had a political focus, but instead of featuring local politicians, the Pillars Politics Group decided to focus on the construction industry and how our daily lives have been and will be affected by the Political Tariff War our country is facing.

The day continued to A. Zahner Company to learn about architectural metals, and how tariffs might effect them. Angela Orsheln, Director of Supply Chain and Contracts, greeted us with a well prepared interactive slide show presentation that made notable mention that the 10% aluminum tariff increase has sparked a noticeable price increase in architectural aluminum. Raw aluminum ore almost doubled in price much ado to supply and demand as domestic mills are backed up through 2019. She presented charts, diagrams and years of experience and knowledge on the subject of metals and how the industry is discovering new ways to introduce metals such as stainless steel, pre-weathered zinc and copper as cost-conscious replacements for typical aluminum fabrications. We were also joined by Bill Zahner, Tony Birchler and Eric Steele followed by a fabrication tour lead by James Coleman.

Next stop, Hollis + Miller offices for a panel discussion lead by Erika Winter-Downey and Christ Stanton from McCown-Gordon along with Donny Tennyson and Kelly Jarman from JE Dunn Construction. This round-table panel discussion focused more on the affects of the 25% steel tariff increase. One important fact to remember is that although the tariff hike represented a 25% increase, this equals about an 8-10% increase to the overall construction budget.

The panelists presented slides, but this was a very informal dialogue that was targeted to encourage the Pillars class to have more conversations like these with their respective contractors to be more engaged with the entire construction process. We might not be part of the team looking at the affects politics has on our individual workloads, but there is no harm in being equipped with questions.

The day of learning finished up at Beer Hall of Boulevard Brewing Tours & Recreation Center. We were met by Boulevard's Director of Supply Chain, Justin Deardorff. Justin shared the creative ways company's are reacting to the aluminum tariff increases. With a few adjustments to where their glass bottle caps are fabricated, companies are finding ways to shield consumers from paying too much of an increase.

Wrapping things up, we realized that our industry trade partners and local brewers alike are reacting to the Tariff adjustments. We as architects and engineers need to watch for changes that local and government politics throw our way. As tomorrow's leaders, we need to be ready to have these types of conversations.



TIF discussion



Hyvee arena tour with developer Steve Foutch

NOVEMBER

In November, Pillars did a deep dive into different types of incentives and financing used to promote economic growth. We started at the Plaza library, which was funded in part by \$14 million in TIF incentives. Here we met with Greg Flisram, Sr Vice President of the Economic Development Corporation of Kansas City. Greg led the group through all the mechanisms the EDC, and similar economic development groups use to help enable projects. We went in depth on how projects qualify, in particular discussing the “but-for” test; a test that measures if the project would not be built but-for the incentive package offered.

Next the group traveled to Hy-vee Arena, formerly known as Kemper Arena. Here we sat down with Steve Foutch, the developer of this project, along with Rachel Nugent, a Historic Preservation Specialist with Rosin Preservation. Together they told the story of cobbling together financing for Hy-vee, and how they were able to secure significant Historic Tax Credits through creative design. Rachel then dove deeper into Historic Tax Credit, the National Registry of Historic Places, and a brief history of this system through the Secretary of State.

Following this, Mr Foutch led us on a guided tour of this 84,000 sf facility, which boasts 2 separate floors with 12 hardwood maple floors, 10,000 seats and a multitude of office, retail, and food and drink spaces. In order to secure Historic Tax Credits, the second floor has the ability, though not easy, to be removed completely, without damaging the super structure.

From here we retired to one of the many meeting spaces in Hy-vee and sat down with a panelist to discuss the hot-button issue of Tax Increment Financing. Terry Ward, of the Rabbit Hole, sat on the TIF commission for 20 years, and served on the board of directors of the EDC. Jon Otto, a lawyer with Polsinelli, represents many projects looking to utilize TIF, and Phil Glynn, a mayoral candidate, who was recently removed from the TIF commission after casting the deciding vote to deny a project Financing in the booming crossroads district.

Each member shared stories of highly successful projects that were made possible by this financing mechanism, as well as stories of projects that were denied or the group felt should have been. This was a lively debate at times, which kept our group fully engaged.



