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2024 AIA Fellowship

Candidate Kathleen Lechleiter
Organization Twopoint Studio, LLC
Location Baltimore, Maryland
Chapter AIA Maryland;

Category of Nomination

Object 2 (Practice Management, Technical Advancement) > Practice (Management)

Summary Statement

Kathleen Lechleiter's practice model eradicates housing insecurity and instability for underserved people. By combining design, teaching and public engagement, she enacts solutions to homelessness, advances fair housing development, promotes sustainability, and builds healthy, equitable communities.

Education

University of Nebraska – Lincoln, Lincoln, NE, 1982-1983 (2), Master of Architecture

North Dakota State University, Fargo, ND, 1977-1982 (5), Bachelor of Architecture

North Dakota State University, Fargo, ND, 1977-1981 (4), Bachelor of Arts

Licensed in:

Indiana

Maryland

Massachusetts

New Jersey

Pennsylvania

Virginia

Washington DC

Employment

Twopoint Studio, LLC (formerly k.lechleiter ARCHITECT LLC) Baltimore, MD, 2002-present (21)

RE/PUBLIC (an Architecture Collaborative), Baltimore, MD, 2015-2017 (2)

Arris, a Design Firm, Baltimore, MD 2007-2014 (7)

2fortyoneArchitecture, Baltimore MD, President, 2000-2002 (2)

Hord Coplan Macht, Inc. Baltimore, MD, 1997-2000, 1986-1991 (7.5)

Xerxes Architects, Inc. Minneapolis, MN, 1991-1997 (6.5)

Kenyon Architectural Group, Phoenix, AZ, 1985-1986 (2)

Metz Train Youngren, Phoenix, AZ, 1984-1985 (1)

Innerspace Studios, Lincoln, NE, 1983-1984 (1)

30 September 2023

Lisa Lamkin, FAIA 2024 Chair, Jury of Fellows

The American Institute of Architects
1735 New York Avenue, NW
Washington D.C. 20006-5292

RE: Fellowship Nomination for **Kathleen Lechleiter, AIA**

Dear Chair Lamkin and members of the College of Fellows Jury:

It is my distinct honor to sponsor Kathleen Lechleiter, AIA for elevation to the College of Fellows in Object 2, Practice (Management). Kathleen has made a significant national impact on the profession of architecture by reaching across social and economic boundaries to build connections with people who need greater representation in shaping the built environment to meet the needs of all parts of society. Kathleen's pioneering **practice** model - called RAISE-UP - has resulted in the creation of hundreds of affordable dwellings for low-income families and veterans in her local community of Baltimore. Through her **teaching** efforts at both Morgan State and North Dakota State Universities, she has propagated her innovative practice model across the country by educating an entire generation of architecture students who now practice in locations spread across the nation from San Francisco to New York City. She practices what she teaches, **engaging** directly with veterans, homeless families, recovering addicts, refugees and immigrants as well as connecting with businesses, non-profits and community organizations to create practical, sustainable and affordable housing.

Kathleen's approach to the profession resonates with my own. I met Kathleen shortly after I started as Chair of the Department of Architecture at NDSU in 2020. Our shared passions for equity in academia and practice forged an immediate connection. Like Kathleen, I have dedicated my career to developing the next generation of architects and to creating healthy and resilient communities. Kathleen's professional activities are addressing these same challenges. She has devoted her career to bringing community centered design to create new models for housing that remove the stigma of low-income, foster ownership for those who seek it, and eliminate housing insecurity for thousands facing harsh challenges in her own community of Baltimore. Her work on housing justice has been shared with the profession at national, regional, and local conferences, including at A'22 in Chicago and on the national AIA KnowledgeNet.

Kathleen is an excellent teacher, who engages her students with socially relevant studies of the history of housing in the United States, supported by real-world field trips to her firm and project sites. I have had the privilege of seeing firsthand Kathleen at work informing, inspiring, and shepherding the learning experiences of students in the architecture programs at NDSU as an Adjunct Professor for one of my 4th year studios. She has also been a frequent lecturer and guest critic on the topic of equitable housing for students here at NDSU. Her adjunct role at Morgan State is particularly important as it is just one of seven Historically Black Colleges and Universities (HBCU) with an accredited architecture program; in America, 60% of the licensed architects who identify as Black or African American earned their degrees at one of the seven HBCUs.

