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## 2026 AIA Fellowship

Candidate Jessica M. O'Donnell  
Organization Urban Practice  
Location Collingswood, New Jersey  
Chapter AIA New Jersey; AIA West Jersey

### Category of Nomination

Object 3 (Led the Institute, Led Related Organization) > Led the Institute

### Summary Statement

Jessica M. O'Donnell strengthens the Institute's connective fabric by developing and advancing pathways throughout the AIA and AEC industry. Her leadership catalyzes AIA engagement, mobilizes the next generation, and shapes the profession.

### Education

\*Temple University Fox School of Business Philadelphia PA, Fall 2017, Business of Architecture Certificate Course  
\*Oklahoma State University Stillwater OK, August 2006-May 2011, Bachelor of Architecture Degree and Environmental Studies Certificate

### Licensed in:

\*Pennsylvania  
\*New Jersey

### Employment

\*Urban Practice / The Michaels Organization, 2023 - Present (Senior Project Architect & BIM Manager)  
\*Thriven Design (formerly Kitchen & Associates) , 2016 - 2023 (Project Architect & BIM Manager)  
\*Dassa Haines Architectural Group / Ella Construction, 2011-2016 (Staff / Project Architect)

Dear Mr. Garner, FAIA, NOMAC, Chair, Jury of Fellows and esteemed Members of the Fellowship Jury:

It is with great pleasure and enthusiasm that I nominate **Jessica O'Donnell, AIA** for advancement into the American Institute of Architect's College of Fellows. Jessica has a proven record of dedication and impact on the Institute and makes an exceptional candidate. She has advanced meaningful changes in the AIA while also opening avenues for emerging architects to help shape the future of the Institute. Whatever Jessica puts her mind to – the Strategic Council, Young Architects Forum (YAF), the emerging professional community, helping to develop an assessment tool for our profession's competencies, or ensuring qualified young professionals want to enter the workforce – she pursues each with abandon for their continued success by delivering them through long-lasting solid solutions.

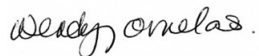
Through Jessica's leadership in the Strategic Council, she has enriched the visibility of the Institute. Initially elected to the Council as an At-Large Representative, she quickly inspired and empowered her colleagues through her digital content creation and dissemination to better amplify their work. While most AIA members understand the 'concept' of the Council few really know what it is doing. To better assess its effectiveness, Jessica conceptualized the first virtual *Big Think* survey, gaining insight from more than 120 past and present members (plus the public). She also was a part of the team which created the first *Council Year in Review Journal*, which has had over 109,700 LinkedIn impressions. Never before has the Council been so transparent and technology-driven in their communications. Through these leadership qualities Jessica became **the first** Council member elected as Moderator to serve in that position during her second year, and then was re-elected for a historical second term.

Six years ago, I met Jessica through the inaugural YAF/COF *Align Program* and immediately saw her leadership skills. She was eager to listen and learn from the Fellows as well as her colleagues. I was able to witness Jessica as Chair of YAF. During this time, she created a structure where she mentored her successor through the final stages of the YAF expansion. Jessica used this experience to transform New Jersey's *Emerging Professionals Community*, and to collaborate with the *Integrating Design Education through Architecture* group and the COF to engage activities for local K-12 students at the AIA23, AIA24 and AIA25 national conferences (and she is in the planning stages for AIA26). By curating emerging professional and young architect's engagement within the AIA, she mobilizes and permeates the next generation.

As one who is compelled to focus her career on improving what is *best for the profession* over what is *best for herself*, Jessica inspires the next generation. She is an active leader in the AIA at many levels empowering emerging professionals with tangible resources to advance their skills and leadership potential. Jessica consistently celebrates the work of her colleagues, challenges prospective leaders to believe in their value to the communities they serve, and she pro-actively seeks new avenues to make our world a better place.

Jessica O'Donnell's selfless commitment to architecture is exhibited by her focus of giving back to the profession through her leadership roles. I have met no one else who can match her passion and dedication to advancing both the AIA and her communities about the built environment. I believe one simple aspect of Fellowship is to inspire our 'fellow' professionals to be role models in our profession. **Jessica O' Donnell, AIA** is the epitome of this ideal, and one whom others will emulate. In whatever she tackles – through her leadership in catalyzing engagement within our profession, mobilizing the next generation, or shaping the profession through the evolving standards of practice with our allied professions – she is uniquely adept in amplifying the voice and the mission of the AIA with solid and unique solutions. The impacts of her work have been felt across the nation and the Institute, and for that reason I wholeheartedly support Jessica O'Donnell's advancement into the College of Fellows.

Sincerely,



**Wendy Ornelas, FAIA**

Associate Dean and Professor Emerita

Distinguished Professor, Association of Collegiate Schools of Architecture | Richard Upjohn Fellow, American Institute of Architects | President's Medal for Distinguished Service, National Council of Architectural Registration Boards | 2021-2022 Chair, Kansas State Board of Technical Professions | 2012-2014 Director, Central States Region, American Institute of Architects | 2009-2010 President, National Architectural Accrediting Board |

The Department of Architecture | Kansas State University | 1088 Seaton Hall | Manhattan, KS 66506-2902 | C 785.341.9379 | wornelas@k-state.edu

# 1.0

SUMMARY OF  
ACHIEVEMENTS

*Jessica M. O'Donnell strengthens the Institute's connective fabric by developing and advancing pathways throughout the AIA and AEC industry. Her leadership catalyzes AIA engagement, mobilizes the next generation, and shapes the profession.*

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## ▲ CATALYZING AIA ENGAGEMENT

*Jessica enhances the visibility of the Institute within the broader AEC industry community. Her leadership strengthens the Institute by developing and advancing pathways that increase member engagement across the AIA ecosystem.*

As a visionary who is never content with the status quo, Jessica's dynamic leadership as an At-Large Representative on the AIA Strategic Council (Council) made history as the first person elected to serve as Moderator during their second year, and as the first person elected to serve a second term as Moderator. She *revolutionizes communications from the Council, magnifies Council work, and enhances the groups connections* to the larger AIA ecosystem. *Her communications have initiated over 109,700 impressions, reaching over 20,270 individuals.* EXHIBIT 3.1 ▲■●

By reimagining and spearheading the 2022 quinquennial Young Architects Forum (YAF) Summit celebration event into a hybrid 3-part global foresight planning experience called Mission 2130, Jessica *expanded access to this event by 600%, engaging 360 more forward thinking trailblazers than the 2017 summit event.* EXHIBIT 3.2 ▲■●

Through her work on digital publications and online platforms, Jessica *increases global access to knowledge and resources from the AIA.* She amplifies the voice and mission of the College of Fellows (COF) as Editor-in-Chief of *COF Quarterly*, expands the visibility of the Council work, and enhances the YAF reach as a *Connection* and YAF Toolkits content creator. SECTION 2 ▲■●

Jessica makes transformative contributions that advance civic engagement and elevate the profession in the eyes of the community through her citizen architect engagement. Through her speaking roles and leadership initiatives, *Jessica empowers architects across the nation to take action by getting involved in civic issues.* EXHIBIT 3.4 ▲■●

## ■ MOBILIZING THE NEXT GENERATION

*Jessica's passion for developing opportunities for emerging professionals and young architects to enhance their growth within the profession is evident in her global, national, state, and local leadership roles. Her initiatives transform pathways for expanded engagement at all scales.*

During her eight-years on the YAF, Jessica's initiatives have bolstered the group's visibility within AIA, highlighted young architects as leaders, and created opportunities for both knowledge sharing and knowledge continuity. *Her leadership of this group has supported young architects engaged across all 206 AIA components, plus AIA International Chapters and Sections.* EXHIBIT 3.5 ▲■●

Dedicated to creating a robust support network for the next generation, Jessica revived and transformed the Emerging Professionals Community (EPiC) in New Jersey, and *presented this replicable framework on a global scale* at the 2017 AIA Grassroots Leadership Summit. This inspirational structure curates pathways for emerging professional and young architect engagement within AIA and *inspired the development of the YAF 'How to Start or Grow an Emerging Professional Committee' toolkit, which Jessica co-authored. To date, the toolkit has reached 38 countries, and 12 states.* EXHIBIT 3.6 ▲■●

Jessica's engagement with local communities and future design professionals increases visibility of the AIA while also expanding access to, and interest in, the architectural profession. *Over the past 12 years, she has inspired kindergarten through 12th grade (K-12) students across five states and Washington DC to explore architecture* as a potential career option through national, state, and local activation events. EXHIBIT 3.7 ▲■●

## ● SHAPING THE PROFESSION

*Jessica drives how the industry responds to evolving standards in architectural practice and the changing needs of the profession. Her leadership with allied organizations and within practice coordinates the building industry and the profession of architecture.*

Through her volunteer work across six committees and subcommittees with the National Council of Architectural Registration Boards (NCARB), Jessica verifies that competency assessment content and methodologies parallel evolving standards in architectural practice. Her work removes barriers into architecture while maintaining the rigor required to protect the health, safety, and welfare of the public. *Her work has impacted everyone who has taken an ARE test, either domestically or internationally, since 2019.* EXHIBIT 3.8 ■●

By improving the caliber of architectural education as an *AIA appointed practitioner on National Architectural Accreditation Board (NAAB) site visiting teams*, Jessica works to ensure there is a consistent and reliable stream of qualified students who are prepared for internships and professional practice. SECTION 2 ●

Jessica believes it is vitally important to keep the architecture profession relevant by updating practice standards and embracing technological advancements. She empowers staff members, consultants, and clients with resources to streamline collaboration by utilizing the newest technology. Jessica expands the use of technology in architectural practice by paving the way for the future practice models on a global scale. *Her expertise in BIM technology has been featured as an international case study, reaching attendees from 25 states and five countries.* EXHIBIT 3.9 ■●

## JESSICA O'DONNELL AIA, NCARB

**Fellowship - Object Three:**  
To coordinate the building industry and the profession of architecture.

**Sub-Object:**  
Led the Institute



### EDUCATION

Temple University | Fox School of Business | Philadelphia PA  
Business of Architecture Certificate Course  
Fall 2017

Oklahoma State University | Stillwater, OK  
Bachelor of Architecture Degree  
Environmental Studies Certificate  
Graduated May 2011

### LICENSES & CERTIFICATIONS

Pennsylvania RA407101 | 2015 - Present  
New Jersey 21AI02021600 | 2016 - Present  
NCARB Certificate 81723 | 2015 - Present

### WORK HISTORY

Urban Practice / The Michaels Organization  
2023 - Present | Senior Project Architect & BIM Manager

Thriven Design (formerly Kitchen & Associates - K&A)  
2016 - 2023 | Project Architect & BIM Manager

Dassa Haines Architectural Group / Ella Construction  
2011-2016 | Staff / Project Architect

### VOLUNTEER LEADERSHIP HIGHLIGHTS

Over the past ten years, Jessica has been elected or appointed to **44 global, national, state and local leadership positions**. See Section 2.1 for additional leadership highlights and the impact she made in those roles.

#### 2016 - Present | American Institute of Architects (AIA - Global & National) ▲

2024 - Present | 2025 and 2026 Moderator; 2024 - 2026 At Large Representative  
*Strategic Council* ▲

2024 - Present | 2025 Chair; 2024 Co-Chair  
*Candidate Development Committee (CDC)* ▲

2016 - 2023 | 2022 Chair; 2023 Past Chair; 2021 Vice Chair;  
2019 - 2020 Knowledge Director; 2016 - 2018 New Jersey Representative  
*Young Architects Forum (YAF)* ■

2019 - 2020 | Appointed YAF Representative Member  
*AIA Strategic Plan Committee* ▲

#### 2015 - Present | AIA New Jersey (AIANJ - State Chapter) ▲

2016 - 2018; 2025 - Present | *Executive Committee Officer* ▲  
2025 President-Elect; 2026 President; 2024 Strategic Plan Task Force Member;  
2016 - 2018 Young Architect Representative (YAR)

2016 - Present | *Board of Trustee Member* ▲

2015 - 2022 | Co-founder, Chair, Advisor  
*AIANJ Emerging Professionals Community (EPiC)* ■

#### 2016 - Present | AIA West Jersey (AIAWJ - Local Chapter) ▲

2021 - Present | *Board of Trustee Member* ▲

2016 - 2019 | *Board of Directors Officer* ▲  
2019 President; 2020 Past President; 2018 President-Elect; 2016 - 2017 Secretary

#### 2017 - Present | National Council of Registration Boards (NCARB)

2025 - Present | *Research & Development Subcommittee* ●

2023 - 2025 | *Examination Committee* ●

2017 - 2023 | Jessica was part of *six different Examination Subcommittees* and also served as Case Study Subcommittee Coordinator ●

#### 2018 - Present | Architecture, Construction, Engineering Mentor Program of America (ACE Mentoring) ■

2018 - Present | Mentor & *Team Leader*, Team Camden

# 2.1

SIGNIFICANT WORK

▲ **CATALYZING AIA ENGAGEMENT** ▲ Empower Architects ▲ Inspire Participation ▲ Take Action ▲

■ **MOBILIZING THE NEXT GENERATION** ■ Transform Pathways ■ Support Young Architects ■ Expand Engagement ■

● **SHAPING THE PROFESSION** ● Improve Practice ● Advance Knowledge ● Broaden Access ●

Jessica's diverse leadership roles within the AIA and AEC industry continue to have global impacts on the architectural profession.

531,345+

Organic impressions made with digital content for College of Fellows and AIA Strategic Council

SECTION 2.1 ▲ ■ ●

20,000+

Recently licensed architects represented by Jessica's proactive leadership

EXHIBIT 3.5 ▲ ■ ●

139,030+

ARE candidates impacted by Jessica's NCARB committee roles

EXHIBIT 3.8 ■ ●

72

Countries reached with digital publications and articles

SECTION 2.1 ▲ ■ ●

53

States and territories engaged through YAF leadership roles

EXHIBIT 3.5 ▲ ■ ●

885+

Architecture students impacted through speaking engagements and NAAB site visits

EXHIBIT 3.9 ●

420

Forward thinking visionaries across 17 countries activated by Mission 2130

EXHIBIT 3.1 ▲ ■ ●

915

All time reads of 'How to Start or Grow an Emerging Professional Toolkit' from 38 countries

EXHIBIT 3.6 ▲ ■ ●

105

Educational sessions curated or led by Jessica at her firms

PAGE 14 ●

605+

Event participants influenced by Jessica's Citizen Architect speaking roles & initiatives

EXHIBIT 3.4 ▲ ■ ●

725+

Kindergarten through high school students engaged across five states plus Washington DC

EXHIBIT 3.7 ▲ ■ ●

440+

Attendees from five countries and 25 states at Jessica's practice model case study presentation

EXHIBIT 3.9 ●

# 2.1

## SIGNIFICANT WORK

### CATALYZING AIA ENGAGEMENT ▲ Empower Architects ▲ Inspire Participation ▲ Take Action ▲

Jessica enhances the visibility of the Institute within the broader AEC industry community. She strengthens the Institute by developing and advancing pathways that increase member engagement across the AIA ecosystem.



Leading the Strategic Council Assembly at AIA25



2024 AIA Candidate Development Committee Webinar

### ▲ GLOBAL IMPACT

#### 2025 | AIA Governance Task Force

» Appointed Committee Member

Jessica provides strategic insights during the assessment of the current AIA governance structure's effectiveness. She **champions communication of task force work** to the Council, Young Architects Forum and AIA membership through personal connections and community hub spaces. Jessica also **initiated asynchronous subgroup meetings that advance the group's charges between formal monthly meetings.** ▲ ■

#### 2024 - 2026 | AIA Strategic Council

» 2026 | Moderator (Elected)

» 2025 | Moderator (Elected)

» 2024 | Co-Chair of the Value of Architecture Study Group

» 2024-2026 | At-Large Representative (Elected)

Elected by the Council as an At-Large Representative from a slate of 19 applicants, Jessica's leadership broadens engagement with the group's forward-thinking studies. She conceptualized the first Virtual Big Think Survey, which **captured the insights and commentary on the work of the Strategic Council from more than 120 members of AIA and the public.**

Jessica revolutionized Council communications through digital content creation and dissemination that amplifies its work, enhances its connection to the larger AIA ecosystem, and inspires others to follow suit. Her leadership led to the creation of the Council Year in Review Journals in 2024 & 2025, and her digital communications inspired a 2025 study group to develop the monthly digital 'Climate Corner' guides. Jessica's monthly Council updates to online professional network sites **initiated over 109,700 impressions and 2,450 reactions, reaching 20,270 individuals.**

As 2025 Moderator, Jessica streamlined Council operations and organized workflows to support study group co-chairs, successfully fostered effective dialogue with the AIA Board, and inspired the creation of an alignment memo outlining the impact of the Council over the past 10 years. Her impactful leadership **made AIA history in 2025 when Jessica was elected by the Council to be the first person to serve a second term as Moderator.**

EXHIBIT 3.1 ▲ ■ ●

#### 2024 - 2027 | AIA Candidate Development Committee

» 2025 | Chair (Appointed)

» 2024 | Co-Chair (Appointed)

Jessica champions the development of a leadership core competency framework to advance and support diverse candidates for open positions on the AIA Board of Directors, the Strategic Council and other AIA leadership groups. She served as a panelist in the 2024 global webinar - Shape the Future through AIA Leadership - to demystify the candidate process, making AIA engagement more accessible to a wider demographic. The digital footprint of **this webinar made 2,389 impressions and reached 1,198 people.** ▲ ■

#### 2023 - 2026 | AIA College of Fellows (COF) Quarterly Publication

» 2024 - Present | Editor-in-Chief (Appointed)

» 2023 | Associate Editor (Appointed)

Jessica amplifies the COF voice and mission by increasing access to knowledge and resources through digital publications and online platforms. By creating the COF LinkedIn page and engaging guest contributors to highlight diverse perspectives, **Jessica has expanded authorship by more than 220% and increased reader engagement with COF Quarterly by over 195% when compared to 2020-2023.** EXHIBIT 3.3 ▲ ■ ●

#### 2022 | AIA Young Architects Forum (YAF) Summit 30: Mission 2130

» Steering Committee Chair

With a primary goal of expanding access to this event, Jessica developed the structure and content for the first phase of the event: **three virtual Code Red Charrettes** to crowdsource possible future strengths, weaknesses, opportunities, and threats to our built environment, our planet, and our society in the year 2130. Jessica led the data analysis from the 320 charrette visionaries, which informed the creation of the event's second phase.