Black Archives of Mid-America



Miss Mamie Hughes

DECEMBER

This December session had a focus of educating our fellow Pillars about the creation of Highway 71, as well as the devastation it has caused to the local neighborhoods and communities. Just north of the famous 18th and Vine Jazz district, the first part of our session was held in the Gregg/Klice community center. There, we saw a presentation about the commencement and construction of Highway 71 from simply an early concept to over 50 years later to the completion of the project. To present this topic, we invited Griffin Smith, the current District Planning Manager for MoDOT, and Mark McHenry, the retired Parks Director for Kansas City. Griffin gave us the engineering side of the construction, while Mark shared with us his personal experience of seeing this project come to life. This presentation sparked questions and discussion within our group and helped us understand the background of Highway 71 and why it had been created.

Once this discussion wrapped up, our group then walked over to the Black Archives of Mid-America for a small introduction and tour of the museum. This museum served as a transition from the engineering and governmental side of 71, to the culture that has come from the area that Highway 71 has cut right through and divided. From Buck O'Neil, to Charlie Parker, we were able to read on our own about some of the most accomplished black individuals from the Kansas City area.

Following this tour and introduction, we then headed upstairs to where we learned from two more presenters. The first presenter, Dr. Jacob Wagner, an Associate Professor and Director of Urban Studies at UMKC, gave us his insight and observations on how 71 has impacted the communities that it divided and the affect that it had on structures and businesses serving these communities. Following his in-depth presentation, our group asked questions and discussed these impacts to further our understanding of the problems.

To wrap our session up with a bang, we were fortunate to have Mamie Hughes, one of the most influential black women that Kansas City has ever seen, share with us her experiences. At 89 years old, she has been the voice of the people that were part of the affected communities. And as a part of the community herself, she was seen as one of them and

therefore, was trusted to represent their voice as an ombudsman. She has fought for the civil rights of her community when it comes to this specific highway so much, that eventually a bridge that crosses over Highway 71 was named "The Mamie Hughes Bridge". Once Ms. Hughes was given the microphone, there was no presentation or visuals, it was just our group and her discussing her experience and opinions of Highway 71 and the impacts that she has seen firsthand. Her stories and experiences brought a personal touch to why Highway 71 was such a controversial project.

We then headed to the famous 18th and Vine district, an area well loved by Mamie Hughes herself, to have our happy hour in one of the watering holes with live jazz music that was a staple in this district, The Blue Room, where we were able to talk with Mamie in a more informal environment.



Nick Ward-Bopp, co-founder of Maker Village



The Thelma of Thelma's Kitchen

JANUARY

In January, the Pillars class kicked off the session with a panel discussion for the Connecting Swope Study, fittingly located at the Southeast Community Center in Swope Park. The panel consisted of Sean Partain, Senior Transportation Planner at MoDOT; Shawn Strate, Planning Manager at KCATA; Beth Dawson, Senior Land Use Planner with MARC; and Joe Blankenship, Planner for KCMO. While the previous month's session explored, through multiple perspectives, the history and creation of Highway 71, its resulting impact to surrounding, severed neighborhoods, and its perpetuation of a racial and economic divide within the city, the beginning of January's session continued with a conversation on how to improve the connectivity of these areas today. Through investigation of current pedestrian networks, bus routes, and bicycle facilities, along with community outreach and long-term planning, several recommendations were produced to ensure safety, comfort, and ease while crossing Highway 71. Not only infrastructure and operations, but education and technology were among the various project types upon which to implement the improvements.

For the remainder of the session, the Pillars class continued to explore the current development of the east side Kansas City neighborhoods through the lens of community-based economic growth, empowerment, and social entrepreneurship. Following the Connecting Swope Study panel, the class heard a short presentation from Ruben Alonso, the President of AltCap. Ruben shared with the class AltCap's mission, which is to increase the flow of capital to communities and businesses not adequately served by traditional financial institutions. Whether it be through New Market Tax Credits, small business, or microloans, every Pillar learned that AltCap assists in delivering financing that supports job creation, small business investments, and community-focused development projects within distressed communities.