Kathleen's impact is a result of her steadfast efforts to engage with communities in need and to facilitate action among individuals and organizations poised to help. She was instrumental in leading nationally recognized efforts to bring together artists and their patrons with veterans struggling with addiction, as well as a yearlong program that united nonprofit leaders of the organizations with the owners and operators of breweries. Her efforts have resulted in partnerships and open community dialogs about the challenges facing urban communities and residents, and ways private businesses can collaborate with nonprofits to shape a strong, more resilient Baltimore. These efforts have served as models for how practitioners can interact with their communities nationwide, and several of her former students are doing just that.

As the exhibits in her portfolio demonstrate, Kathleen's contributions to the profession of Architecture transcend geographic and social boundaries to benefit people across the continent. She embodies the best ideals of the AIA, and will be an excellent and influential addition to the College of Fellows. I enthusiastically give my strongest possible recommendation that Kathleen be elevated as a Fellow in the Class of 2024.

Sincerely,



Susan Schaefer Kliman, PhD, FAIA, NCARB

Chair / Professor, NDSU Department of Architecture
AIA College of Fellows, Class of 2023

1 - SUMMARY

Practice fused with academic instruction and public engagement to create homes for historically marginalized people and communities.

01. "The residents we support." Linden House family

KATHLEEN LECHLEITER, AIA

Kathleen Lechleiter's practice model eradicates housing insecurity and instability for underserved people. By combining design, teaching and public engagement, she enacts solutions to homelessness, advances fair housing development, promotes sustainability, and builds healthy, equitable communities.

1.0 | SUMMARY



Kathleen Lechleiter **centers her practice on providing marginalized residents stable places to live, to build equity and to achieve economic opportunity.** She advances this model through academic and community engagement.

PRACTICE

Kathleen has designed **2,000+ dwellings through a practice model—RAISE UP**—that challenges deeply-rooted stereotypes of low-income residents and redefines perceptions of low-income housing. Her approach upends development norms that isolate subsidized housing. The result are homes for thousands of families designed equitably and developed within mixed-income, high opportunity neighborhoods.

Kathleen received the *Daily Record's* 2019 Excellence in Construction & Real Estate Award for her transformation of Maryland's residential landscape with 152 scattered site public housing units integrated into five jurisdictions. Her Linden House project provides permanent, service-enriched housing for five formerly homeless families. **She has shared this model as a speaker and presenter at national and regional conferences held by the AIA, allied organizations, and housing forums.** These arenas and their participants recognize Baltimore as an epicenter for the outcomes of America's history of housing and neighborhood inequity.

TEACH

Kathleen **has educated and stimulated the thinking of hundreds of future architects on housing justice and design.** She advances tomorrow's talent in studios focused on low-income residential design at North Dakota State University (Fargo) and Morgan State University (Baltimore). Her students explore housing's tangible and intangible characteristics, gain knowledge of the history of affordable housing, and study housing's role in shaping fair and resilient communities.

Students from her Morgan State University Urban Design Studio focused on distressed communities and garnered two AIA Maryland 2016 Student Design Awards. Students from these studios have gone on to architectural graduate programs across the country. **Both graduates and former staff further her practice model with organizations such as Americorps for Habitat for Humanity (San Francisco, California), as Program Director of the Housing Department (Nebraska Public Service Commission), and through affordable housing funding (Greenworks Lending, New York).**

ENGAGE

For the public and her peers, Kathleen's RAISE UP model defines architecture as a catalyst for social change. Across her projects, **she forms stakeholder design/build-teams that unite with homeless families, individuals in rehab programs, second generation immigrants, and refugee populations.** A community garden project brings together culturally disparate neighbors and provides healthy food options for underserved residents. To advance insight into formerly homeless veteran's experiences, she inspired colleagues, local high schools, and the fine arts community to volunteer and share meals with the project's veterans.