The second phase, an in-person experience, activated an additional 60 attendees to envision the year 2130. Jessica organized the attendees into Mission Crews and challenged them to create a roadmap of milestones to achieve that reality after the 2030 commitment ends. This summit was the **first AIA event to integrate AI into the attendee experience** and Jessica's synthesis of the event information **directly led to the 2023-2027 YAF Strategic Initiative of 'Architects in Action, Catalyzing for Change'.**

EXHIBIT 3.2 ▲ ■ ●

# 2.1

## SIGNIFICANT WORK

### CATALYZING AIA ENGAGEMENT ▲ Empower Architects ▲ Inspire Participation ▲ Take Action ▲



Align Cohort 2  
virtual meeting in 2025



2024 AIA New Jersey  
Distinguished Service Award  
recipient

#### ▲ GLOBAL IMPACT

2019 - 2020 | AIA's 2021-2025 Strategic Plan

» *Appointed Committee Member*

Serving as the representative voice of over 20,000 Young Architects on the AIA's 2021-2025 Strategic Plan Committee, Jessica ensured the Young Architect perspective was integrated into the aspirational framework referenced by every committee, AIA Chapter, and Component across the globe. ▲ ■ ●

#### ▲ NATIONAL IMPACT

2019-2020, 2024 - Present | AIA Board Knowledge Committee (BoKnoCo)

» *2024 - Present | Appointed Committee Member*

» *2019-2020 | YAF Knowledge Director (Liaison to BoKnoCo)*

Jessica provided critical feedback to establish the inaugural evaluation framework criteria to assess content quality and enhance operations amongst the 21 Knowledge Communities (KCs) within the AIA Ecosystem. This **framework was implemented as a pilot initiative by AIA in 2025**. As a KC champion, Jessica cultivates member to member connections that enhance communication and understanding between the ongoing BoKnoCo work and the KCs. Her efforts help **identify potential misalignments or communication gaps, which are promptly addressed and resolved with AIA staff.** ▲ ●

2019 - Present | YAF + COF Align Mentorship Program

» *Participant and Cohort 2 Champion*

Since 2019, Jessica has organized Cohort 2's monthly virtual meetings and in-person meet-ups at AIA events, forging a unique bond. This Align cohort is the **only pilot year group still meeting regularly and of the four young architects in the cohort, three have received the AIA Young Architect Award and one has been elevated to Fellowship**. This successful Cohort was also featured in Q3-2025 of COF Quarterly to inspire other mentorship groups. Jessica's ongoing connection to the YAF Advisory Committee and her continued Align engagement propels the program forward; **she catalyzed movement for the 2025 cohort call for applications which added 17 new individuals to the program.** ▲ ■

#### ▲ STATE & LOCAL IMPACT

2015 - Present | AIA New Jersey (AIANJ) (State)

**Executive Committee Officer (Elected)**

» *2026 | President*

» *2025 | President-Elect*

» *2016 - 2018 | Young Architect Representative (YAR)*

In 2025, Jessica developed the first statewide call for volunteers to inspire more engagement of members by clarifying the variety of opportunities available. By including each committee charge, meeting cadence, and anticipated time commitment, Jessica brought transparency to the different roles and clarity between state and local section involvement. **This increased the number of new volunteer leaders in New Jersey by 17%.**

Jessica elevated the YAR position to a voting Executive Committee member in 2016 through a **successful bylaws amendment, giving a voice to the 565 recently licensed individuals in the state**. Because of this success, she was invited to give a national YAF case study presentation to empower the seven AIA Regions whose YAR was not a voting executive committee member at that time.

In order to enhance the experience for emerging professionals (EP) and young architects at the inaugural QUAD State Conference in 2017, Jessica initiated and spearheaded a collaboration with her YAF counterparts in New York, Pennsylvania and Connecticut. Her involvement resulted in **four EP targeted educational sessions, an EP Party, and lounge with an interactive display wall that engaged all attendees.** ▲ ■ ●

# 2.1

## SIGNIFICANT WORK

### CATALYZING AIA ENGAGEMENT ▲ Empower Architects ▲ Inspire Participation ▲ Take Action ▲



2017 QUAD State Conference collaboration with NJ, PA, NY and CT



Receiving the gavel as 2019 AIA West Jersey President



2019 AIA New Jersey Young Architect Award recipient

#### ▲ STATE & LOCAL IMPACT

2016 - Present | AIA New Jersey (AIANJ)  
Board of Trustee Member (Appointed)

- » 2021 - 2024 | *At-Large Trustee*
- » 2024 | *Strategic Plan Task Force Member*
- » 2018 & 2019 | *AIA West Jersey Representative*
- » 2016 - 2018 | *AIANJ Young Architect Representative*

Jessica provides empowering guidance and inspirational mentorship to the leaders of AIANJ. By leveraging her knowledge of the broader AIA ecosystem, she is able to make key connections that enhance AIANJ efforts.

Utilizing her previous strategic plan experience, Jessica spearheaded the consultant onboarding framework and created target milestone dates for each development stage to be completed. At the in-person AIANJ Strategic Plan Summit, she facilitated insightful discussions to shape the future of AIANJ, which directly led to the final strategic plan goals of ‘Stellar Member Service, Compelling Public Outreach, and Impactful Government Activism.’

2015 - 2021 | AIANJ Emerging Professionals Community (AIANJ EPiC)  
» 2015-2017 | *Co-Founder and Chair (Appointed)*

Jessica revived and transformed the emerging professionals community in New Jersey and **presented this replicable framework on a global scale at the 2017 AIA Grassroots Leadership Summit. This network structure catalyzes the next generation by curating pathways** for emerging professional and young architect engagement within AIA.

EXHIBIT 3.6 ▲ ■ ●

2018 - 2021 | AIANJ Women In Architecture (WIA)  
» *Appointed Liaison*

Jessica provided strategic direction and insights as the liaison to the AIANJ WIA Committee. She energized this vibrant community by advancing educational initiatives to enhance this networking hub that continues to celebrate and support the achievements of women in the field. ▲ ■

2016 - Present | AIA West Jersey (AIAWJ) (Local)  
Board of Directors Officer (Elected)

- » 2021 - Present | *Trustee*
- » 2019 | *President, 2018 President-Elect, 2020 Past President*
- » 2016 - 2017 | *Secretary*

Jessica brings motivating energy and focused direction to AIAWJ with her collaborative leadership style and organizational efforts. Her **strategic direction and mentorship to board members has ensured effective governance and successful component accreditation.**

As President-Elect and President, her implementation of new technologies and engaging events modernized the chapter’s operations and enhanced member communication. These initiatives increased the visibility of the organization as well as the gender and ethnic diversity of 2019 AIAWJ’s Board of Directors, **creating the only ‘all emerging professional’ AIA Board in the state of New Jersey.** ▲ ■

During her two years as Secretary, Jessica shepherded the chapter through by-law revisions, creating a voting position on the board for the EPiC Section Director. This position enhanced leadership pathways and ensured the voice of emerging professionals would always be present in board discussions. She also **increased communication with members through newsletters and mailings - two initiatives that have continued for the past nine years.** ▲ ■ ●

“Jessica is a steadfast advocate for increasing diverse perspectives in decision making at all levels of the profession and throughout the Institute. Through our work together on the 2024 AIA Candidate Development Committee and the 2024-2027 AIA New Jersey strategic planning process, I observed Jessica’s action-oriented leadership and I continue to be impressed with her ability to advocate for others, inspire robust conversation, and illuminate pathways to broaden engagement.”

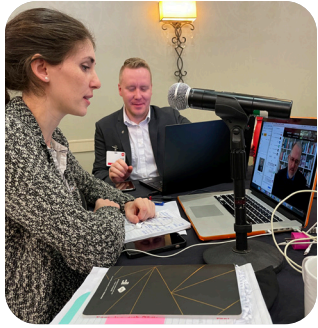
Helene Combs Dreiling, FAIA  
2014 President, The American Institute of Architects  
2024 Candidate Development Committee Member

# 2.1

## SIGNIFICANT WORK

### MOBILIZING THE NEXT GENERATION ■ Transform Pathways ■ Support Young Architects ■ Expand Engagement ■

Jessica's passion for developing opportunities for emerging professionals and young architects to enhance their growth within the profession is evident in her initiatives that transform pathways for expanded engagement at all scales.



Jessica leading the hybrid 2022 YAF Annual Meeting with virtual guest President Dan Hart, FAIA

#### ■ GLOBAL IMPACT

2016 - 2023 | AIA Young Architects Forum EXHIBIT 3.5 ▲ ■ ●

- » 2022 | Chair, 2023 Past Chair, 2021 Vice Chair (Elected)
- » 2019 - 2020 | Knowledge Director (Elected)
- » 2016 - 2018 | New Jersey Young Architect Representative (YAR) (Elected)

As Past Chair, Jessica created successful leadership transitions by effectively mentoring her successor through the *expansion of the YAF committee during the second phase of the Regional Alignment, expanding the committee to 62 members* with representatives from all 50 US states, DC, Puerto Rico, and international regions.

Through Jessica's 2023 campaign for the At-Large Director on the AIA Board, she inspired her fellow Young Architects and YAF Alumni to run for national positions. *Both the 2023 and 2024 YAF Chairs as well as the 2016 YAF Chair and a former YAR are now members of the AIA Board.*

Jessica *instituted monthly YAF Alumni updates to galvanize the YAF community by keeping alumni informed* of what the forum is working on, ways they can stay engaged, and in-person meet-ups at National events. This successful effort has continued as a Chair initiative for the past three years.

In addition to chairing the YAF Mission 2130 Steering Committee in 2022, Jessica simultaneously shepherded the 28 person YAF committee through the first phase of the Regional Alignment implementation, which expanded the committee to 43 members.

Jessica initiated 'Open Mic Night' programming to provide visibility and accessibility from local chapters to the national committee while showcasing young architect leaders. Since 2021, Open Mic's have remained one of the YAF's most engaging and recurring programs to date with at least two highly attended sessions each year.

Jessica created opportunities for knowledge sharing by *curating 15 sessions for Young Architects at the AIA National Conference and over 20 special media spotlights to amplify Young Architect voices as thought leaders.*

Jessica spearheaded the collaboration with Council of Component Executives (CACE) and her National Associates Committee (NAC) counterpart to create a centralized database for educational programming on Component Connect. This *increased access to successful educational programming by ensuring resources are accessible to all 206 AIA components, regardless of size or location.*

Regional Stat Sheets specific to each AIA region were developed by Jessica to provide continuity across position turnover and streamline knowledge continuity pathways. This data was *crucial to the 2020 Regions Task Force recommendations for national equity amongst the YAR positions* when the single state region model was adopted, resulting in an increase of YAR positions from 18 to 54.

In the 2018 Knowledge Workgroup, Jessica *implemented EDI language into long standing YAF national Session Proposal templates to keep diversity and inclusion at the forefront of the planning process.* These templates have continued to be used since 2018.

As a YAF Regional Engagement Workgroup member in 2016 and 2017, Jessica researched and synthesized data on the differences in responsibilities, funding structures, and voting privileges of the Young Architect Representative in each state - this effort inspired her future creation of 'regional stat sheets.'

After successfully lobbying for the YAR position to become a voting member of the AIANJ Executive Committee through a bylaws amendment, Jessica *shared the process with all 18 AIA Regions* during a National YAF meeting. In the years since that presentation, Jessica has become a resource to YARs as they navigate similar processes in their respective states, including Pennsylvania, Florida, and Michigan.



YAF Open Mic Night Flyer

# 2.1

## SIGNIFICANT WORK

### MOBILIZING THE NEXT GENERATION ■ Transform Pathways ■ Support Young Architects ■ Expand Engagement ■



AIA Pennsylvania adoption of the EPiC framework after the 2017 Grassroots presentation



Inspiring local fourth graders at AIA24 in Washington DC

#### ■ NATIONAL, STATE, & LOCAL IMPACT

2015 - 2021 | AIA New Jersey's Emerging Professionals Community (EPiC)

- » 2015 - 2017 | Chair & Co-Founder (Appointed)
- » 2018 - 2021 | Committee Advisor
- » 2018 | ARE Prep Champion

Dedicated to creating a robust support network for the next generation, Jessica revived and transformed the Emerging Professionals Community in New Jersey (AIANJ EPiC), and *presented this replicable framework on a global scale at the 2017 AIA Grassroots Leadership Summit*. This network structure catalyzes the next generation by curating pathways for emerging professional and young architect engagement within AIA.

Jessica was invited to give additional presentations of this aspirational framework, providing more information to all fifty states plus DC and Puerto Rico and inspired the development of the YAF 'How to Start or Grow an Emerging Professional Committee' toolkit, which Jessica co-authored. *The toolkit has 925 all time reads and 9,080 impressions across 38 countries, and 12 states.*

Jessica provided strategic direction and mentored committee members as EPiC continued to grow and evolve as the leadership incubator for AIANJ. *Members have gone on to Chair the YAF and National Associates Committee (NAC) and in 2025, six of the nine AIANJ Executive Committee members started their AIA engagement with EPiC.*

Jessica created AIANJ's ARE resource library that now has *over 115 available study materials across the state. This library reduced or eliminated the financial burden of obtaining ARE study resources, making the path to licensure more accessible to the 1,856 ARE candidates in New Jersey since 2018.* EXHIBIT 3.6 ▲ ■ ●

2023 - Present | AIA K-12 Integrating Design Education through Architecture (IDEA) Group

- » K-12 Engagement Coordinator at AIA Conferences

Spearheading the collaboration between IDEA and COF, *Jessica co-created and co-facilitated engagement activities for local K-12 students at AIA's national conference* starting in 2023. As a result of this event's success, AIA National staff was hired for K-12 engagement and adopted this framework for future conferences. Under the Strategic Plan strategy to 'Broaden the Tent', this event inspires the next generation of local architects and designers in the conference's host city each year. To date, *over 115 elementary and high school students from California, Washington D.C., and Massachusetts have engaged with AIA in this immersive experience. Similar engagement activities are already in the planning stages for San Diego in 2026.* EXHIBIT 3.7 ▲ ■ ●

"Jessica is responsible for much of the amazing work that the AIA New Jersey Emerging Professionals Committee (EPiC) has done. A generous collaborator and consistent encourager, Jessica's leadership and advocacy with EPiC and the National AIA Young Architects Forum (YAF) has not only transformed the culture of Emerging Professionals (EP) in New Jersey, but inspired countless other EP groups across the country."