Having just learned of AltCap's involvement in the area,

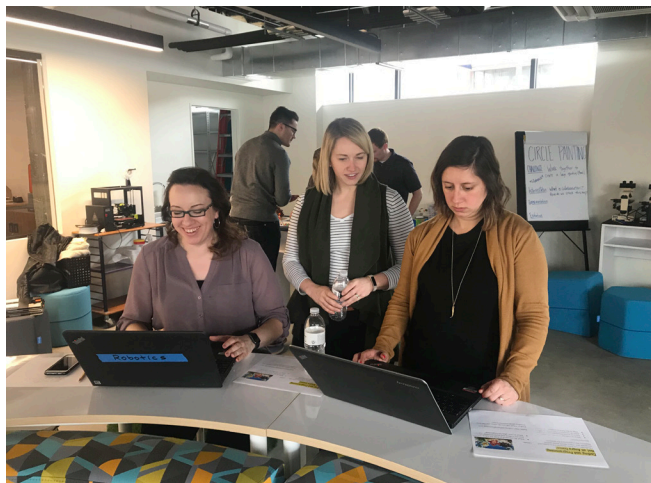
it was only natural to meet a few of its clients and experience the fruits of their labor, firsthand. With that said, the Pillars class proceeded to the 31st Street Corridor, bounded by Gillham Road and Troost Avenue. We first took a tour of Maker Village KC by co-owner, Nick Ward-Bopp. A catalyst for inspiring craftsmen/women and artists, Maker Village KC is a small community wood- and metal-working shop that empowers those through making. The Pillars group learned of open shop and classes being offered and were certainly inspired to come back to try one on their own! Following the tour, the class walked a few blocks to the east and enjoyed a juice break at Ruby Jean's Juicery, while listening to the story of its conception. Another client of AltCap, Ruby Jean's was opened by Chris Goode, having named the shop after his late grandmother, with the purpose of providing community health in a genuine approach. With its recent expansion and move into a larger space at 30th and Troost, Ruby Jean's goes above and beyond by providing meals at a reduced cost for living in the area.

The class then walked to Thelma's Kitchen, one block to the south of Ruby Jean's. Thelma's is Kansas City's first pay-what-you-can cafe and is just one initiate of the local Reconciliation Services. Executive Director, Father Justin Mathews, shared an inspiring introductory of Reconciliation Services to the group, echoing its mission to transform Troost from a dividing line into a gathering place. While listening to all its services provided to the community, in addition to affordable food access, some Pillars were lucky enough to enjoy freshly baked bread pudding!

Finally, the Pillars class made it to the last destination — Weave Gotcha Covered! Here, the group listened to an engaging and moving presentation of their business evolution by co-founders, Kelly Wilson and Lonnie Vander-slice. Everyone in the room learned that Weave Gotcha Covered is the epitome of social enterprise: solving social problems of unemployment related to negative life-circumstances, transportation barriers, generational poverty or addiction, through both their for-profit business and non-for-profit vocational learning center, The Sewing Labs.



STEAM Studios exploring owl pellets



Learning to Code

FEBRUARY

Whether we are conscious about it or not, design professionals in the Kansas City area impact the world on a daily basis. From sports stadium to water system design, firms in Kansas City has a large percentage of the global market. Also, when compared to peer cities around the country, Kansas City rebounded from the 2008 recession faster and growth is projected to continue.

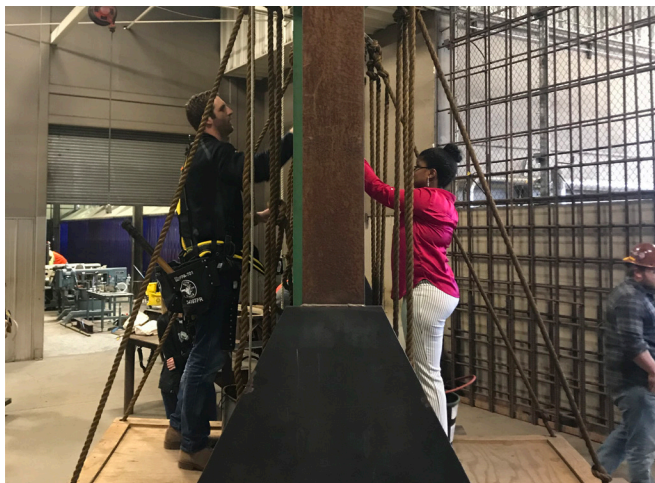
Whether it's the Mayor's proposed sales tax to fund quality pre-Kindergarten for everyone or the new master's program which prepares teachers to integrate design thinking into their classroom, Kansas City is rising to the challenge. In conjunction expanding employment opportunities, the educational methods and standards of this area are adapting. To better understand what the need is and what initiatives exist at local private firms and government agencies to address those needs, Pillars visited SteamStudio, heard from the KC Chamber, and acquired interesting statistics by investigating the KC Global Design Talent-to-Industry Exchange report (TIE report) with some of the collaborators.