Kathleen fosters broad public engagement by devising and orchestrating events that increase social consciousness. **She founded and co-chaired re-stART with ART, enlisting over 500 local artists and art students from seven high schools to participate, raising over \$250,000 to aid the Baltimore Station residents.** Her *Faces of Recovery* campaign challenges social stigmas related to homelessness and addiction. Across 2023, she has sponsored **6 events** that bring private businesses and nonprofits together to find common ground and advance their communities. These events have attracted **over 150 people** in public dialogs that place the architect at the center of solving the contemporary challenges faced by communities.

2 - ACCOMPLISHMENTS

“While working with Kathleen, I discovered my passion for architectural history and historic preservation. Her studio’s focus has led me to develop a research practice centered on 20th century mass housing. At the Getty Museum, I’m assisting with training and education initiatives advocating for the conservation of 20th century heritage around the globe.”

Elsa Haarstad, Getty Graduate Intern

Getty Conservation Institute, J.Paul Getty Trust; Los Angeles, CA
Research/Marketing Director (former), Twopoint Studio; Baltimore, MD

02. “The students we lead.” Kathleen working with Goucher College historic preservation student during community garden installation.

KATHLEEN LECHLEITER, AIA

2.1 | PRACTICE

HEALTHY COMMUNITIES via SUPPORTIVE and AFFORDABLE HOUSING | EXHIBIT 3.1

Kathleen Lechleiter's practice philosophy—*RAISE UP*—integrates expertise in the nuances of housing types, services and funding to present a model for designing and developing equitable, affordable housing solutions for people facing a myriad of critical challenges including low income, mental health and addiction, housing instability, domestic abuse and more.

Her practice leadership across more than 20 years inspires others to act with more informed and greater purpose through her teaching emerging talent in academia and activating the public through art and cultural events. The result is an advanced awareness of the housing challenges many individuals and families face throughout the country from urban communities in Maryland to rural North Dakota and beyond.



RECOGNIZE the Individual
ADVANCE Housing Options
IMPROVE Perceptions
STIMULATE Forward Thinkers
EMPOWER Underserved People

UNIFY Disparate Neighborhoods
PROMOTE Understanding and Outreach

“Common misconceptions of extremely low income housing residents as unemployed contradicts the fact 48% of renter households are seniors or disabled and 43% of renters are in the labor force, in school, or are single-adult caregivers.

Housing must meet the needs of the individual and the challenges they face without judgment. Understanding that and providing safe, stable and dignified housing for all regardless of where they are on this spectrum is our calling as architects.”

- Kathleen Lechleiter, AIA

HOUSING TYPES KEY

TRANSITIONAL

- provides housing and supportive services to homeless persons enabling movement to permanent supportive and independent living
- short-term safe housing solution for those in need with services to help participants become stable and self-sufficient

PERMANENT SUPPORTIVE

- combines affordable housing assistance with support services to aid the chronically homeless to build stability, live independently and gain tenancy skills
- connects people with community-based health care, treatment and employment services

LOW-INCOME RENTAL

- allotting rental units for low-income tenants based on Average Median Income as part of development programs
- funded and managed by a local housing authority or non-profit developer

LOW-INCOME OWNERSHIP

- public funding/lending program to transition low-income families from rentals to ownership
- uses direct subsidies

SCATTERED SITE

- integrates public housing (single-family homes) within existing neighborhoods defined by HUD as “communities of opportunity” providing healthy and socially equitable environments.
- advances community health, economic opportunity and educational opportunity

2.1 | PRACTICE

“Kathleen understands that owning a home is life changing and the first step in bridging the tremendous racial wealth gap in this country. Her work is evidence of this putting understanding into action.”