Benjamin Kasdan FAIA, LEED AP  
Principal, KTG Architecture + Planning  
2016-2017 AIA California Council Academy of Emerging Professionals Vice President

# 2.1

## SIGNIFICANT WORK

### SHAPING THE PROFESSION • *Improve Practice* • *Advance Knowledge* • *Broaden Access* •

*Jessica drives how the industry responds to evolving standards in architectural practice and the changing needs of the profession through her leadership with allied organizations and within practice.*



2024 NAAB site visiting team:  
Polytechnic University of  
Puerto Rico



2025 NAAB site visiting team:  
Rice University in Texas

#### • GLOBAL IMPACT

##### 2021 - Present | Thriven Design & Urban Practice

###### » *Pioneer of Integrative Design Projects*

As a leader of integrative design projects within her firms, Jessica expands the use of technology in architectural practice by paving the way for the future practice models on a global scale. Her expertise in BIM technology has been featured as an international case study by Graphisoft, the parent software development company of the BIM platform ArchiCAD. *Graphisoft invited Jessica to present her successful integrative design practice model as an international case study, reaching over 440 webinar attendees across 5 countries and 25 states.*

Because of this webinar's success, Graphisoft has invited Jessica back to give additional presentations including a global conversation on Socially Responsible Architecture, inspiring current architectural students with her integrative design project process, and encouraging AIAS members to make design their impact. **EXHIBIT 3.9** ●

##### 2023 and 2024 | Blue Scope Steel Advisory Panel

###### » *Invited Expert*

As an invited Advisory Panel member, Jessica provided industry insight on ways to open the door to more impactful collaboration between architects and this global steel supplier. She *elevated the architectural profession by identifying synergies between Blue Scope's carbon footprint reduction initiatives and the AIA Strategic Plan goal of Climate Action for Human and Ecological Health.*

Jessica was brought back for an interview in 2024 to provide architectural industry insight on potential messaging campaigns and collaboration efforts to broaden the future sustainable implications of this company's carbon transparency and tracking initiatives. ●

#### • NATIONAL IMPACT

##### 2024 - 2026 | National Architectural Accrediting Board (NAAB)

###### » *AIA Appointed Practitioner - Site Visiting Team Member*

Jessica uses her knowledge as an architectural practitioner to continuously improve the quality of architectural education and assure both quality and consistency among individual architectural programs. As a visiting site member, she works to ensure there is a continuing supply of qualified students who are prepared for internships and professional practice. *To date, her efforts have impacted over 810 B.Arch and M.Arch students from Tennessee to Texas to Puerto Rico.* ●

##### 2024 - Present | Association of General Contractors of America (AGC) & AIA Joint Committee

###### » *2026 | Co-Chair (Appointed)*

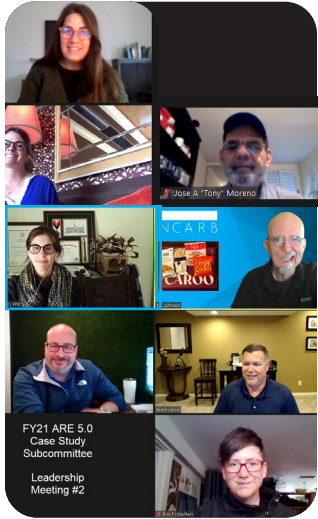
###### » *2024 - 2025 | AIA Representative (Appointed)*

Jessica spearheaded research and curated content for alternative communication and learning opportunities directed at early career professionals; *creating a cultural shift towards collaboration among the 100,000+ AIA architects and 27,000+ AGC member firms (representing over 700,000 individuals) as they work in partnership to address industry challenges of the future.* Due to her committee work in 2024 and 2025, Jessica was appointed as AIA Co-Chair of this committee for 2026. ▲ ■ ●

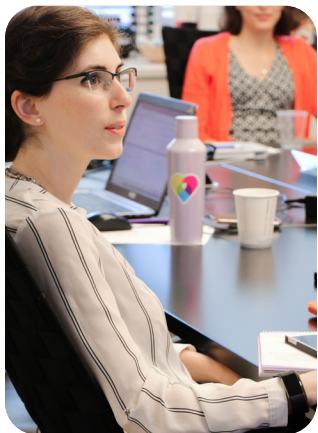
# 2.1

SIGNIFICANT WORK

## SHAPING THE PROFESSION • Improve Practice • Advance Knowledge • Broaden Access •



2020 ARE Case Study Subcommittee Coordinator meeting



2019 ARE Case Study Subcommittee meeting discussions

### • NATIONAL IMPACT

2017 - Present | National Council of Architectural Registration Boards (NCARB) **EXHIBIT 3.8** ●

» 2025 - 2026 | *Research & Development Subcommittee Member (Appointed)*

Jessica serves as an examination subject matter expert for NCARB's Licensure Research & Development Task Force. She provides strategic feedback on proposed changes related to the education, experience, and examination requirements for licensure. *Jessica's insights further refine developments of the Competency Standards for Architects and her recommendations inform exploration of new assessment models for licensure.*

» 2023 - 2025 | *Examination Committee Member (Appointed)*

Jessica guided the development, delivery, and assessment of the Architect Registration Examination (ARE). *Over the past eight years her work has impacted more than 139,030 ARE candidates who have taken an exam either domestically or internationally.*

She assessed the Case Study format to ensure candidates don't lose time with large studies and reviewed exam item performance data from psychometricians and *recommended changes to form assembly rules and policies to improve scoring fairness.* These recommendations were approved at the NCARB Annual Business Meeting in 2025.

Jessica evaluated model law language for exam eligibility, resulting in proposing model law revisions that improve exam access by eliminating potential barriers. These *proposed model law revisions, requiring high school diploma or equivalent for exam access,* were approved at the NCARB Annual Business Meeting in 2024.

» 2017 - 2023 | *Examination Subcommittees (Appointed)*

- » 2022-2023 | *ARE Forms Assembly Subcommittee Member*
- » 2021-2022 | *ARE Case Study Subcommittee Coordinator*
- » 2020-2021 | *ARE Case Study Subcommittee Coordinator*
- » 2019-2020 | *ARE Case Study Subcommittee Member*
- » 2018-2019 | *ARE Case Study Subcommittee Member*
- » 2017-2018 | *ARE Case Study Task Force Member*

Throughout these appointments, Jessica provided subject matter expert opinions on exam items to ensure content is clear for candidates, relevant to current practice, and necessary for determining minimum licensure qualifications. *She reviewed over 420+ exam items, provided language revisions to remove colloquial terms, and refined confusing code terminology. Her efforts led to the removal of unclear items and biased language from the exam.*

To ensure exam content is relevant to current architectural practice, *Jessica has created and led the development of eight real-world case studies across three exam divisions and provided feedback on the development, content, and language of 36 case studies across six exam divisions.*

"I have had the privilege to work with Jessica over the last several years as she has volunteered for multiple Architect Registration Examination (ARE) committees at NCARB. From her first NCARB committee experience in 2017, she has been a fantastic and invaluable volunteer, lending her voice on behalf of young architects in the development and continued enhancement of the ARE. Her work will have a lasting and positive impact on the exam."

Nicholas R. Respecki, AIA, NCARB  
Manager, Examination Development

# 2.1

SIGNIFICANT WORK

**ADVOCACY IMPACT & JURY SERVICE** ▲ Empower Architects ▲ Inspire Participation ▲ Take Action ▲  
*Jessica uses her insights and experience to make transformative contributions that advance civic engagement and elevate the profession in the eyes of the community through her citizen architect engagement and jury service.*



Visits to Federal Legislators during Hill Day 2023



Giving the team Sparta Presentation at AIA SpeakUp 2016

## ADVOCACY IMPACT

### 2016 - Present | Citizen Architect

Through speaking roles and leadership initiatives, Jessica empowers architects to take action by getting involved in civic issues. *She has influenced over 605 event attendees, spanning more than 45 states, and has made 17 visits to federal legislators to lobby for architectural issues.* Jessica's contributions and impact was acknowledged with AIA's August 2020 Citizen Architect recognition.

EXHIBIT 3.4 ▲ ■ ●

### 2024 | AIA National: Federal Affairs

» *Invited Subject Matter Expert*

Jessica assessed and refined the three Affordable Housing Issue Briefs generated by the AIA Advocacy staff for use by over 400 AIA members during the 2025 Hill Day visits.

### 2017 | AIA Speak Up - National Legislative Action Event

» *Team Captain; Denver, Colorado (Appointed)*

Invited by AIA Advocacy staff to train future advocacy leaders across the nation, *Jessica led a team of 15 architects through the multi-phase campaign strategy boot-camp. This event had 75 attendees representing 40 states.* ▲ ■ ●

### 2016 | AIA Speak Up - National Legislative Action Event

» *AIA New Jersey Representative Attendee; Washington DC*

Selected by AIANJ to attend the AIA's inaugural flagship advocacy training event, Jessica learned how to run a multi-phase legislative campaign and *co-led team Sparta's final presentation to the 150 event attendees, representing 45 states.* ▲ ■ ●

## JURY SERVICE

- » 2025 | Juror: AIA Atlanta Awards for Architectural Distinctions
- » 2025 | Juror: AIA Jersey Shore Service Awards
- » 2025 | Juror: AIA Connecticut Women in Architecture Award
- » 2024 & 2025 | Juror: AIA Gold Medal Award
- » 2024 & 2025 | Juror: AIA Firm Award
- » 2024 & 2025 | Juror: AIA Whitney M. Young, Jr. Award
- » 2024 & 2025 | Juror: AIA Edward C. Kemper Award
- » 2023 | Session Reviewer: AIA Conference on Architecture & Design
- » 2023 | Juror: AIA College of Fellows Executive Committee Selection
- » 2022 | Juror: AIA National Young Architects Forum Advisory Committee Selection
- » 2022 | Chair: AIA National YAF Mission 2130 Participant Jury
- » 2022 | Juror: College of Fellows Component Opportunity Grant
- » 2021 | Chair: AIA National Young Architects Forum Advisory Committee Selection
- » 2020 | Chair: AIA Long Island ArchiAwards
- » 2019 | Juror: AIA National Young Architects Forum Advisory Committee Selection
- » 2017 | Session Reviewer: QUAD State Conference (NY, NJ, PA, CT)
- » 2017 | Chair: AIA Westchester & Hudson County Design Awards
- » 2016 | Juror: AIA National YAF Advisory Committee Selection

# 2.1

## SIGNIFICANT WORK

### COMMUNITY IMPACT ■ Transform Pathways ■ Support Young Architects ■ Expand Engagement ■

**Jessica's engagement with local communities and future design professionals increases visibility of the AIA while also expanding access to, and interest in, the architectural profession.**



2024 ACE Camden Kickoff



2023 ACE Camden students during their cup stacking challenge



2024 Urban Practice CANstruction team & structure made of 4,601 cans

#### 2019 - Present | ACE Mentor Program of America - Greater Philadelphia Area Affiliate

##### » Team Camden New Jersey Leader & Mentor

After reinvigorating ACE Camden from a two year hiatus, Jessica expanded the students' engagement from a theoretical project to a design-build project, teaching the importance of sustainability measures in design. She presented this successful program at the 2024 AIA Leadership Summit during her Inspiring the Next Generation through K-12 Engagement presentation. Among 178 mentors across the ACE of Greater Philadelphia affiliate, Jessica stood out for her dedication, innovation, and mentorship, earning her the title of **2025 Outstanding Mentor of the Year**. **To date, she has impacted the futures of 62 students from Camden, New Jersey through the ACE program.** EXHIBIT 3.7 ■ ●

#### 2016 - Present | CANstruction Pennsauken

##### » 2018 - Present | Steering Committee Chair

##### » 2016 | Team Member

Jessica formalized and spearheaded the event's steering committee, increased awareness of food insecurity, engaged over 22 sponsors and expanded the event's reach by incorporating teams outside of the traditional design disciplines, such as a Girl Scout Troop, Rotary Club, Mechanical Engineers, and Structural Engineers. To date, this event has collected over 60,910 cans and more than 71,750 pounds of food that has been distributed to individuals in need within the Burlington, Camden, Gloucester, and Salem County areas of New Jersey. ■ ●

#### 2018 - 2021; 2025 - Present | New Jersey School Board Association STEAM Tank Challenge

##### » Regional Judge and Team Mentor

Jessica mentors elementary, middle and high school students in small groups to identify and develop innovative solutions to problems that need resolution in schools, communities, the state, and the globe. She also served as a judge in the regional semifinals and state finals, providing critical feedback to teams of all sizes. Since 2018, **Jessica has engaged with over 560 students across the state of New Jersey.** EXHIBIT 3.7 ■ ●

#### 2023 - Present | Local Nonprofits in Camden New Jersey

##### » Michaels Day of Service Volunteer

As a committed and dependable volunteer, Jessica donates time to local nonprofits, including Lifting Up Camden's Youth (LUCY) Outreach (a culturally inclusive program that empowers through education, connection and leadership) and the Food Bank of South Jersey, which feeds over 170,000 people per month. ■ ●

#### 2023 | Heart of Camden FIRST LEGO League

##### » Mentor

In this after school hands-on STEM program, students strengthen their design and critical thinking skills, learned basic elements of coding, and enhanced their teamwork collaboration. **Jessica mentored 12 elementary students from Camden New Jersey through the global robotics program.** ●

#### 2007 - 2011 | Architecture Students Teaching Elementary Kids (ASTEK) with Oklahoma State University

##### » Student Facilitator

As a college student, Jessica engaged with local elementary school students to strengthen existing curriculum, stimulate imaginations, and spread awareness of everyday surroundings. This experience sparked her volunteer spirit that she carries forward to this day. **Over the span of five years, Jessica engaged with over 130 students across four elementary schools in Stillwater, Oklahoma.** ●

"Jessica uses her leadership positions to bring equality and opportunity to everyone in the architecture industry. She works tirelessly to bring engaging programming to K-12 students of all socio-economic and racial backgrounds. Her contributions have shown students the possibilities of architecture as both a potential career and a way to illustrate the partnership between architecture and the communities we serve."

Libertad Lauren Harris, AIA, NCARB, Well AP  
Stantec Regional Digital Delivery Lead, US North, Central, and South BIM Manager  
2023 AIA National Associates Committee Chair

# 2.1

SIGNIFICANT WORK

## PRACTICE LEADERSHIP • Improve Practice • Advance Knowledge • Broaden Access •

Jessica believes it is vitally important to keep the architecture profession relevant by updating practice standards and embracing technological advancements.

URBAN PRACTICE

### ARCHICAD (BIM) & DRAWING STANDARDS MANUAL

The Urban Practice BIM & Drawing Standards Manual developed by Jessica

#### Guides

- K&A Guide to Architectural Licensure
- K&A Post-Architectural Licensure Guide
- Fees Associated w/ Architectural Licensure
- NCARB's Licensing Requirements Tool

#### Architectural eXperience Program (AXP)

- K&A AXP Experience Hours Template
- NCARB AXP Guidelines
- NCARB AXP Guide Booklet
- NCARB AXP Candidate & Supervisor Expectations
- End of Year Questionnaire – Do I need a new AXP Supervisor?
- See the K&A Guide to Licensure for additional links!

#### Architect Registration Examination (ARE)

- K&A ARE Prep Resources
- K&A Resource Sign Out Sheet
- NCARB ARE 5.0 Guidelines
- NCARB ARE 5.0 Handbook
- See the K&A Guide to Licensure for additional links!

Resources developed to assist the firm's licensure support efforts

### 2023 - Present | Urban Practice (UP) / The Michaels Organization

\*UP is the in-house strategic architectural partner for the national affordable housing developer The Michaels Organization.

#### » 2024 - Present | BuildWELL Program Co-Developer

Co-founded by UP and The Michaels Organization, this program defines internal sustainable and wellness design standards for all new construction and asset preservation projects within the entire Michaels development portfolio (74,000 dwelling units across 585 communities in 39 states, Washington D.C. and the U.S. Virgin Islands). This will **raise the baseline sustainability and wellness metrics for the national development company while improving the residents quality of life** upon implementation in Q4 of 2025. ●

#### » 2023 - Present | BIM Management Team Lead & BIM Manager

Jessica spearheads the development of procedures used for the office's drawing and documentation standards. In 2025, she created the UP BIM & Drawing Standards Manual to outline these processes for easy reference by all teammates. To date, **she has facilitated 14 ArchiCAD training sessions to streamline workflows and train staff to use the BIM platform more effectively.** Jessica also initiated digital tool collaboration with the Michaels Organization construction estimating and development teams, to provide more useful data to those groups early in the project phases. ■ ●

#### » 2023 - Present | Professional Development Coordinator

Passionate about expanding the technical knowledge base of the office, Jessica has **curated 59 educational sessions across nine industry related categories, ranging from building codes to project case studies, since 2023.** ■ ●

#### » 2023 - Present | Director of UP Volunteer Engagement

Jessica leads the office's volunteer efforts and is the UP representative to The Michaels Organization Charitable Contribution Committee, which is **responsible for coordinating volunteer efforts amongst 2,200 employees, across 39 states, Washington D.C. and the U.S. Virgin Islands.**

### 2016 - 2023 Thriven Design (formerly Kitchen & Associates - K&A)

#### » 2019 - 2023 | EduKation & Mentorship Committee

Jessica developed firm manuals and guides for Architectural Experience Program (AXP) supervisors and ARE candidates. She also facilitated round table discussions and data driven surveys capturing candidate's current status to **aid the firm in providing support for employees pursuing licensure.** ■ ●

#### » 2017 - 2023 | BIM Management Team & BIM Manager

To help facilitate the review of each project database to ensure the standard of care is being maintained through the office, regardless of project team or building size, Jessica **created a series of QAQC Database checklists that were implemented in late 2019.** ●

#### » 2019 - 2023 | BIM Bytes Creator and Co-Developer

Jessica spearheaded bi-monthly internal BIM training initiatives included sourcing and developing content in addition to leading training sessions. Through these training sessions, she empowered staff members, consultants, and clients with tools to streamline collaboration and project processes while utilizing the newest technology. **Over the span of five-years, Jessica organized 46 training sessions for six industry disciplines, covering 21 topics.** ●

“Jessica is an advocate for our profession, a visionary leader, and a change maker. She is a definitive example of how one voice can catalyze change in many others. Whether it is project work for the office or one of her numerous volunteer efforts, she consistently yields tangible results through her organized and results-driven nature.”

James Haley, AIA  
Principal, Urban Practice

# 2.1

SIGNIFICANT WORK

## Jessica's Impact

# 2,836

Total dwelling units added to the market

# 2,437

Accessible or adaptable dwelling units

# 1,741

Energy Star or LEED compliant dwelling units

# 1,032

Affordable Dwelling Units (Family & Senior)

## SELECT PROJECT LEADERSHIP

*Jessica has dedicated her career to creating vibrant, sustainable, and equitable communities for the underserved, focusing her work on affordable, mixed-income, and senior housing.*



### **BLOSSOM HILL** | Newark, New Jersey

Firm of Record: Urban Practice, Construction completion in 2027

Role of Candidate: Project Architect & Assistant Project Manager

- » Five-story, 503,100 sf building containing a total of 414 mixed-income family dwelling units, with 80 units reserved for low-income individuals or families;
- » All 414 dwelling units are adaptable for residents with physical disabilities and are planned to be Energy Star certified;
- » Largest project in firm history and is a firmwide case study for an integrated design project.



### **OLIVER STATION** | Camden, New Jersey **EXHIBIT 3.10**

Firm of Record: Urban Practice, Completed 2025

Role of Candidate: Construction Administrator

- » Three-story, 60,200 sf transit-oriented building containing 47 affordable multi-family dwelling units, of which five are reserved for individuals experiencing homelessness, and 5,300 sf healthcare office space with ten exam rooms;
- » Five percent of the dwelling units are accessible to residents with physical disabilities and all other units are adaptable. This building received Enterprise Green Communities Certification and is Energy Star Certified.