The February session started with lunch and a presentation at Gould Evans by Dr. Mandi Sonnenberg, the co-creator of Steam Studio, a "living demonstration of an adaptive education system that supports and inspires area students and educators through immersive learning and research-based outcomes."¹ Dr. Sonnenberg presented a brief history of Steam Studio and her background as an public school educator and administrator prior to becoming collegiate faculty at Rockhurst University. Next, she discussed some of the achievements of Steam Studio, which includes partnering with non-profit organizations to provide adaptive toys to children with accessibility modification needs and providing professional development to area teachers. Lastly, Pillars learned about the general goals for all the participating students: working with the mindset that they can solve problems, thinking about what they are passionate about and translating those ideas into altruistic endeavors, and developing the ability to self-govern as they work toward a collective goal.

The second piece of the Pillars' visit to Steam Studio was one of three hands-on activities in its new location with adaptable furniture. These activities were actual tasks given to elementary students who participated in Steam Studio's curriculum.

They included a construction activity, a biology activity, and a computer programming activity. While some Pillars chose to engage in activities that they remembered from their own early education, other chose the activity that was most unlike their current expertise. A main take away from the experience was the thoughtfulness required by the Steam Studio method in the process of approaching a problem. Many Pillars expressed that, as adults, they rarely take the time to plan out how to approach solving any of the daily problems they encounter.

On a national level, the skilled construction labor work force decreased significantly with the recession in 2008. Similar to the design professionals, these ramifications have industry leaders scrambling to replace that "lost generation." With construction continuing to grow in Greater Kansas City, the demand for skilled labor has outweighed the supply for the past six years. The labor supply will continue to be a major factor in regional construction as market trends predict an increase in all sectors. Construction in the KC Metro, including large construction projects such as the new airport and expanding campuses for both Cerner and Garmin, will keep the demand high. Since labor supply and skill level drives everything from project timelines to what building components are available for the design of the project, the building trade training centers are on the front lines of strategizing how to increase the supply of skilled labor. Again similar to the efforts with qualified construction design professionals, the skilled labor sector is placing greater emphasis on diversification with specific programs focused on informing female and minority high school students about the opportunities available to a skilled laborer.



Pillars practicing Steel erection



Greg Davey presenting at the Builder's Association

MARCH

As a way to bring multiple perspectives to the topic, the March Pillars session explored three facets of unions; the managerial/general contractor side, the trades person's training side, and the union leadership side. The session began with a presentation by Dr. Richard Bruce, Gregory Lever, and Greg Davey. Dr. Bruce introduced those who were unfamiliar with the Builders' Association and the training center to the facility. He also discussed some pertinent statistics from the recently released Skilled Labor Talent To Industry Exchange (TIE) Report. Similar to the statistics of the TIE report for the design industry, the research done with skilled labor in Kansas City showed a disparity in diversity among the trades.

The next presenter, Greg Lever, discussed the National Institute for Construction Excellence (NICE) and his involvement with bringing a variety of trades programs to local schools. Mr. Lever also discussed the yearly conference where students who participate in these programs showcase and compete against each other in a variety of semester or year long design challenges. These middle and high school design and drafting competitions range in complexity based on the average age of the participant.

Greg Davey wrapped up the first part of the session with a presentation on the history of the legislation pertaining to trade unions. Mr. Davey also discussed the differences between how union and non-unions work on job sites in Kansas City as compared to other cities.

After a brief break, Romond Holt, the Outreach Manager at the Builders Association divided the group up into 4 teams to experience the drywall, glazing, ironworkers, and advanced career center training facilities housed at the Builders' Association North Kansas City location. For the drywall session, a trainer and a third year apprentice demonstrated vinyl wall covering application before offering an opportunity for each Pillar to attempt the same task. The glazing trainers and apprentices provided the choice between practicing how to safely cut glass and getting up on a lift to experience installing a curtain wall system. In the ironworkers' area, a trainer explained one of the virtual reality programs they use for teaching new apprentices about beam walking and crane signaling. Pillars also had the opportunity to don a lightly loaded harness, step onto a swing stage, and practice installing bolts into a bridge girder connection (this was an actual section

from a local bridge that was previously demolished). The final hands on learning session was experiencing the advanced career training center, which works with middle and high school students and provides an experience using the new technology companies are currently providing on actual job sites as well as translating CAD to actual construction.

After a doughnut and coffee break, Pillars resumed classroom learning from Judy Ancel, a retired labor instructor who has been working with and educating labor managers on how to negotiate the best for their shops for the past 29 years. Ms. Ancel brought the labor perspective to the legal history of unions in the United States and explained the difference between a craft union and an industrial union. She also gave specific examples of how the reduction in competition between workers established by the collective bargaining power of a union actually helps to promote quality of construction on job sites.