Diana Greene, Director, “[Home Stretch](#)”
Winston-Salem State University and
the Center for Social and Economic Mobility
Winston-Salem, North Carolina

HEALTHY COMMUNITIES: RAISE UP MODEL PROJECTS

State and federal disinvestment, systemic racism, high housing prices and chronic poverty combine to make safe, stable housing unattainable for many across the country. Using the *RAISE UP* model—*RECOGNIZE the Individual, ADVANCE Housing Options, IMPROVE Perceptions, STIMULATE Forward Thinkers, EMPOWER Underserved People, UNIFY Disparate Neighborhoods, and PROMOTE Understanding and Outreach*—Kathleen’s practice integrates low-income tax credits, community land trusts and energy rebates to resolve housing disparities as she inspires future architects and members of the public to act.



WALBROOK II APARTMENTS Baltimore, MD | 2024

Principal, Project Designer

Design for **40 unit complex** of LOW-INCOME RENTAL (multifamily) **development based on stakeholder input** incorporates a large neighborhood community center opening onto a public plaza repurposing timber from an on-site demolished lumber yard to create a gathering place and farmers market site.



NORTH AVENUE DEVELOPMENT Baltimore, MD | 2024

Principal, Project Designer

Design for a **212 unit mixed-use urban site development** featuring three housing typologies; LOW-INCOME RENTAL (multifamily), LOW-INCOME (single-family) OWNERSHIP, and AFFORDABLE LIVE/WORK units. Supported by a faith based initiative, the project incorporates a grocer, public green and large community center to advance neighborhood vision encouraging healthy lifestyle options.



OSWEGO 35 Baltimore, MD | 2024

Principal, Project Manager

Renovation of LOW-INCOME RENTAL (multifamily) public housing townhomes and new community center to **provide homes for 35 families** and bring economic stability and public amenities in a community suffering from severe disinvestment.



LANSDOWNE GARDENS Baltimore, MD | 2023, 2003

Principal, Designer, Project Manager, CA

Upgrades and renovations to occupied LOW-INCOME RENTAL (multifamily) **apartments for 167 families including ADA units** and leasing office (2003). 2022 upgrades all units and adds a community center, playground and paths to encourage outdoor social activity and play for children and teenagers.

2.1 | PRACTICE

"I found your approach and work to be elegantly understated, driving right to the heart of a need for many communities. Although working in a different country with different systems of subsidy and support, yours is a methodology that I would like to apply within my local context."

Bryan Gartner, Attendee, "Scattered Sites: Seeking Housing Justice," A'22
Senior Project Architect, Ace Architecture
Calgary, British Columbia



NEWTOWNE 20 COMMUNITY BUILDING Annapolis, MD | 2022

Designer (community building), Construction Administration (CA)

New **78-home** LOW-INCOME RENTAL (multifamily) **development and community center** to replace aging, poorly maintained public housing complex included Kathleen's participation in a grant study and implementation of micro-grid system to create a resilient community benefiting residents and the neighborhood.



THOMPSON HOMES - PHASE II (Hollander) Baltimore, MD | 2021

Principal, Project Manager | Exhibit 3.5

SCATTERED SITE, RENTAL rehab of single-family market rate homes into public units **places 94 low-income families into established communities** with access to transportation, jobs, schools and healthy food options away from impoverished urban areas with high concentrations of poverty.



THOMPSON HOMES - PHASE I (Broadway) Baltimore, MD | 2020

Principal, Project Manager, CA | Exhibit 3.5

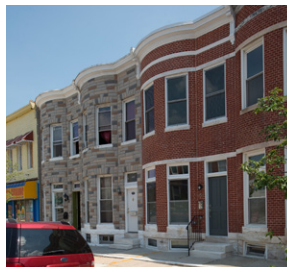
SCATTERED SITE, (single family) rehabilitation of market rate homes into **58 public housing rentals for families** in neighborhoods with better schools, access to jobs, healthy food options and lower crime providing opportunities for families to thrive while requiring lower levels of public service dependency.



BAILEY- PHASE 4 Baltimore, MD | 2015

Principal, Designer, Project Manager, CA | Exhibit 3.4

Design of three SCATTERED SITE single family public housing units, including two ADA-compliant homes integrated into an established owner-occupied neighborhood bringing **economic diversity and access to transportation, schools and healthy food options to residents.**



PATTERSON PARK Baltimore, MD | 2014

Principal, Designer, Project Manager, CA

Gut rehabs of SCATTERED SITE rowhouses for LOW-INCOME, SINGLE FAMILY OWNERSHIP in a neglected historic district of low-income people of color **created equity, generational wealth and home-ownership for previously underserved residents** and directed investment into improving the neighborhood.