### **BROOK STREET LOFTS** | Woodbridge, New Jersey **EXHIBIT 3.9**

Firm of Record: Thriven Design, Completed 2022

Role of Candidate: Project Architect & Project Manager

- » Six-story, 245,000 sf building containing 146 mixed-income family dwelling units;
- » Project is an international case study for tech company Graphisoft and firmwide case study for an integrated design project.



### **SUMMIT HOUSE APARTMENTS** | Jenkintown, Pennsylvania

Firm of Record: Thriven Design, Completed 2021

Role of Candidate: Project Architect; Led Enterprise Green Communities credentialing

- » Four-story, 62,000 sf building containing 64 age restricted (62+) low-income dwelling units;
- » Eight percent of the dwelling units are accessible to residents with physical disabilities and all other units are adaptable and designed to be 'visitabile'. This building received Enterprise Green Communities certification and exceeded Energy Star requirements with reduced HERS ratings.



### **ONE THOMPSON AVE** | Dover, New Jersey **EXHIBIT 3.10**

Firm of Record: Thriven Design, Completed 2021

Role of Candidate: Architect & Construction Administrator

- » Four-story, 89,000 sf building containing 70 affordable multi-family dwelling units and Veterans housing;
- » Five percent of the dwelling units are accessible to residents with physical disabilities and all other units are adaptable. Advanced water conservation was achieved at 38.6% over baseline. This building received Enterprise Green Communities Certification and all dwelling units are Energy Star Certified.

# 2.2

## SIGNIFICANT AWARDS, HONORS & RECOGNITIONS



2022 BD+C Network 20 Under 40  
'Vigorous Volunteer'



ACE Mentor Program of Greater Philadelphia - 2025 Outstanding Mentor of the Year

**Jessica is a recipient of multiple national and state awards from both the AIA and leading AEC organizations recognizing her exceptional leadership and significant contributions to the profession.**

### NATIONAL AWARDS & RECOGNITIONS - AIA

2022 | *AIA Young Architect Award* ▲ ■ ●

2020 | *AIA Citizen Architect* (August) ▲ ■

### STATE AWARDS & RECOGNITIONS - AIA

2024 | AIA New Jersey *Distinguished Service Award* ▲ ■ ●

2019 | AIA New Jersey *Young Architect of the Year* ▲ ■ ●

2017 | AIA New Jersey *EPiC Award* ▲ ■

2018 | AIA New Jersey *Appreciation of Service Citation* ▲

2017 | AIA New Jersey *Appreciation of Service Citation* ▲

2016 | AIA New Jersey *Appreciation of Service Citation* ▲

2016 | AIA Newark & Suburban *Appreciation of Service Citation* ▲

2015 | AIA Newark & Suburban *Carlton B. Riker Honor Award* ▲

### NATIONAL AWARDS & RECOGNITIONS - AEC INDUSTRY

2024 | *Engineering News Record (ENR) New York Top Young Professional: 20 under 40* ▲ ■ ●

2022 | *Building Design + Construction Network: 40 under 40* ▲ ■ ●

### STATE AWARDS & RECOGNITIONS - AEC INDUSTRY

2025 | *ACE Mentor Program of America - Greater Philadelphia Area Affiliate Outstanding Mentor of the Year* ■

- ▲ CATALYZING AIA ENGAGEMENT
- MOBILIZING THE NEXT GENERATION
- SHAPING THE PROFESSION

### PROJECT HONORS & AWARDS

2025 | *New Jersey Governor's Award: Excellence in Housing Development*  
Oliver Station, Camden NJ | Firm: Urban Practice

2025 | *New Jersey Future Smart Growth Award*  
Oliver Station, Camden NJ | Firm: Urban Practice

2024 | *Outstanding Project Award, Healthy Homes & Communities Category, The Housing and Community Development Network of New Jersey Under one Roof Awards*  
Jim & Fannie Floyd House, Princeton NJ | Firm: Thriven Design

2023 | *New Jersey Future Smart Growth Award*  
One Thompson Avenue, Dover NJ | Firm: Thriven Design

2021 | *Corporation for Supportive Housing Innovation Award*  
Weinberg Commons, Cherry Hill, NJ | Firm: Thriven Design

2020 | *Supportive Housing Association of New Jersey Project of the Year Award*  
Weinberg Commons, Cherry Hill, NJ | Firm: Thriven Design

2018 | *New Jersey Future Smart Growth Award*  
Harvard Printing Co., Orange, NJ | Firm: Thriven Design

"Jessica's leadership within YAF was nothing short of extraordinary. She skillfully guided a global network of over 60 leaders, creating a culture of collaboration, innovation, and accountability. Jessica has personally mentored me and many others navigating our paths through the AIA. Her willingness to invest her time and energy in others is a testament to her enduring commitment to the future of the profession."

Kiara Gilmore, AIA  
2023-2024 YAF Knowledge Director, 2025 YAF Vice Chair, 2026 YAF Chair

# 2.3

Jessica utilizes her roles as a contributing author, interviewer, and editor-in-chief to empower both AIA members and the public with information that celebrates achievements of individuals and elevates the role of the architectural profession.

## SIGNIFICANT PUBLICATIONS

### ARTICLES & PUBLICATIONS AUTHORED AND INTERVIEWS CONDUCTED BY JESSICA

#### ▲ CATALYZING AIA ENGAGEMENT

- 2025 | [‘Interview with Graciela Carrillo, FAIA’](#)  
Q2 2025 College of Fellows Quarterly: Inspire & Engage, pg 26-29  
Also published in YAF Connection Q2-2025
- 2025 | [‘Propelling the Profession Forward: Fellows and the AIA Strategic Council’](#)  
Q1 2025 College of Fellows Quarterly: Thrive in 2025 & Beyond, pg 44-45
- 2024 | [AIA New Jersey Strategic Plan 2025-2027](#)  
Content Collaborator
- 2022 | [Mission 2130 - Code Red Charrette Toolkit](#)  
YAF Summit 30
- 2022 | [Mission 2130 Crew Manual](#)  
YAF Summit 30, Mission 2130  
Published to Mission 2130 participants
- 2023 | [‘YAF Summit History’](#)  
YAF Connection Vol. 21 Issue 01: Mission 2130, pg 10-13
- 2020 | [AIA Strategic Plan 2021-2025](#)  
Content Collaborator



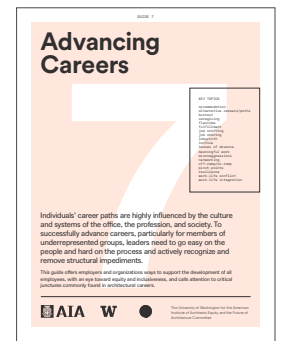
#### ■ MOBILIZING THE NEXT GENERATION

- 2025 | [‘COF Inspires K-12 students at AIA25’](#)  
Q3 2025 College of Fellows Quarterly: Together in Boston, pg 16-17
- 2023 | [‘Mentorship at All Scales, Part III: Firm Led Programs’](#)  
Q3 2023 | College of Fellows Quarterly: A’23 in San Francisco, pg 21-22
- 2023 | [‘Mentorship at All Scales, Part II: National Programs’](#)  
Q2 2023 College of Fellows Quarterly, pg 20-21
- 2022 | [‘YAF Chair Message: Design Pathways for Impact’](#)  
YAF Connection Vol. 20 Issue 03: Diversity, Equity & Inclusion, pg 8-9
- 2022 | [‘YAF Chair Message: Design for Evolution’](#)  
YAF Connection Vol. 20 Issue 02: Career Evolution, pg 7
- 2020 | [YAF ‘How to Start or Grow an Emerging Professional Committee Toolkit’](#)  
Content Collaborator



#### ● SHAPING THE PROFESSION

- 2025 | [‘Interview with 2025 Excellence in Public Architecture Award Recipient Kelly Hayes McAlonie, FAIA’](#)  
Q3 2025 College of Fellows Quarterly: Mentorship pg 19-22
- 2022 | [‘YAF Chair Message: Design for the Future with CARE’](#)  
YAF Connection Vol. 20 Issue 01: Climate Action, pg 7
- 2020 | [‘Philosophical Shift in Justice Architecture’ Interview of Andre Voss](#)  
YAF Connection Vol. 18 Issue 02: Citizen Architect pg 46-49
- 2020 | [Young Architect Spotlights](#)  
20 spotlights total on YAF Social Media Platforms
- 2019 | [Chapter 7: Advancing Careers AIA Guides for Equitable Practice](#)  
Content Collaborator
- 2019 | [“WLS Recommendations, Compiled by and for Emerging Professionals”](#)  
(with Abigail Brown, Graciela Carrillo, Katelyn Chapin, and Katie Kangas)  
YAF Connection Vol. 16 Issue 4: Technology, pg 26-27





Jessica's Future Focused video played at the AIA24 and the 2025 AIA Leadership Summit welcome plenary



ENR New York's 2024 Announcement of the Top Young Professionals



2022 Young Architect Awards spread in Architect Magazine

## JESSICA AS EDITOR-IN-CHIEF / ASSOCIATE EDITOR

### ▲ CATALYZING AIA ENGAGEMENT

- 2025 | Q4 College of Fellows Quarterly: Research  
Anticipated publish date November 12, 2025
- 2025 | Q3.5 College of Fellows Quarterly Special Edition: 23 years of Latrobe  
Publish date October 21, 2025
- 2025 | Q3 College of Fellows Quarterly: Together in Boston
- 2025 | Q1.5 College of Fellows Quarterly Special Edition: Introducing New Fellows - Class of 2025
- 2025 | Q1 College of Fellows Quarterly: Thrive in 2025 & Beyond
- 2025 | College of Fellows: Regional Representative Handbook
- 2025 | AIA Strategic Council Handbook  
Published to private Strategic Council Community Hub
- 2024 | AIA Strategic Council - Year in Review Journal
- 2024 | Q3 College of Fellows Quarterly: Together in Washington DC
- 2024 | Q1.5 College of Fellows Quarterly Special Edition: Introducing New Fellows - Class of 2024
- 2024 | College of Fellows: Regional Representative Handbook
- 2024 | Q1 College of Fellows Quarterly: Building Stronger Bridges
- 2023 | Q4 College of Fellows Quarterly: Being Present
- 2023 | Q3 College of Fellows Quarterly: A'23 in San Francisco
- 2023 | Q2 College of Fellows Quarterly
- 2023 | AIA Young Architects Forum Mission 2130 Event Findings

### ■ MOBILIZING THE NEXT GENERATION

- 2025 | Q2 College of Fellows Quarterly: Inspire & Engage
- 2024 | Q2 College of Fellows Quarterly: Engaging the Future

### ● SHAPING THE PROFESSION

- 2024 | 2024 Q4 College of Fellows Quarterly: Research is a Superpower

## ABOUT JESSICA'S WORK & INITIATIVES

### ▲ CATALYZING AIA ENGAGEMENT

- 2025 | 'Interview with Align Cohort 2'  
Q3 COF Quarterly: Together in Boston, pg 32-39
- 2025 | 'Five Women who have shaped the Young Architects Forum'  
YAF Connection Vol. 22 Issue 01: Accelerating Leadership, pg 14-16
- 2024 | 'AIA Future Focused - Jessica O'Donnell, AIA'  
AIA Future Focused Video (viewed over 350 times since it was posted)
- 2023 | 'News for YAF: Mission 2130 Highlights'  
Q1 COF Quarterly: Mentorship at All Scales, pg 12-13
- 2022 | 'AIA Honors 23 Members with the 2022 Young Architects Award'  
Architect Magazine
- 2020 | 'Citizen Architects Jessica O'Donnell, AIA and Brandon Warshofsky, AIA'  
Found on previous AIA.org website before relaunch

### ■ MOBILIZING THE NEXT GENERATION

- 2025 | 'AIA25 - Boston'  
Arch Careers Guide
- 2024 | 'COF Sponsored K-12 Activations at AIA24'  
Q3 2024 COF Quarterly: Together in Washington DC, pg 25-27
- 2023 | 'Aspire Series Recap, An Event Presented by College of Fellows, Young Architects Forum, AIA Iowa and AIA New Hampshire'  
Q3 2023 | COF Quarterly: A'23 in San Francisco, pg 15-16

### ● SHAPING THE PROFESSION

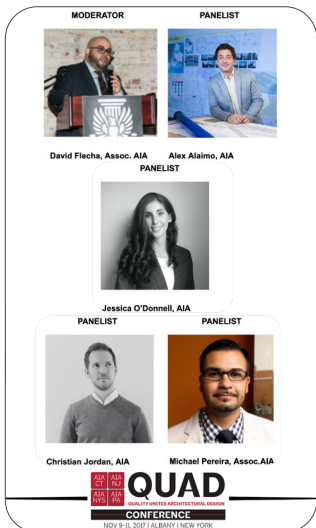
- 2024 | '2024 Top Young Professionals'  
Engineering News Record New York
- 2022 | '40 under 40 class of 2022 winners: Meet the Architects'  
Building Design + Construction Network
- 2022 | 'Meet the 40 under 40 class of 2022'  
Building Design + Construction Network
- 2021 | 'Changing How We Practice with a 'One Team, One Model' Approach' (Interviewee)  
YAF Connection Vol. 19 Issue 04: Practice Innovation, pg 34-37
- 2016 | 'YAF Regional Spotlight - Jessica O'Donnell, AIA'  
YAF Connection Vol. 14 Issue 05: Data Driven, pg 8

# 2.4

## SIGNIFICANT PRESENTATIONS & SPEAKING ENGAGEMENTS



2023 POA podcast episode 116  
Visualizing the Future:  
Mission 2130



2017 QAD State Conference:  
Activating the Next Generation  
of AIA Architects

*Jessica has spent her career developing opportunities to share knowledge as a means to advance practice, empower the next generation, and increase the impact architects have on society. Her 39 presentations and speaking engagements over the past ten years have reached over 3,000 individuals.*

### CATALYZING AIA ENGAGEMENT

▲ *Empower Architects; Inspire Participation; Take Action* ▲

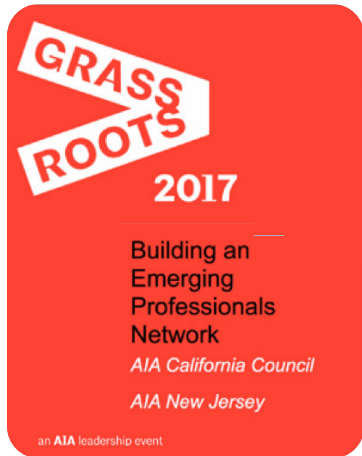
- 2025 | *Conversations with the Council At the AIA Booth*  
Co-Creator & Conversation Leader  
AIA25 (Boston, MA)
- 2024 | *Shape the Future through AIA Leadership*  
Panelist  
AIA National Webinar
- 2024 | *Conversations with the Council at the AIA Booth*  
Co-Creator & Conversation Leader  
AIA24 (Washington DC)
- 2023 | *Visualizing the Future: Mission 2130*  
Podcast Guest  
Practice of Architecture (POA) - Episode 116
- 2022 | *Code Red: Architecture*  
Co-creator & Facilitator  
AIA YAF Mission 2130 Code Red Charrette Global Webinar
- 2022 | *Code Red: Society*  
Co-creator & Facilitator  
AIA YAF Mission 2130 Code Red Charrette Global Webinar
- 2022 | *Code Red: Planet*  
Co-creator & Facilitator  
AIA YAF Mission 2130 Code Red Charrette Global Webinar
- 2022 | *Bridging the Generational Gap*  
Topical Conversation Facilitator  
AIA Grassroots Leadership Conference (Virtual)
- 2021 | *So You Want to be a Citizen Architect?*  
Moderator  
AIA YAF Global Webinar
- 2020 | *WIA Chapter National Virtual Exchange*  
Co-creator & Panelist  
National Webinar

- 2019 | *Past, Present, & Future*  
Panelist - Women in Architecture  
AIA New Jersey
- 2017 | *Designing Your Career Path through Equity, Engagement & Leadership*  
Moderator & Session Co-Creator  
QUAD States Conference - NY, NJ, PA, CT (Albany, NY)

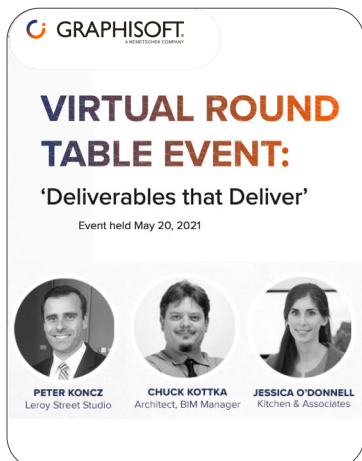
### MOBILIZING THE NEXT GENERATION

■ *Transform Pathways; Support Young Architects; Expand Engagement* ■

- 2025 | *Inspire Architecture: Camp AIA*  
Co-Creator & Group Leader  
AIA25 (Boston, MA)
- 2024 | *Inspire Architecture: Camp AIA*  
Co-Creator & Group Leader  
AIA24 (Washington DC)
- 2024 | *Empowered by Design High School Charrette*  
Development Team & Content Collaborator  
AIA24 (Washington DC)
- 2024 | *Inspiring the Next Generation through K-12 Engagement*  
Co-Creator & Panelist  
AIA Leadership Summit (Washington DC)
- 2023 | *Aspire to Engage*  
Session Organizer & Facilitator  
A'23 (San Francisco)
- 2023 | *Aspire to Mentorship*  
Session Organizer & Facilitator  
A'23 (San Francisco)
- 2023 | *Aspire to Fellowship*  
Session Organizer & Facilitator  
A'23 (San Francisco)
- 2019 | *We are the Future: Emerging Professional's Round Table*  
Panelist  
AIA Central New Jersey