Finally we heard from Alise Martiny, the first female business manager of a trade organization in the country. She shared her perspective from decades of working as a concrete mason journey-person and an officer with the Greater Kansas City Building and Construction Trades Council. Ms. Martiny spoke on some of the finer points of management within a trade union and the connective mentality between all trade unions and their efforts on behalf of their members. Finally, she explained one of the outreach programs that caters specifically to female high school aged students who are interested in construction trades, Camp NAWIC.



Kansas City Ford Plant Tour

APRIL

The April Pillars session focused on the future of transportation in Kansas City. The session kicked-off at the Kansas City Ford Plant, where the Ford F-150's and Transit vans are produced. The guided tour showcased Ford's state of the art production facility, and toured through the production journey of an F-150 and Transit van from start to finish.

Next the Pillars traveled to VML Headquarters, located at the downtown Kansas City Airport where Drew Thompson, from Black and Veatch, gave a presentation on the Hyperloop, and its role in Kansas City. His presentation focused on the feasibility study conducted by the Missouri Hyperloop Coalition. The study proposed connecting Kansas City to St. Louis utilizing the I-70 Corridor. Drew presented on the feasibility of establishing a hyperloop connection, possible terminal locations, and the advantages of using the hyperloop over existing train technology. Critical to this proposal was the possibility for multiple stops along the travel path, and a considerably reduced travel time from Kansas City to St. Louis compared to traditional air or ground transportation.

Next David Johnson with the Kansas City Area Transportation Authority presented on the Kansas City Streetcar, and BRT Extensions. David covered the history of the transit MAX routes. These routes focused on fast and frequent service, high amenities, and were branded to fit those advantages. David went on to detail the various MAX lines available in the Kansas City area. He also went into depth covering the Key tactics and plans for the KC Area Transportation Authority moving forwards to increase ridership, reduce operating costs, and eventually roll out electric buses.

Laura Machala from the Mid-America Regional Council in Kansas City, Missouri presented on the current strategic initiatives and efforts of MARC. She also took the time to introduce the regional transportation plan for 2050.

Finally Zac Sweets with Kansas City Chamber of Commerce presented on the Kansas City Chamber of Commerces Big 5 Transportation Initiative. This initiative focuses on providing



Laura Machala exploring the future of transportation in Kansas City

workforce access to jobs across the Kansas City Metro area, transportation safety to riders, advocacy, and revenue and investment strategies and guidance.



Cultivate KC



Dairy Farmer's of America

MAY

The May Pillars session focused on the past and future of the agriculture industry in Kansas City. The session covered a wide variety of topics both in content and size of impact on the agricultural industry in Kansas City.

The session began at the new Dairy Farmers of America (DFA) building in Kansas City, KS. To start out the session right we started with an introduction to one of Kansas City's favorite past times, BBQ. The KC BBQ Society brought ribs and brisket from three different well known KC BBQ establishments to teach the 2019 Pillars class about the work of BBQ judging. It was entertaining as well as surprising which of the three well known establishments were favored.

Just as lunch was wrapping up Monica Massey, Executive Vice President and Chief of Staff, from DFA joined the session to discuss how DFA has such an impact on the dairy markets throughout the world. Monica discussed how DFA not only represents a majority of the dairy farmers in the United States, but they also own or are part owner in over 40 major dairy brands including brands like Hiland Dairy. Monica was also able to describe some of the logistics that are part of DFA's every day work flow moving dairy across the nation. As the session was wrapping up at DFA, Monica was able to treat everyone to a milk chocolate dessert at the MILK bar as the class toured the innovative and unique office building. After the tour, Kristie Larson, Director of Education, for the American Royal, was able to join the session to teach the class about the history of the "Cowtown." Pulling from some of the information discussed in the September session, Kristie was able to provide history and background for the west bottoms and the extreme impact the livestock exchange had on the development of Kansas City.

Next, the session was relocated to the downtown Kansas City, Kansas library to meet with Stephanie Moore, Management Analysts in the Economic Development Department at the Unified Government of Wyandotte County, Kansas City. Stephanie was able to present and discuss

challenges of the new MERC Co-op project in downtown Kansas City, KS and its affect on the food desert.

Finally, Katherine Kelly from Cultivate KC was able to join the class to discuss how Cultivate KC has made such a vital impact on refugees in Kansas City, Kansas and some of the challenges that have been associated with developing it. Kelly also gave the class a tour of the fields and equipment that are used by Cultivate KC and shared some of their future growth plans.