2.1 | PRACTICE



“Architect Kathleen Lechleiter performed a transformative miracle...For years, I feared this charming but vacant Victorian home might wind up a pile of ashes. Now it is a fine residence for the Women’s Housing Coalition.”

Jacques Kelly, Journalist

*“In New Life, Home Revives Old Role of Serving Needy,” *The Baltimore Sun*, Dec. 2013*



BAILEY - PHASES 1-3 Baltimore, MD | 2012-2014

Principal, Designer, Project Manager, CA | Exhibit 3.4

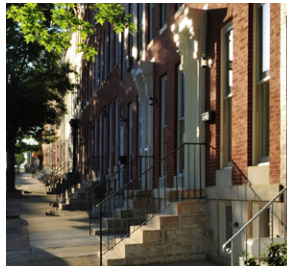
Prototype design and new construction of 20 SCATTERED SITE ADA-compliant public single family rental units **provided economic diversity and stable housing** with access to schools, transportation and economic opportunities for people with disabilities and reduced stigma by eliminating visual cues of the resident’s physical health.



THE LINDEN HOUSE Baltimore, MD | 2012

Principal, Designer, Project Manager, CA | Exhibit 3.3

Restoration and renovation for five formerly homeless families in PERMANENT SUPPORTIVE housing **created stability and security, serving the Women’s Housing Coalition’s mission** to break homelessness by providing high quality, service-enriched housing.



JOHNSTON SQUARE PHASE 3 Baltimore, MD | 2012

Principal, Designer, Project Manager, CA

A Neighborhood Stabilization Program in a historic and predominately Latino community involved gut rehab of old rowhouses to provide SCATTERED SITE single family **home-ownership for 18 low to moderate income households** fostering resident pride and catalyzing continued neighborhood investment.



THE BALTIMORE STATION Baltimore, MD | 2008

Principal, Designer, Project Manager, CA | Exhibit 3.2

The addition and renovation to a historic fire station provides TRANSITIONAL **beds and support services for 92 formerly homeless men** with substance abuse issues. Kathleen facilitated engagement between the client and residents through volunteering, fundraising and advocacy.



JENKINS HOUSE Baltimore, MD | 2005

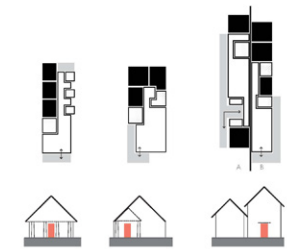
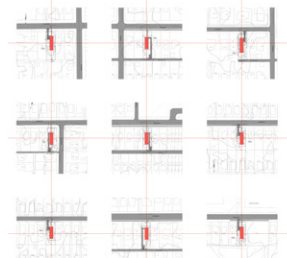
Principal, Designer, Project Manager, CA

Renovation of historic residence and former convent into PERMANENT SUPPORTIVE single-room occupancy **housing for 22 women with low-incomes** provided opportunities for job training, counseling and GED completion with new computer lab and resource center.

2.1 | PRACTICE

PROFESSIONAL REACH

Essential to Kathleen's practice is engaging with colleagues and collaborators on the strategies and solutions to the housing crisis faced across the country, including at AIA conferences and events held by allied organizations.