2017 AIA Grassroots Leadership Summit session



Graphisoft global webinar 'Deliverables that Deliver'

### MOBILIZING THE NEXT GENERATION

2018 | *Building Community & Diversity Through K-12 Programs*  
Session Developer & Organizer  
AIA West Jersey & AIA South Jersey Joint Event

2017 | *EPiC Presentation: Building an Emerging Professional's Network*  
Speaker  
Ohio Valley Region Emerging Professional Leadership Summit

2017 | *Activating the Next Generation of AIA Architects*  
Panelist & Session Developer  
QUAD States Conference - NY, NJ, PA, CT (Albany, NY)

2017 | *Building an Emerging Professionals Network*  
Speaker  
AIA Grassroots Leadership Conference (Washington DC)

2016 | *Regional Engagement Framework*  
Presenter  
AIA Young Architects Forum Committee Meeting

2016 | *EPiC Round Table*  
Facilitator & Speaker  
New Jersey Institute of Technology

### SHAPING THE PROFESSION

- *Improve Practice; Advance Knowledge; Broaden Access* •

2024 | *Building Resilient Careers Through Networking, Mentorship, and Leadership*  
Moderator  
AIA Women's Leadership Summit (Chicago)

2024 | *Impact x Design*  
Speaker invited by Graphisoft  
AIAS Grassroots (Washington DC)

2023 | *Mini MBA*  
YAF Facilitator  
A'23 (San Francisco)

2022 | *One Team, One Model; Cradle to Grave*  
BIM BOP Speaker  
University of Southern California School of Architecture Webinar

2022 | *Socially Responsible Architecture*  
Moderator  
Graphisoft Global Webinar

2022 | *Insights from a New Generation of Leaders*  
Panelist  
AEC Knowledge Webinar

2021 | *Deliverables that Deliver*  
Panelist  
Graphisoft Global Webinar

2019 | *Starting Your Own Firm: The Young Architect's Perspective*  
Session Organizer  
A'19 (Las Vegas), YAF & COF Collaboration

2019 | *Navigating Firm Culture*  
YAF Table Facilitator  
A'19 (Las Vegas)

2018 | *Starting Your Own Firm: The Young Architect's Perspective*  
Session Organizer  
A'18 (New York), YAF & COF Collaboration

2018 | *Mini MBA*  
YAF Facilitator  
A'18 (New York)

2017 | *Mini MBA*  
YAF Facilitator  
A'17 (Orlando)

2016 | *Mini MBA*  
YAF Facilitator  
A'16 (Philadelphia)

2016 | *Emerging Technologies in Architecture*  
Session Developer & Organizer  
AIA New Jersey Design Day

# 3.0

LIST OF EXHIBITS

▲ **CATALYZING AIA ENGAGEMENT** ▲ *Empower Architects* ▲ *Inspire Participation* ▲ *Take Action* ▲  
 ■ **MOBILIZING THE NEXT GENERATION** ■ *Transform Pathways* ■ *Support Young Architects* ■ *Expand Engagement* ■  
 ● **SHAPING THE PROFESSION** ● *Improve Practice* ● *Advance Knowledge* ● *Broaden Access* ●



**3.1** ▲ ■ ●  
*Empower Architects, Expand Engagement & Advance Knowledge*  
 AIA Strategic Council



**3.2** ▲ ■ ●  
*Inspire Participation, Transform Pathways & Broaden Access*  
 YAF Summit 30: Mission 2130



**3.3** ▲ ■ ●  
*Empower Architects, Expand Engagement & Advance Knowledge*  
 College of Fellows Quarterly



**3.4** ▲ ■ ●  
*Take Action, Expand Engagement, & Advance Knowledge*  
 Citizen Architect



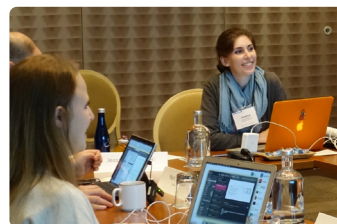
**3.5** ▲ ■ ●  
*Empower Architects, Support Young Architects & Advance Knowledge*  
 AIA Young Architects Forum



**3.6** ▲ ■ ●  
*Inspire Participation, Transform Pathways & Broaden Access*  
 AIA New Jersey EPiC and Beyond



**3.7** ▲ ■ ●  
*Inspire Participation, Expand Engagement & Broaden Access*  
 K-12 Student Activations



**3.8** ■ ●  
*Transform Pathways, Advance Knowledge & Broaden Access*  
 NCARB



**3.9** ●  
*Built Work that Improves Practice & Advances Knowledge*  
 Brook Street Lofts and Graphisoft



**3.10**  
*Built Work Creating Equitable Spaces*  
 Oliver Station and One Thompson Avenue

# 3.1

## EXHIBIT 3: AIA STRATEGIC COUNCIL

### CATALYZING AIA

#### ENGAGEMENT: GLOBAL

▲ Empower Architects

■ Expand Engagement

● Advance Knowledge

#### ORGANIZATION OF RECORD:

AIA Strategic Council (Council)

#### ROLES:

- » 2026 | Moderator (Elected)
- » 2025 | Moderator (Elected)
- » 2024 - 2026 | At Large Representative (Elected)
- » 2024 | Co-Chair Value of Architecture Study Group
- » 2024 - Present | Communications Subcommittee Member

#### COMPLETION DATE:

2024 - 2026

#### PUBLICATIONS:

- » 20+ Monthly Reports (2024-Present)
- » 2024 | [AIA Strategic Council - Year in Review Journal](#)

Empower architects with resources to navigate the future.



2025 AIA Strategic Council at AIA25 in Boston.

“Jessica was brand new to the Strategic Council when she joined the Communications Subcommittee in early 2024. She enthusiastically jumped in to apply her previous YAF and wider AIA experience to raise fresh ideas on how we might better communicate the work of the Council to a wider audience. She not only shared her thoughts on how social media could be an effective tool; she took responsibility for implementing them and did so with creativity and clarity throughout the year. ”

Alyssa Manypenny Murphy, AIA, LEED AP  
2022-2024 AIA Strategic Council Representative for New Hampshire  
2024 AIA Strategic Council Communications Subcommittee Chair

#### SYNOPSIS & CHALLENGE:

The Council identifies upcoming industry opportunities, helps AIA stay at the forefront of global conversations, and empowers members with the resources to navigate the future. Councilors serve as both representatives to their constituents as well as visionary leaders who advance the profession.

While the Council serves a vital role within AIA and on behalf of the profession, its work is not often visible to, or engaging with, the broader AIA audience. Communication from the Council to AIA members is limited, the duality of representational and visionary roles is confusing, the annual framework for the Council varies greatly from year to year, and the partnership between the Board and the Council lacks structure.

#### JESSICA'S ROLE & IMPACT:

Through her leadership roles as Moderator, Communications subcommittee member, and Study Group Co-Chair, Jessica strengthens the Council's internal organizational structure, transforms external communications and expands awareness of their areas of study.

As 2025 Moderator, Jessica brought new energy to the Council as she:

- » Created a framework to streamline council processes while enhancing the partnership with the AIA Board of Directors;
- » Ratified continuity of leadership with the Moderator-Elect role succeeding to the Moderator position;
- » Conceptualized and developed the first Virtual Big Think survey, capturing the voices of over 120 AIA members and the public. The results informed the selection of the 2025 Council areas of study;
- » Initiated the development of an 'Alignment Memo' - the first time AIA began to track the status and the impact of Council initiatives;
- » Developed the structure and content to provide consistent information and engagement across all Leadership Exchange calls while ensuring multiple councilors had speaking roles to showcase the range of perspectives that are part of the Council;
- » Enhanced the monthly Council Reports by incorporating study group updates and expanding distribution to include former Moderators, Knowledge Community Leadership, Component Leadership, and CACE;
- » Created engagement sessions with AIA membership at AIA24 & AIA25;
- » Continued collaborations with NAC, YAF, and AIAS Liaisons; and
- » Injected new collegiality focused engagements like virtual name cards, a curated playlist of songs, and study group dinners.

Inspire active participation in and engagement with Council work.

# 3.1

## EXHIBIT 3: AIA STRATEGIC COUNCIL

### Jessica's Impact

103,870

Organic digital impressions on monthly Council Reports to date

101

Councilors & liaisons guided (2024-2025)

206

AIA Chapters reached domestically



Image on left: Monthly Council Report update shared with the public on LinkedIn.

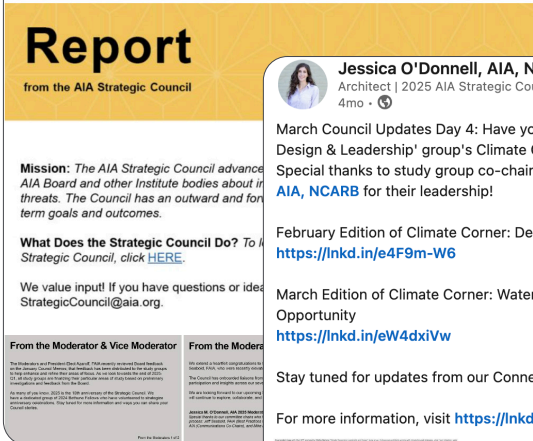
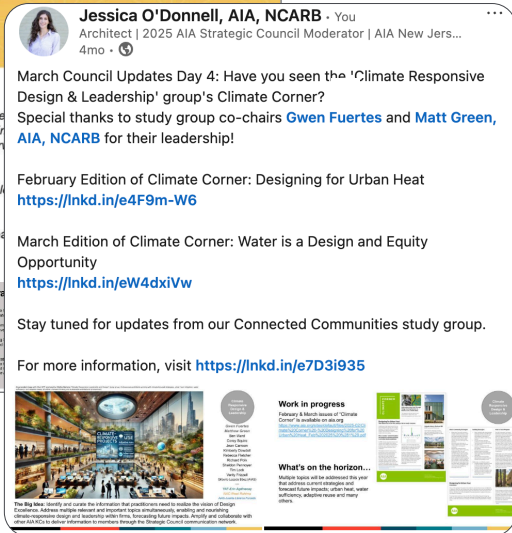


Image on right: Jessica's LinkedIn post after the March 2025 Leadership Exchange Calls



As a Communications Subcommittee member since 2024, Jessica has revolutionized output from the Council through digital content creation and dissemination by:

- » Implementing monthly Council update posts on LinkedIn;
- » Inspiring and co-developing the 2024 Year in Review Journal, capturing an annual account of the council's work. This marks the first time significant detail of the council's work has been made available to the public;
- » Initiating the incorporation of AI imagery into Council updates on the Leadership Exchange calls to showcase current tools and to spark more curiosity into areas of study; and
- » Empowering Councilors to create innovative engagement opportunities, resulting in the 2025 Climate Responsive Design & Leadership study group's monthly digital 'Climate Corner' guides.

During her first year as an At-Large Representative on the Council, Jessica:

- » Co-Chaired the 2024 'Value' Study Group, leading the Value of Architecture subgroup to create recommendations that inspired the formation of two new areas of study in 2025: *AIA of the Future* and *Architect of the Future*.

In addition to being the only person in the history of the Council to be elected to serve as Moderator during the second year of their term, Jessica is also the only person to ever be elected to serve a second term as the Council's Moderator.

DECLARATION OF RESPONSIBILITY:

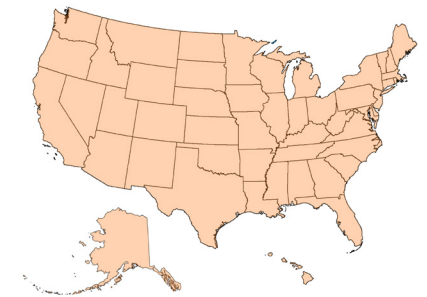
I have personal knowledge of the candidate's responsibility for this exhibit. That responsibility included communications subcommittee work, study group co-chair and Moderator.

NAME: Jeffrey Seabold, FAIA, NCARB, LEED AP  
 Title: President, S5 Construction, LLC and Principal Architect, Seabold Architectural Studio

RELATIONSHIP TO THE EXHIBIT: 2025 Strategic Council Best Practices Committee Chair, 2022-2025 AIA Strategic Council Representative from Mississippi.



Countries engaged through content & AIA International connections



U.S. states engaged

# 3.2

Paving the way for a prosperous future through strategic planning and inclusive events.

## EXHIBIT 1: MISSION 2130 (YAF SUMMIT 30)

### CATALYZING AIA

#### ENGAGEMENT: GLOBAL

▲ Inspire Participation

■ Transform Pathways

● Broaden Access

### ORGANIZATION OF RECORD:

AIA Young Architects Forum (YAF)

### ROLE:

Summit 30 Steering Committee Chair

### COMPLETION DATE:

2021-2022

### PUBLICATIONS:

- » 2023 | *Visualizing the Future: Mission 2130 POA* Podcast
- » 2023 | *Mission 2130 Event Findings*
- » 2023 | *'News for YAF: Mission 2130 Highlights'* Q1 College of Fellows Quarterly, pg 12-13
- » Plus three additional publications. See pg 17-18



Mission 2130 crew members (in-person event attendees)

### SYNOPSIS & CHALLENGE:

The YAF hosts a quinquennial milestone celebration 'Summit' to assess the current and anticipated needs of architects in their first ten-years of licensure. The outcomes of this event inform the five-year strategic initiative that focuses the YAF committee's efforts.

This milestone event has historically restricted attendance to a maximum of 60 people, limited its Steering Committee to members to the current YAF leadership group, and only focused on a timeframe of up to five years in the future.

### JESSICA'S ROLE & IMPACT:

As Steering Committee Chair, Jessica reimagined and spearheaded the 2022 YAF Summit 30 celebration event into a hybrid three-part global foresight planning experience. Centered on what could come after the AIA 2030 Commitment, *Mission 2130* guided attendees to conceptualize the world as it could exist in the year 2130. Through her leadership efforts, Jessica expanded engagement and empowered attendees to create actionable steps that could make that vision a reality by:

- » Creating three global virtual Code Red Charrettes: Code Red Architecture, Code Red Society, and Code Red Planet;
- » Designing facilitator training modules, curated separate interactive mentimeter polls, and designed unique digital white board spaces in Miro to help guide each virtual charrette;
- » Developing the Code Red Charrette Toolkit for use by individuals and companies outside of the in-person attendees at Mission 2130;
- » Creating application questions for blind jury review to ensure equity in the applicant selection process;
- » Appointing Steering Committee members with dynamic perspectives to help inform the development of this event;
- » Engaging an AI consultant, making Mission 2130 the first AIA event to incorporate AI image generation into the workflow and event outcomes;
- » Designing a Miro board with criteria to assign attendees to each Mission Crew based on their individual vision of year 2130, their communication style preferences, and their leadership styles to create dynamic teams;

"The challenge was really well structured, and I was impressed by how tangible the format for the presentation was considering we were really grappling with things which were up in the air. As a first time participant for a YAF / AIA conference, I feel like I have set myself up for disappointment for future events as this set a tremendously high bar!"

Huzefa Jawadwala  
Mission 2130 in-person attendee

*Taking a future focused visionary exploration and turning it into tangible reality.*

# 3.2

## EXHIBIT 1: MISSION 2130 (YAF SUMMIT 30)

### Jessica's Impact

# 420+

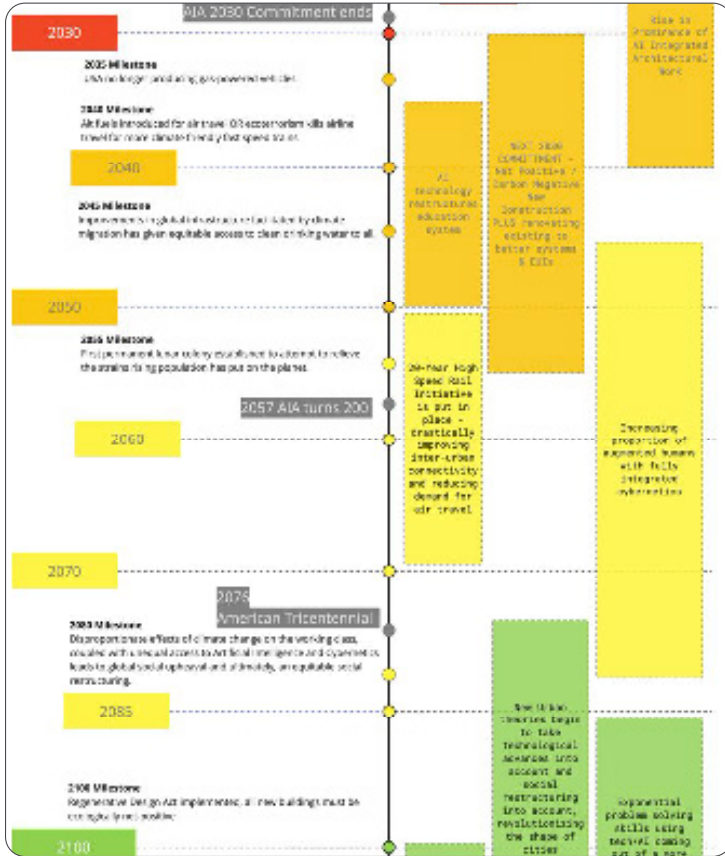
Forward thinking visionaries activated

# 54

U.S. States & territories engaged

# 17

Countries represented



Timeline excerpt from Mission Crew 'Form Follows Function'

**DECLARATION OF RESPONSIBILITY:**

I have personal knowledge of the candidate's responsibility for this exhibit. That responsibility included reimagining and developing the Mission 2130 event as Steering Committee Chair, leading the attendee jury, and developing attendee resources.

NAME: Abigail Brown, FAIA, LEED AP BD+C  
Title: Architect, Gensler

RELATIONSHIP TO THE EXHIBIT: Mission 2130 Steering Committee Member and 2022 YAF Past Chair

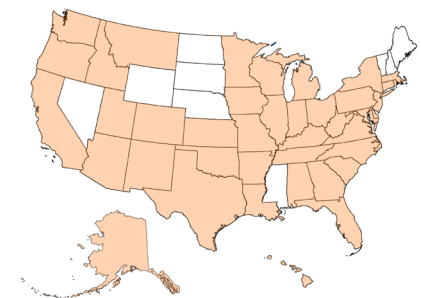
- » Leading the content creation and development of the Crew Manual. This document outlined five-weeks of pre-event homework to help attendees get ready for the event;
- » Designing the template and outline for the crew pitch along with their presentation slide deck to provide consistency in the pecha-kucha style final reports;
- » Spearheading the content creation and development of the event findings 'mission debrief' document and each crew's roadmap for achieving their vision of the future.
- » Distilling broad aspirational content from events into strategic visioning goals, resulting in the YAF Strategic Initiative for 2023-2027: *Architects in Action, Catalyzing for Change*; and
- » Identifying alignments between Mission 2130 event outcomes and the 2021-2025 AIA Strategic Plan to further the impact of this event.

Mission 2130 *engaged 360 more participants and an additional 27 U.S. States or territories over the 2017 Summit event, making it the most inclusive Summit to date.* In 2022 and 2023, Jessica provided post-summit recap presentations to the Young Architects Forum committee, the College of Fellows Executive Committee, and the AIA Strategic Council to share the results of this event more broadly.

*Attendees from Mission 2130 have gone on to leadership roles with AIA's Young Architects Forum, National Associates Committee, the AIA Strategic Council, the Committee on the Environment, and the AIA Board of Directors as well as NCARB's Future Collaborative.*



Countries represented



U.S. states represented

# 3.3

## Enhancing the visibility of the College of Fellows.

### EXHIBIT 2: COF QUARTERLY

#### CATALYZING AIA ENGAGEMENT: GLOBAL

- ▲ Empower Architects
- Expand Engagement
- Advance Knowledge

#### ORGANIZATION OF RECORD:

AIA College of Fellows (COF)

#### ROLES:

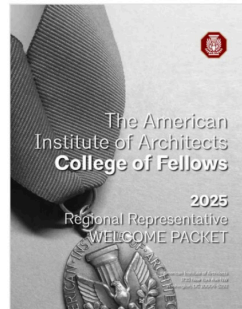
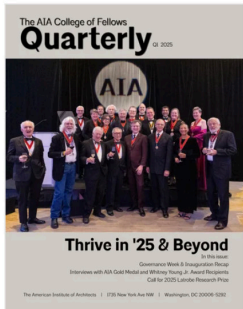
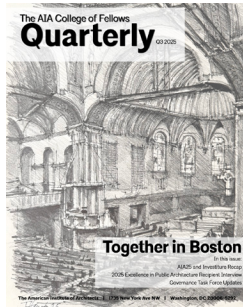
2024 - Present | Editor-in-Chief  
2023 | Associate Editor

#### COMPLETION DATE:

2023 - 2026

#### PUBLICATIONS:

- » 13 COF Quarterly issues from 2023 - Present
- » COF LinkedIn content from 2024 - Present
- » 2025 | College of Fellows: Regional Representative Handbook
- » 2024 | College of Fellows: Regional Representative Handbook



College of Fellows publications while Jessica was Editor-in-Chief.

#### SYNOPSIS & CHALLENGE:

The COF Quarterly e-publication, formerly known as the College of Fellows Newsletter, is the main communication tool for sharing announcements and providing updates on the College's activities.

Since the publication began, distribution has been limited to the audience of current Fellows and article authorship has typically been constrained to members of the COF Executive Committee or the Quarterly editorial team.

#### JESSICA'S ROLE & IMPACT:

Through her leadership as Associate Editor and Editor-in-Chief, Jessica elevates the publication by enhancing its visibility, broadens communication outlets to capture a wider audience, and showcases diverse voices that support the COF mission of advancing the profession of architecture, mentoring young architects, and being of ever-increasing service to society.

Over the past three years, Jessica has collaborated with the COF Executive Committee to set the editorial direction and her initiatives have expanded the publication's reach by:

- » Creating and continuing to manage the COF LinkedIn account, which she has grown from 0 to over 1,085 followers;
- » Engaging guest contributors for each quarterly publication, increasing the content authorship from 2020-2023 by over 220%;
- » Increasing reader engagement with COF Quarterly from 2022-2023 by over 195%;
- » Developing the standing 'Announcements' spread that spotlights successful mentorship programs, highlights opportunities for Fellows to engage in AIA, and celebrates thriving regional COF committees events;
- » Initiating the creation of the inaugural Q1.5 Special Edition that celebrates the new Fellows class that year and helps demystify what Fellowship is for the general public.
  - » This issue has become one of the most popular publications with consistent hits of over 850 reads in the first 30 days, an increase of readership by 45% compared to previous issues where New Fellows were combined with general article content;

"I was excited to learn Jessica would be part of the YAF editorial lineage for the College of Fellows Quarterly. Her tenure continues to raise the bar and, in many ways, surpassed the standard I set -- she expanded core messaging related to the COF Grant recipients, introduced mentorship-focused spotlights, and grew the reach of the publication through a dedicated social media presence. She undoubtedly furthered the College's mission and continued the strong and foundational relationship between COF+YAF"

Jeff Pastva, FAIA

2017-2019 COF Quarterly Editor-in-Chief, 2016-2017 YAF Communications Director

*Broadening communication outlets and showcasing the diverse voices that support the mission of the College.*

# 3.3

## EXHIBIT 2: COF QUARTERLY

### Jessica's Impact

# 181,175

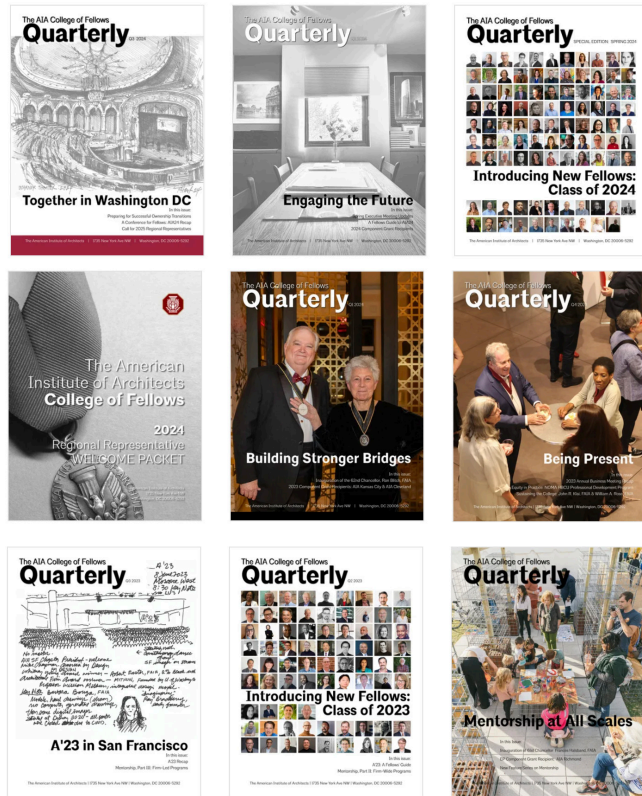
*Organic digital impressions  
(2024 - present)*

# 16,978

*All time reads for  
COF Quarterly publications  
(2023 - present)*

# 38

*Countries reached*



*Publications while Jessica was Editor-in-Chief and Associate Editor.*

- » Creating celebration announcements and full length articles covering the programs of 25 different component grants;
- » Inspiring an update to the COF Regional Representative Welcome Packet that incorporated a clarifying COF Regional Map;
- » Initiating quarterly Editorial Updates for the COF Executive Committee meetings; and
- » Developing an annual overview and responsibility matrix for editorial processes to assist with continuity of knowledge moving forward.

#### KEY FELLOW CONTRIBUTORS: 2023 THROUGH 2025

- |                              |                                    |
|------------------------------|------------------------------------|
| » Abigail Brown, FAIA        | » Kelly Hayes McAlonie, FAIA       |
| » Angela Mazzi, FAIA         | » Lenore Lucey, FAIA               |
| » Bill Hercules, FAIA        | » Mickey Jacobs, FAIA              |
| » Bryan C. Lee, FAIA         | » Paula Loomis, FAIA               |
| » Dan Hart, FAIA             | » Phil Bernstein, FAIA             |
| » David Silverman, FAIA      | » Rena Klien, FAIA                 |
| » Deborah Burke, FAIA        | » RK Stewart, FAIA                 |
| » Edward T. Marley, FAIA     | » Richard von Luhrt, FAIA Emeritus |
| » Elisabeth Knibble, FAIA    | » Ron Blicht, FAIA                 |
| » Frances Halsband, FAIA     | » Shannon Christensen, FAIA        |
| » F. Michael Ayles, FAIA     | » Sean O'Donnell, FAIA             |
| » Graciela Carrillo, FAIA    | » Stephen T. Ayers, FAIA           |
| » Jeanne Jackson, FAIA       | » Steven Spurlock, FAIA            |
| » Jeffrey E. Huber, FAIA     | » Stuart Pettitt, FAIA             |
| » Jon Penndorf, FAIA         | » Trey Wheeler, FAIA               |
| » Julia Eiko Hawkinson, FAIA | » Wendy Ornelas, FAIA              |
| » Kate Schwennsen, FAIA      |                                    |

#### DECLARATION OF RESPONSIBILITY:

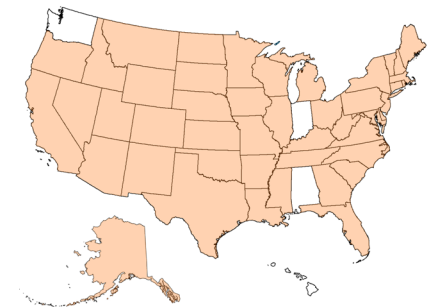
I have personal knowledge of the candidate's responsibility for this exhibit. That responsibility included leading development of COF Quarterly as Editor in Chief and Associate Editor as well as creating/ managing the LinkedIn page.

NAME: Kate Schwennsen, FAIA  
Title: 2025 Chancellor of the College of Fellows

RELATIONSHIP TO THE EXHIBIT: 2025 COF Chancellor, 2024 COF Vice Chancellor, and 2023 COF Secretary



*Countries reached with publications*



*U.S. states reached*

# 3.4

## EXHIBIT 4: CITIZEN ARCHITECT

### CATALYZING AIA

#### ENGAGEMENT: NATIONAL

- ▲ Empower Architects
- Expand Engagement
- Advance Knowledge

#### ORGANIZATIONS OF RECORD:

- » AIA Federal Affairs
- » AIA Young Architects Forum (YAF)
- » AIA New Jersey

#### ROLES:

- » Citizen Architect
- » Webinar Speaker & Curator
- » SpeakUp team leader

#### COMPLETION DATE:

2016 - Present

#### PRESENTATIONS:

2021 | *So You Want to be a Citizen Architect?*

#### AWARDS &

#### RECOGNITIONS:

- » 2020 AIA Citizen Architect
- » 2022 Building Design & Construction Network 40 under 40 award

Our profession has an obligation to positively impact and shape our communities.

SO YOU WANT TO...  
**BE A CITIZEN ARCHITECT**  
GET INSPIRED TO TAKE ACTION!

FRIDAY MAY 21ST, 2021 3:00 - 4:30 PM EDT  
1.50 HSW LU  
FREE FOR AIA MEMBERS / \$25 NON-MEMBERS  
REGISTER: [bit.ly/YAFCitizenArchitect](https://bit.ly/YAFCitizenArchitect)

VIRTUAL PANEL  
MODERATED BY

**TIARA HUGHES**  
ASSOC. AIA, NOMA  
COMMISSIONER OF  
CHICAGO LANDMARKS

**THOMAS HURLBERT**  
AIA, LEED AP  
SD PRESIDENT AND SIOUX FALLS  
DISTRICTING COMMISSION

**TRINITY SIMONS**  
EXECUTIVE DIRECTOR  
MAYORS' INSTITUTE  
ON CITY DESIGN

**JESSICA O'DONNELL**, AIA  
AIA NATIONAL  
YAF VICE CHAIR

**AIAU**  
Young Architects Forum  
an AIA member group

YAF's 'So you want to be a Citizen Architect' webinar ranked in the top 10 on AIAU within two months of being posted.

"I first met Jessica at the 2017 Speak Up in Denver, Colorado, where she was one of my group leaders. As a member of her team, I was impressed with her passion for advocacy and foremost, with her confident, calm ability to lead a large diverse group to a successful outcome given the minimum time allotted - truly a notable feat. I am continually impressed with her "Stepping Up and Out" for AIA and the profession."

Mary Follenweider, FAIA LEED AP

2017 AIA Speak Up Attendee and 2021-2023 AIA Strategic Councilor for California

#### SYNOPSIS & CHALLENGE:

The profession responds to public policy through design solutions made on each project.

It is vital that architects continue to take both small and large steps to proactively shape policies that impact the profession, the built environment and public health.

#### JESSICA'S ROLE & IMPACT:

Over the past nine years, Jessica has inspired more architects to get involved in civic issues and she has helped train future advocacy leaders across the nation by:

- » Moderating the national 2021 YAF Citizen Architect panel 'So you want to be a Citizen Architect? Get inspired to take action!' which was ranked in top 10 on AIAU within two months of being posted;
- » Inspiring the development of regional AIA West Jersey Citizen architect panel in 2021 to give architects access to information on how to get involved as a citizen architect;
- » Participating as the AIA New Jersey delegate at the AIA's inaugural 2016 flagship advocacy training event, *SpeakUp*, in Washington DC where she co-led her team's final presentation to the 150 event attendees;
- » Teammates from this event have gone on to become AIA Advocacy staff, AIA Board members, leaders on the AIA Government Advocacy Board Committee, Chair of the National Associates Committee, members of the Strategic Council, and two have been elevated to Fellowship;
- » Leading a diverse group of *SpeakUp* attendees at the 2017 National Event in Denver, Colorado; and
- » Members from Jessica's team have gone on to become members of the AIA Board, members of the Young Architects Forum and one has been elevated to Fellowship.

*Architects should not be satisfied with simply being at a committee meeting or at the computer - we must take action.*



*Jessica in Washington DC during the 2019 Hill Day visit.*

**DECLARATION OF RESPONSIBILITY:**

I have personal knowledge of the candidate's responsibility for this exhibit. That responsibility included leadership at the 2016 and 2017 AIA Speak Up events, Citizen Architect webinars, and lobbying for federal issues.

NAME: Brian Penschow, AIA, CSI, NCARB  
Title: Principal, BWP Architecture Firm

RELATIONSHIP TO THE EXHIBIT: AIA New Jersey Past President & Leadership Summit legislative visit attendee.

As a consistent attendee at AIA Grassroots / AIA Leadership Summit and the associated Capitol Hill visits since 2017, Jessica has made 17 visits to federal legislators for the state of New Jersey, or their staff, including meetings with Congressman Van Drew and Congressman Gottheimer. During these meetings, she lobbied for pieces of legislation that impact the larger architectural profession including;

- » Democracy in Design Act
- » Resilient America Act
- » Design Freedom for Federal Architecture
- » Arbitrary Fee Limitations for Federal Contracts
- » Support for more Housing including:
  - » HOME Investment Partnership Program
  - » Community Development Block Grants
  - » Low-Income Housing Tax Credits (LIHTC) & Workforce Housing Tax Credit
- » FEMA Hazard Mitigation Assistance Program
- » National Design Services Act
- » 2030 Targets for Fossil Fuel Reduction in Federal Buildings
- » Historic Preservation
- » Tax Incentives for Architects including:
  - » R&D Tax Credit
  - » R&D Expensing
  - » 199A Pass-Through Deduction
  - » 179D Energy-Efficient Commercial Buildings Deduction

***Jessica's advocacy contributions and impact have been acknowledged with her recognition as the AIA's August 2020 AIA Citizen Architect and the 2022 Building Design & Construction Network 40 under 40 award.***

# 3.4

## EXHIBIT 4: CITIZEN ARCHITECT

### Jessica's Impact

# 17

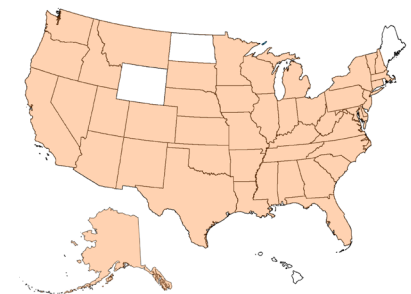
*Visits to federal legislators to lobby for architectural issues*

# 605+

*Event attendees influenced*

# 45

*U.S. States & territories engaged in citizen architect initiatives*



*U.S. states represented at Speak Up events*

# 3.5

Mobilizing the next generation so we can make significant and impactful change together.

## EXHIBIT 5: AIA YOUNG ARCHITECTS FORUM

### MOBILIZING THE NEXT GENERATION: GLOBAL

- ▲ Empower Architects
- Support Young Architects
- Advance Knowledge

### ORGANIZATION OF RECORD:

AIA Young Architects Forum (YAF)

### ROLES:

- » 2022 Chair, 2023 Past Chair, 2021 Vice Chair (Elected)
- » 2019 - 2020 Knowledge Director (Elected)
- » 2016 - 2018 New Jersey Young Architect Representative (YAR) (Elected)

### COMPLETION DATE:

2016 - 2023

### AWARDS & RECOGNITIONS:

- » 2022 AIA Young Architect Award



YAF Advisory Committee virtual transition meeting in 2021.

### PUBLICATIONS:

- » 2022 | 'YAF Chair Message: Design Pathways for Impact'  
YAF Connection Vol. 20 Issue 03: Diversity, Equity & Inclusion, pg 8-9
- » 2022 | 'YAF Chair Message: Design for the Future with CARE'  
YAF Connection Vol. 20 Issue 01: Climate Action, pg 7
- » Plus five additional publications. See pg 17-18

### SYNOPSIS & CHALLENGE:

The YAF represents the broader community of architects within their first ten-years of licensure. Leaders on this committee serve a dual representational and visionary role as they advocate for their 20,000+ peers across the globe.

This group continues to advance the visibility of YAF within the Institute, highlight young architects as leaders in the profession and AIA, and create accessible opportunities for both knowledge sharing and knowledge continuity.

### JESSICA'S ROLE & IMPACT:

The YAF was Jessica's gateway into AIA leadership beyond New Jersey. During her eight-years on this committee, her initiatives transformed pathways that activate young architects and empower our future leaders.

#### 2022 YAF Chair, 2021 Vice Chair, 2023 Past Chair:

- » Initiated a joint research effort between AIA and NCARB in 2023 to accurately define and better understand the current Young Architect demographic metrics within AIA - data that was last captured in 2010;
- » Developed and successfully executed plans for the committee's size increase with implementations of the Regions Realignment:
  - » Shepherded the 28 person YAF committee through the first phase, which expanded the committee to 43 members;
  - » Mentored the 2023 YAF Chair through the successful implementation of the second phase of the Regional Alignment, expanding the committee to 62 members; and
- » Instituted monthly YAF Alumni updates to strengthen the community by keeping past YAF members informed of current YAF efforts and ways alumni can stay engaged. These updates have continued to be a Chair initiative for the past three years.

#### 2019-2020 YAF Knowledge Director:

- » Served as the YAF Representative on the AIA's 2021-2025 Strategic Plan Committee to ensure the Young Architect perspective was heard and incorporated into the plan;

"I had the distinct pleasure to work directly with Jessica on two joint COF+YAF Conference Programs on Architecture Firm Start Up in 2018 and 2019. As the YAF Knowledge Director, she brought her amazing work ethic, management skills and passion for helping others to produce the relevant event. It is rare in today's practice to observe such servant leadership qualities in a young architect."

Albert W. Rubeling, Jr. FAIA  
AIA COF Chancellor 2015, Richard Upjohn Fellow 1994

# 3.5

## EXHIBIT 5: AIA YOUNG ARCHITECTS FORUM

### Jessica's Impact

# 15

Sessions curated for National Conferences over 3 years

# 53

U.S. States and territories impacted by Jessica's leadership roles

# 20

Social media spotlights highlighting eight Knowledge Communities



Mini MBA session facilitation at A'16 in Philadelphia.

- » Created Regional Stat Sheets specific to each AIA region/state which were critical reference documents for the Regions Task Force recommendations for national equity amongst the YAR position;
- » Curated 15 sessions with content geared towards architects licensed ten years or less for the AIA national conference. All of these sessions were either created by young architects or had young architect speakers; and
- » Led the development of over 20 social media spotlights, increasing visibility of AIA Knowledge Communities and AIA member groups while amplifying new voices within the young architect demographic.

#### 2016, 2017, 2018 New Jersey Young Architect Representative (YAR):

- » Successfully lobbied for the YAR to become a voting AIANJ Executive Committee member, shared this successful case study with the full YAF committee, and served as a resource for states navigating a similar process;
- » Initiated and spearheaded a collaboration with her YAR counterparts from NY, CT, and PA to develop four EP focused sessions at the QUAD States Conference in 2017; and
- » Championed the implementation of EDI language into the YAF Session Proposal Templates to keep diversity and inclusion as a priority in the planning process for AIA National Conference session programming.

Jessica's substantial contributions to AIA and to the profession were recognized in 2022 with the AIA Young Architect Award.

#### DECLARATION OF RESPONSIBILITY:

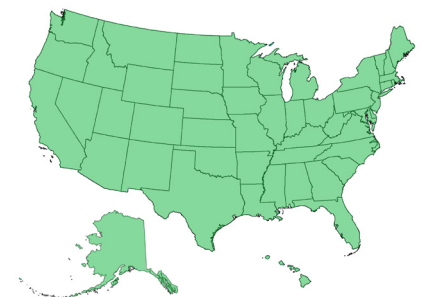
I have personal knowledge of the candidate's responsibility for this exhibit. That responsibility included chairing the Young Architects Forum, serving as the YAF Knowledge Director and YAR for New Jersey.

NAME: Matthew Toddy, AIA  
Title: Principal, Elevation Studio

RELATIONSHIP TO THE EXHIBIT: YAF Chair 2023, 2020-2021 YAF Strategic Vision Director, 2018-2019 YAR for Ohio.



Countries engaged through content



U.S. states engaged

# 3.6

*Emerging professionals are the future - let's make sure our voices are heard.*

## EXHIBIT 6: AIA NEW JERSEY EPIC & BEYOND

### MOBILIZING THE NEXT GENERATION: NATIONAL, STATE & LOCAL

- ▲ Inspire Participation
- Support Young Architects
- Broaden Access

#### ORGANIZATION OF RECORD:

- » AIA New Jersey Emerging Professionals Committee (EPiC)
- » AIA Young Architects Forum (YAF)

#### ROLES:

- » 2015 - 2017 Chair & Co-Founder (Appointed)
- » 2018 - 2021 Committee Advisor
- » 2018 ARE Prep Champion

#### COMPLETION DATE:

2015 - 2021

#### PUBLICATIONS:

- » 2020 | YAF 'How to Start or Grow an Emerging Professional Committee Toolkit'



*'Building an Emerging Professionals Network' session presenters and audience at the 2017 AIA Grassroots Leadership Summit in Washington DC.*

#### PRESENTATIONS:

- » 2017 | *EPiC Presentation: Building an Emerging Professional's Network*  
Speaker, Ohio Valley Region Emerging Professional Leadership Summit
- » 2017 | *Building an Emerging Professionals Network*  
Speaker, AIA Grassroots Leadership Conference (Washington DC)
- » 2016 | *YAF Committee: Regional Engagement Framework*

#### SYNOPSIS & CHALLENGE:

Emerging Professionals (EPs) are typically defined as architecture students and individuals within ten-years of graduation, but in some places this also includes recently licensed architects. Regardless of how this is defined, EPs are the future of our profession and our Institute.

Mobilizing this next generation and cultivating pathways for their active engagement is vital at the local, state, national, and global levels. It is important to inspire AIA components across the globe with ways to activate their next generation of members.

#### JESSICA'S ROLE & IMPACT WITHIN NEW JERSEY:

Dedicated to creating a robust support network for the next generation within New Jersey, Jessica:

- » Revived and transformed Emerging Professionals Community in New Jersey (AIANJ EPiC), then chaired the committee through its inaugural two years, creating a pipeline of more than 75 new leaders within the state since 2016;
- » Increased EP focused events in New Jersey from two per year to over 15 per year throughout the state;
- » Curated events focused around social engagement, such as the 2016 EPiC Mini Golf Outing, which was the most well-attended event in AIANJ EPiC history to date with over 65 attendees;
- » Revamped AIANJ statewide ARE prep to incorporate study buddy pairings and in-person trivia sessions that foster mentorship between ARE candidates and licensed members;
- » Created the first AIANJ ARE resource library that now has over 115 available study materials, which reduces or eliminates the financial burden of obtaining study materials. This makes the path to licensure more accessible in New Jersey;
- » Empowered the committee to create web-based practice exam reviews attended by individuals in the tri-state area;
- » Provided strategic direction and mentored committee members as EPiC continued to grow and evolve as the leadership incubator for AIANJ between 2017-2021; and
- » AIANJ EPiC members have gone on to Chair both the National YAF and NAC committees, and in 2025, six of the nine AIANJ Executive Committee members started their AIA engagement with EPiC.

"AIA New Jersey's EPiC presentation was inspirational and provided a great framework for a better emerging professionals committee. It told of a more active, more connected and more impactful group of aspiring architects from all across the Garden State. It advocated for the creation of a "Leadership Ladder" that would provide emerging professionals with a variety of ways to volunteer and make positive change on all levels of the organization. Since implementation, AIA Pennsylvania EPiC has cultivated strong, mindful and passionate voices across the Commonwealth."

Joe Adiutori, Jr., AIA

*AIA Pennsylvania Emerging Professional Community: EPiC Director 2016-2018, Mentorship Director 2019*

Activate the next generation; we did it and you can too.

3.6

EXHIBIT 6: AIA NEW JERSEY EPIC & BEYOND

Jessica's Impact

915

All time reads of 'How To Start or Grow an Emerging Professionals Committee' toolkit

75+

New leaders in AIANJ's pipeline

1,856+

New Jersey ARE candidates who had free access to more than 115 study resources

Image on below: Excerpt from Jessica's AIANJ portion of the toolkit.

## How to Start or Grow an Emerging Professional Committee

Young Architects Forum

an AIA member group



Image above: Toolkit inspired by Jessica's AIANJ EPiC presentation at the 2017 AIA Grassroots Leadership Summit.

How to Start or Grow an Emerging Professional Committee

Case Study Profiles 15

**AIA NJ EPiC**

AIA New Jersey Emerging Professionals Community (AIA NJ EPiC)

**Local Component:** AIA New Jersey (State/Region)

**Location:** New Jersey

**Date founded:** 2015

**Total Membership:** 2,060

**Total Emerging Professional Membership:** 1,060

AIA: 705

Assoc. AIA: 355

**Have you seen a growth, decrease, or stagnation in EP attendance/engagement over the last few years?**  
Growth: AIA NJ has experienced an increase in EP engagement at both general membership events and EP-focused events. We believe that this is due to the broadening of EP programming and awareness.

**Does your component have any AIA staff?**  
Yes: AIA NJ is a volunteer-led chapter. We do have a hired consultant, who helps manage some items for us, but overall the leadership is all volunteers.

**Does your EP committee have a designated physical space/center to host meetings?**  
No: AIA NJ does not occupy a physical building, nor do we currently have a center for architecture.

**About how many active EP members attend EP committee meetings regularly (average estimation)?**  
N/A: Committee meetings are different from EPiC events. Generally, only the committee members attend the committee meetings. On occasion, interested EPs will listen in on committee meetings.

**About how many active EP members attend EP committee events regularly (average estimation)?**  
10-45 attendees: The majority of our in-person events  
 75 attendees: In-person social events have been sold out.  
 100+ attendees: Online-based learning sessions have pulled in over 100 virtual attendees.

**About how many total attendees (AIA affiliated or non-AIA affiliated) attend EP committee events (average estimation)?**  
0-5 (approximate) attendees: Very few non-AIA members attend our events. However, we have had non-affiliates attend events by advertising within large A/E organizations.

### JESSICA'S ROLE & IMPACT BEYOND NEW JERSEY:

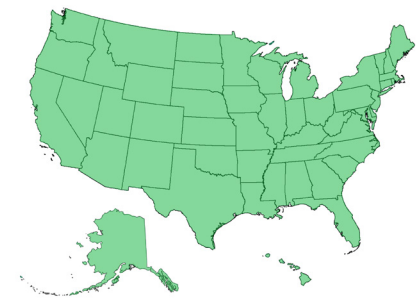
To inspire AIA components with ways to activate their next generation of members by opening an accessible gateway for EPs and recently licensed architects, Jessica:

- » Shared a replicable committee framework on a national scale and to other states to enhance EP committees nationwide;
- » Presented 'Building and Emerging Professional's Network' with AIA California Council at 2017 AIA Grassroots Leadership Conference;
  - » AIA Pennsylvania adopted the successful EPiC framework in 2018;
  - » Provided additional EPiC resources to Texas, Georgia, South Carolina and North Carolina;
- » Presented the EPiC framework and construct at the 2017 Ohio Valley Region's (Ohio, Indiana, Kentucky) Leadership Summit and created additional sample committee framework for multi-state AIA regions to reference; and
- » Collaborated with YAF on the 'How to Start or Grow an Emerging Professional Committee' toolkit in 2020 which has since gained readers across 12 states and 38 countries.

In recognition of her significant contributions, Jessica earned the 2019 AIA New Jersey Young Architect award, the 2025 AIA New Jersey Distinguished Service award, and was recognized as a 2024 Engineering News Record New York Top Young Professional 20 under 40.



Countries reached with content



U.S. states reached

### DECLARATION OF RESPONSIBILITY:

I have personal knowledge of the candidate's responsibility for this exhibit. That responsibility included AIANJ EPiC formation, leadership, and presentations as well as the YAF toolkit on EP committee frameworks.

NAME: Joshua Flowers, FAIA

Title: Senior Risk Manager, Legal Counsel, Gresham Smith

RELATIONSHIP TO THE EXHIBIT: YAF Chair 2016, Past YAF Chair 2017.

# 3.7

Engaging the next generation of architects, designers, and community leaders.

## EXHIBIT 7: K-12 ENGAGEMENT

MOBILIZING THE NEXT  
GENERATION: NATIONAL,  
STATE & LOCAL

▲ Inspire Participation

■ Expand Engagement

● Broaden Access

### ORGANIZATION OF RECORD:

- » OSU ASTEK
- » AIA IDEA group
- » New Jersey School Board Association STEAM Tank
- » ACE Mentor Program

### ROLES:

Mentor, Activation Co-Creator, Regional Judge, and Team Leader

### COMPLETION DATE:

2007 - Present

### PUBLICATIONS:

- » 2025 | *'AIA25 - Boston' Arch Careers Guide*
- » Plus four publications. See Section 2, pg 17-18



Jessica assisting a student presenter at the 2019 New Jersey School Board STEAM Tank State Finals

### PRESENTATIONS:

- 2025 | *Inspire Architecture: Camp AIA*  
Co-Creator & Group Leader | AIA25 (Boston, MA)
- 2024 | *Inspire Architecture: Camp AIA*  
Co-Creator & Group Leader | AIA24 (Washington DC)
- 2024 | *Empowered by Design High School Charrette*  
Development Team & Content Collaborator  
AIA24 (Washington DC)
- 2024 | *Inspiring the Next Generation through K-12 Engagement*  
Co-Creator & Panelist | AIA Leadership Summit (Washington DC)
- 2023 | *Aspire to Engage*  
Session Organizer & Facilitator | A'23 (San Francisco)
- 2018 | *Building Community & Diversity Through K-12 Programs*  
Session Developer & Organizer | AIAWJ & AIA South Jersey

### SYNOPSIS & CHALLENGE:

When architects engage with kindergarten through high school (K-12) students, we help develop the future talent pipeline and diversify the profession.

Expanding access to the architectural profession and elevating the public's awareness of both what architects do and what the AIA is, are vital to the continued success of our profession - every architect must do their part.

### JESSICA'S ROLE & IMPACT:

After discovering her passion for architecture in a high school architectural drafting elective, Jessica has consistently dedicated time to spark curiosity about architecture and design in the lives of K-12 students. Through her continued engagement in this diverse range of K-12 programs, Jessica has mentored over 725 students across five states and Washington DC.

As a college student at Oklahoma State University, Jessica:

- » Volunteered as part of the Architecture Students Teaching Elementary Kids (ASTEK) program at Oklahoma State University where elementary schools are paired with OSU students; and
- » Engaged with over 80 local Stillwater elementary school students to strengthen the existing school curriculum and stimulate imaginations.

In collaboration with the New Jersey School Board Association's STEAM Tank Challenge, Jessica:

- » Serves as a team mentor and regional judge for more than 560 students ranging from elementary through high school
- » Guides students through this Shark Tank inspired challenge as they work in teams to conceptualize and design an innovative product that will improve the world; and
- » Utilizes her design thinking skills to ask insightful questions and propose resources to advance each team's unique product.

To increase awareness of the different K-12 programs available to students in New Jersey, Jessica:

- » Curated a panel discussion with speakers from STEAM Tank, ACE Mentoring, and the Technical School Association (TSA).

"Judges like Jessica are a vital component to the STEAM Tank Challenge. Through her volunteer efforts, she has provided a design and problem solving perspective as well as demonstrating women in leadership roles within the architectural profession. She has provided guidance and asked compelling questions that lead students to a deeper understanding of their innovative projects. New Jersey School Board Association STEAM Tank and student teams are fortunate to have professionals like Jessica volunteering their time and expertise on the judging panel."

John Henry  
STEAM & Sustainable Schools Specialist

*Transforming pathways: do not underestimate your ability to impact the future.*

# 3.7

## EXHIBIT 7: K-12 ENGAGEMENT

### Jessica's Impact

# 12

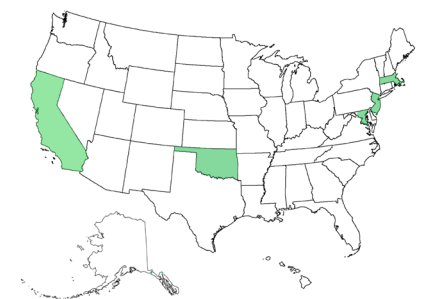
*Years of leadership and  
mentorship with K-12 students*

# 220+

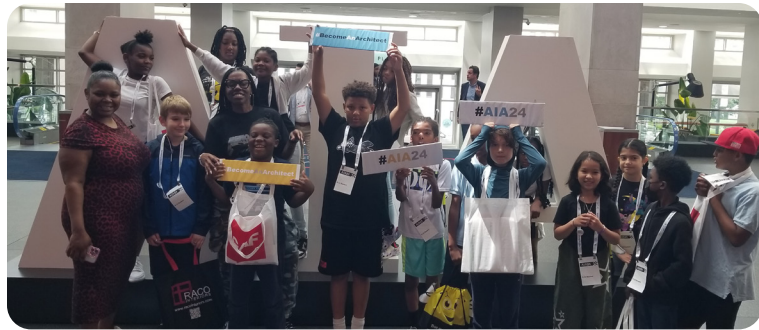
*Schools engaged  
across six states*

# 675+

*Students mentored across  
five states and Washington DC*



*U.S. states engaged*



*Photo above: AIA24 Inspire Architecture - Group 3A at the AIA entry sign.*



*Photo above: 2023 ACE Mentoring - Team Camden*

#### DECLARATION OF RESPONSIBILITY:

I have personal knowledge of the candidate's responsibility for this exhibit. That responsibility included Steam Tank and ACE leadership roles and planning efforts for K-12 activations at AIA conference.

NAME: Libertad Lauren Harris, AIA

Title: Regional Digital Delivery Lead, US North Central and South, Stantec

RELATIONSHIP TO THE EXHIBIT: ACE Camden collaborator, Steam Tank Judge, and K-12 mentor enthusiast.

In 2023, Jessica collaborated with the College of Fellows Executive Committee on ways to engage K-12 students at the national AIA conference. That resulted in the creation of the 2023 'Aspire' series, which evolved into the now annual 'Inspire Architecture at Camp AIA' and 'Empowered by Design High School Charrette.' Since its inception in 2023, Jessica has:

- » Engaged over 115 local elementary and high school students from California, Washington DC, and Boston;
- » Championed a collaboration between COF and the AIA Integrating Design Education through Architecture (IDEA) Group, ensuring additional AIA Staff support and AIA resources would be allocated towards this successful event; and
- » Co-developed these K-12 activities at AIA24 and AIA25, with planning already underway for AIA26.

With ACE Mentoring of Greater Philadelphia and Team Camden New Jersey, Jessica has led the efforts of over 62 students since 2018. As a team leader, she has:

- » Co-developed interactive sessions on Architecture that include an architecture themed Quizzoo style, single elimination competition;
- » Curated 12 industry partners to present seminars on their specific discipline; and
- » Conceptualized and facilitated an innovative approach to ACE with a design-build project, where the student's design then physically build pollinator hotels for bees, bats, and birds, that get installed in their local neighborhoods.

***Among 178 mentors across the ACE of Greater Philadelphia affiliate, Jessica stood out for her dedication, innovation, and mentorship, earning her the title of 2025 Outstanding Mentor of the Year.***

# 3.8

EXHIBIT 8: NCARB

## Increasing access and reducing bias to expand the architectural profession.

### SHAPING THE PROFESSION: NATIONAL

- *Transform Pathways*
- *Improve Practice*
- *Advance Knowledge*

### ORGANIZATION OF RECORD:

National Council of  
Architectural Registration  
Boards (NCARB)

### ROLES:

- » 2025-2026 | *Research & Development Subcommittee Member*
- » 2023-2025 | *Examination Committee Member*
- » 2017-2023 | *Six different Examination Subcommittees*

### COMPLETION DATE:

2017 - Present



2019 ARE Case Study Subcommittee breakout session for group work.

### EXAMINATION SUBCOMMITTEE ROLES:

- » 2022-2023 | *ARE Forms Assembly Subcommittee Member*
- » 2021-2022 | *ARE Case Study Subcommittee Coordinator*
- » 2020-2021 | *ARE Case Study Subcommittee Coordinator*
- » 2019-2020 | *ARE Case Study Subcommittee Member*
- » 2018-2019 | *ARE Case Study Subcommittee Member*
- » 2017-2018 | *ARE Case Study Task Force Member*

### SYNOPSIS & CHALLENGE:

The path to architectural licensure varies from state to state, but the national examination has been regulated by NCARB since 1965.

Through its volunteer subject matter experts, NCARB strives to continually evolve the examination process and model law language around the licensure process to keep pace with our changing professional practice.

### JESSICA'S ROLE & IMPACT:

Through her work as a subject matter expert, Jessica creates more accessible pathways to architecture licensure while maintaining the rigor required to protect the health, safety, and welfare of the public. Her service has refined and enhanced exam content while ensuring content is clear for candidates.

#### 2025 - 2026 | *Research & Development Subcommittee Member*

- » Provides strategic feedback on proposed changes related to the education, experience, and examination requirements for licensure.

#### 2023 - 2025 Examination Committee Member

- » Analyzed the current case study format and reviewed exam performance metrics to improve effectiveness of exam content;
- » Evaluated and recommend changes to model law relating to exam eligibility which were adopted at the 2024 Annual Business Meeting; and
- » Assessed alignment of current exam objectives and proposed competency standards and presented findings to the NCARB Board.

#### 2022 - 2023 | *ARE Forms Assembly Subcommittee Member*

- » Executed quality control of 100+ items across the four different forms of a single exam division to ensure clarity of content;
- » Recommended language refinements to potentially confusing Code terminology and revisions to remove colloquial terms;
- » Provided critical subject matter expert feedback on current exam items to ensure content is clear for candidates, relevant to current practice, and necessary to determine minimum qualifications for licensure; and
- » Identified items that were unclear, items with a perceived bias in language used, and items not relevant to minimum qualifications for licensure. These items were then eliminated from the current exam.

"I first met Jessica in 2020, both volunteering on NCARB's Case Study development subcommittee. As our group's coordinator, she provided clear instruction, guidance, and feedback to our group of four volunteers in successfully creating content for the Architectural Registration Exam. Over months of virtual meetings, she was always thoughtful, energetic, and kept everyone engaged in the process. I continue to be inspired by her giving nature and her volunteer leadership roles within NCARB and AIA.

Andrew Shelby, AIA, NCARB

2021-2022 ARE Case Study Subcommittee Member from Nebraska

**Ensuring exam content and assessment methodologies parallel evolving standards in architectural practice.**

# 3.8

## EXHIBIT 8: NCARB

### Jessica's Impact

# 139,030

ARE candidates impacted globally

# 420+

Exam items reviewed & enhanced

# 32

Exam case studies created & reviewed



Photo above: 2019 ARE Case Study Subcommittee.



Photo above: 2017 ARE Case Study Task Force.

**2020 - 2022 | ARE Case Study Subcommittee Coordinator**

- » Led a development of four real-world case studies across two divisions, ensuring candidates are being tested on projects they would actually experience in practice; and
- » Provided feedback on the development, content, and language of 12 case studies spanning six divisions.

**2018 - 2020 | ARE Case Study Subcommittee Member**

- » Performed quality control reviews of existing case studies to eliminate coordination errors, identified potentially confusing elements, and recommended the retirement of outdated content; and
- » Championed a gap analysis of the existing case studies which identified building typologies that should be considered in future case study development.

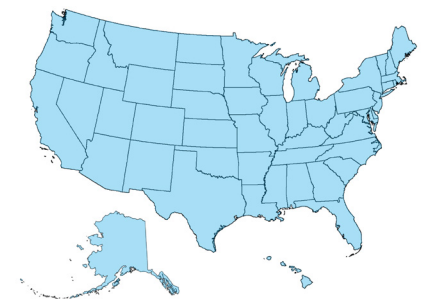
**2017 - 2018 | ARE Case Study Task Force Member**

- » Authored four real-world case studies in a single division, ensuring content on the exam is relevant to current practice; and
- » Provided feedback on the development, content, and language of 24 case studies across six divisions.

**Across her different volunteer roles within NCARB, Jessica has directly impacted more than 139,030 ARE candidates who have taken an exam either domestically or internationally since 2019.**



Countries reached



U.S. states reached

**DECLARATION OF RESPONSIBILITY:**

I have personal knowledge of the candidate's responsibility for this exhibit. That responsibility included creation of Case Studies, quality control of examination items, and Examination Committee work.

NAME: Michelle Cohn, AIA, NCARB, PMP, ICE-CCP  
 Title: Assistant Vice President, Programs: Assessments, NCARB

RELATIONSHIP TO THE EXHIBIT: NCARB staff overseeing Examination Committee and subcommittees.

# 3.9

## EXHIBIT 9: BROOK STREET LOFTS & GRAPHISOFT

### SHAPING THE PROFESSION: GLOBAL

- *Improve Practice*
- *Advance Knowledge*

#### PROJECT SNAPSHOT:

BROOK STREET LOFTS  
Mixed-Income Housing  
Woodbridge, New Jersey

#### ORGANIZATION OF

**RECORD:** Thriven Design

#### ROLES:

*Project Architect, Project Manager, & BIM Manager*

#### COMPLETION DATE:

2022

#### AWARDS & RECOGNITIONS:

- » *Firmwide case study for an integrated design project*
- » *Global case study for the technology company Graphisoft*

#### PUBLICATIONS:

2021 | *'Changing How We Practice with a 'One Team, One Model' Approach'*  
*YAF Connection Vol. 19 Issue 04: Practice Innovation*

#### PRESENTATIONS:

2021 | *Deliverables that Deliver*  
Panelist, Graphisoft Global Webinar



*BIMx model view of engineering coordination.*

*Improving how the AEC industry collaborates by paving the way for the future practice models.*

#### SYNOPSIS & CHALLENGE:

Thriven Design, South Jersey's largest ArchiCAD based design firm, prioritizes utilizing the latest collaboration technology to deliver complex projects efficiently.

For the firm's first integrative design project with out-of-house consultants from two different states and two time zones 'live' within the BIM database, they needed to select an in-house champion to lead the effort.

#### JESSICA'S ROLE & IMPACT:

As Project Architect, Project Manager, and BIM Manager, of this six-story, 245,000 sf new construction building containing 146 mixed-income dwelling units in a downtown transit oriented development, Jessica successfully spearheaded the firm's inaugural integrative design project by:

- » Utilizing the latest collaboration technology platforms;
- » Aligning team members from different offices and disciplines to communicate effectively and efficiently;
- » Empowering team members to model their respective discipline's elements in 3D from underground infrastructure, through the two-story type 1A parking garage, and up to the four-story wood frame residential building;
- » Developing video fly-throughs of schematic model for planning board testimony to help others visualize the building scale in context to existing structures;
- » Utilizing BIMx project model in meetings and on-site to enable client to understand the benefit of specific design elements;
- » Facilitating 'live' coordination resolution through the database; and
- » Reducing turnaround time for project deliverables across all design phases.

*Graphisoft, the parent company of the BIM software platform ArchiCAD, highlighted this successful collaboration as an international case study in two separate international webinars. The success of Jessica's webinar resulted in Graphisoft invitations for three additional presentations.*

"Jessica O'Donnell's leadership and experience in complex projects translates into a compelling perspective on project workflows and deliverables. We appreciate Jessica's willingness to share her learnings and valuable insights with the wider Graphisoft community by serving as a panelist on our international webinar - Deliverables that Deliver."

Suzanne Oldweiler  
Graphisoft North America Inc.

# 3.9

## EXHIBIT 9: BROOK STREET LOFTS & GRAPHISOFT

### Jessica's Impact

as a global panelist for 'Deliverables That Deliver'

# 444+

Webinar attendees

# 29

U.S. States & territories engaged

# 5

Countries represented

#### ADDITIONAL SPEAKING ENGAGEMENTS WITH GRAPHISOFT:

2024 | *Impact x Design*  
Speaker invited by Graphisoft  
AIAS Grassroots (Washington DC)

2022 | *One Team, One Model; Cradle to Grave*  
BIM BOP Speaker  
University of Southern California School of Architecture USC  
Webinar

2022 | *Socially Responsible Architecture*  
Moderator  
Graphisoft Global  
Webinar

#### DECLARATION OF RESPONSIBILITY:

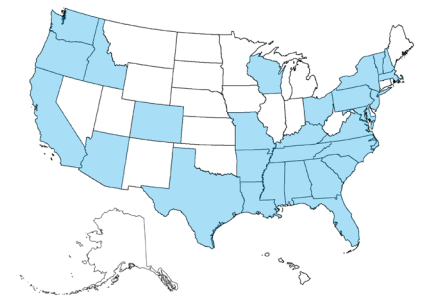
I have personal knowledge of the candidate's responsibility for this exhibit. That responsibility included working as the project architect, project manager and BIM manager for the this project as well as a Graphisoft presenter.

NAME: Al Deluca, AIA, LEED AP  
Title: Associate Principal and Director of Project Services, Thriven Design

RELATIONSHIP TO THE EXHIBIT: Thriven Design BIM Team leader.



Countries engaged



U.S. states engaged

# 3.10

## EXHIBIT 10: CREATING EQUITABLE SPACES

*Creating a trailblazing community that improves health and housing equity.*

### PROJECT SNAPSHOT:

OLIVER STATION  
Low Income Senior Housing with On-Site Health Care  
Camden, New Jersey

### ORGANIZATION OF

**RECORD:** Urban Practice

### ROLE:

Construction Administrator

### COMPLETION DATE:

2025

### AWARDS &

#### CERTIFICATIONS:

- » 2025 | New Jersey Governor's Award: Excellence in Housing Development
- » 2025 | New Jersey Future Smart Growth Award
- » Enterprise Green Communities Certification
- » Energy Star Certification
- » Second project in New Jersey to benefit from the New Jersey Housing and Mortgage Finance Agency's (NJHMFA) Hospital Partnership Subsidy Program.



Photo from August 2025.

# 47

Affordable dwelling units for seniors age 55+

# 5%

Of units are accessible to residents with physical disabilities, with all other units being adaptable

### DECLARATION OF RESPONSIBILITY:

I have personal knowledge of the candidate's responsibility for this exhibit. That responsibility included working as the construction administrator for Oliver Station.

NAME: Christina Davis, AIA  
Title: Principal, Urban Practice

RELATIONSHIP TO THE EXHIBIT: Principal in charge of project

### SYNOPSIS & CHALLENGE:

The United States is dealing with both a housing shortage and affordability crisis on top of global climate disruptions.

The built environment can significantly impact these challenges in positive ways by creating vibrant, sustainable, and equitable communities for the underserved, specifically with affordable, mixed-income, and senior housing.

### JESSICA'S ROLE & IMPACT:

Since 2016, Jessica has added 2,836 dwelling units to the market place across the United States, of which 2,437 are accessible or adaptable, 1,741 are Energy Star or LEED compliant, and 1,032 are affordable. Two personally meaningful projects within that portfolio are *Oliver Station* and *One Thompson Avenue*.

### JESSICA'S ROLE & IMPACT AT OLIVER STATION:

As Construction Administrator for this three-story, 60,200 sf new construction transit-oriented building, Jessica ensured this project was built according to the design standards outlined in the construction documents to create spaces for a thriving and sustainable community by:

- » Demolishing an abandoned commercial building and revitalizing the block with an environmentally conscious, affordable housing community for low-income seniors, and formerly homeless individuals;
- » Improving resident wellbeing with access to a fitness center and community room;
- » Transforming the broader community's wellbeing with access to health care with 5,200 sf of primary care office space, including ten exam rooms;
- » Implementing universal design as a top project priority;
- » Selecting fixtures that contribute to advanced water conservation within the building; and
- » Designing five percent of the dwelling units to be accessible to residents with physical disabilities with all other dwelling units to be adaptable.

Sustainable features were a key project goal. In addition to receiving Enterprise Green Communities Certification for environmentally friendly building practices, all dwelling units are Energy Star Certified.

# 3.10

## EXHIBIT 10: CREATING EQUITABLE SPACES

### JESSICA'S ROLE & IMPACT AT ONE THOMPSON AVENUE:

As Architect and Construction Administrator for this four-story, 89,000 sf new construction building, Jessica designed spaces for a thriving and sustainable community by:

- » Transforming an underutilized parking lot into an environmentally conscious, affordable housing community for veterans, low-income families, and formerly homeless individuals;
- » Creating a compact development that exceeds the residential density of the census block;
- » Improving resident wellbeing with access to a fitness center, cybercafe, and social services;
- » Implementing universal design as a top project priority;
- » Selecting fixtures that contribute to advanced water conservation within the building; and
- » Designing five percent of the dwelling units to be accessible to residents with physical disabilities and all other dwelling units to be adaptable.

Sustainable features were a key project goal. In addition to receiving Enterprise Green Communities Certification for environmentally friendly building practices, all dwelling units are Energy Star Certified. This building also incorporates advanced water conservation, achieving 38.6% over the baseline.

### DECLARATION OF RESPONSIBILITY:

I have personal knowledge of the candidate's responsibility for this exhibit. That responsibility included working as the architect and construction administrator for One Thompson Avenue.

NAME: Matthew Bartner, AIA, LEED AP BD+C

Title: Managing Principal, Thriven Design

RELATIONSHIP TO THE EXHIBIT: Managing Principal.



Pre-occupancy photo from 2022.

# 70

Affordable dwelling units

# 5%

Of units are accessible to residents with physical disabilities, with all other units being adaptable

### PROJECT SNAPSHOT:

ONE THOMPSON AVENUE  
Low Income Senior Housing  
Dover, New Jersey

### ORGANIZATION OF RECORD:

Thriven Design

### ROLES:

Architect & Construction  
Administrator

### COMPLETION DATE:

2022

### AWARDS & CERTIFICATIONS:

- » 2023 | New Jersey Future Smart Growth Award
- » Enterprise Green Communities Certification
- » Energy Star Certification