SPEAKING & PRESENTATIONS on HOUSING MODELS

AMERICAN INSTITUTE OF ARCHITECTS

“Scattered Sites: Seeking Housing Justice”

Speaker | Exhibit 3.5 (with Elsa Haarstad)

“AIA KnowledgeNet” Housing and Community Design Webinar, February 2023

Pyatok Architects, Oakland, CA, November 2022

A’22 Conference on Architecture, Chicago, IL, June 2022

“Scattered Sites: A Design Approach Away from Aesthetics Toward Social Responsibility”

Speaker | Exhibit 3.5 (with Elsa Haarstad)

Design DC-Reboot & Rebound Conference, AIA/DC Washington, DC,

September 2021

“Scatter-DD, Designing Deliberately”

Speaker | Exhibit 3.4 (with Harold Bravo, Steven Winter Associates)

A’19 Conference on Architecture, Las Vegas, NV, June 2019

Speaker | Exhibit 3.4 (with Peter Stratton, Steven Winter Associate)

Design DC-Charged Up Conference, AIA/DC Washington, DC, September, 2019

“The Divided Line”

Co-panelist (with firm RE/PUBLIC)

AIA Baltimore Lecture Series, OpenWorks, Baltimore, MD 2017

ALLIED ORGANIZATIONS

“Inspire to Thrive,” Breaking Boundaries

Speaker | Exhibits 3.2, 3.3 & 3.5 (with M. Strauss/D. Mitchell, A. Smith,

A. Gonzalez, R. Pupkin, K. Shackelford)

International Interior Design Association Annual Event, Baltimore, MD

September 2020

“Collaborative Design for Neighborhood Revitalization: The Maryland Business Recovery Storefront Improvement Program”

Contributor, Panel (John Huffington, Mary Kendall, Maisha McCoy, Laura Wheaton, Dion Wright)

Breathe4Sure Pharmacy, National Reverberations Conference: The Roots and Relevance of Community Design, Baltimore, MD, June 2018

“Neighborhood Lights/Highlandtown Breaking Bread”

Interviewee | Exhibit 3.7 (with David Lopez)

Light City video promoting the expansion of “Light City” into the neighborhoods 2018

“Baltimore Design Soiree”

Host & Presenter

Quarterly Design Reviews, Affordable Housing, September, 2016, 2018

2.1 | TEACH

STIMULATE FUTURE THINKERS: HEALTHY HOUSING STUDIOS

Kathleen's studio assignments focus on underserved communities with lectures that define affordable housing, upend public housing myths, and integrate community housing and service providers. From exploring solutions on the meaning of home to resolving programmatic needs, in ten years she has educated over 500 students who have gone on to practice across the country on the architect's role in challenging disparities, offering and advocating for creative solutions, and enacting change in housing design and development.



STUDENT WORK - DEJANAE WRIGHT

SA+P, Morgan State University, Baltimore, MD, 2022

Adjunct Professor, Thesis Studio

"Challenging the American Ideal Family" a **reimagination of traditional urban living acknowledging multi-generational living** and its benefits to combat inequalities including environmental, economical and health.



STUDENT WORK - D'AVON BYRD

SA+P, Morgan State University, Baltimore, MD, 2019

Adjunct Professor, 3rd Year | Exhibit 3.6

Culmination of exploration into low-density housing from design of a single dwelling to a city block to a neighborhood, **identifying the value of responsible and sustainable design** to create resilient communities.



STUDENT WORK - "A UNIFYING DIVISION" MASTER PLAN

ANDREW NGURE, ANBAR OREIZI ESFAHANI, & ROY BORGES

SA+P, Morgan State University, Baltimore, MD, 2016

Adjunct Professor, 3rd Year | Exhibit 3.6

Utilizing strategies of increasing density and diversity to **shape economically viable, environmentally sustainable and socially vibrant neighborhoods.**



STUDENT WORK - YOELDI IRIZARRY

SA+P, Morgan State University, Baltimore, MD, 2013

Adjunct Professor, 3rd Year | Exhibit 3.6

Working with the Baltimore Station, **students interviewed residents and engaged with the organization by volunteering** to gather insight on the project's physical and users' emotional needs.

"Working with Kathleen inspired me to shape my own practice researching and designing solutions for underserved communities. Through her mentorship, I learned and developed a process for working with residents, community stakeholders, government entities, developers, companies and funding systems to ensure individuals, families and communities have access to gain sustainable, dignified and fair housing options."

Courtney Morgan, President, Studio for Collaborative Research & Design,
Fellow/Assistant Professor of Design Strategies,
Parsons School of Design, New York
Graduate, Morgan State University

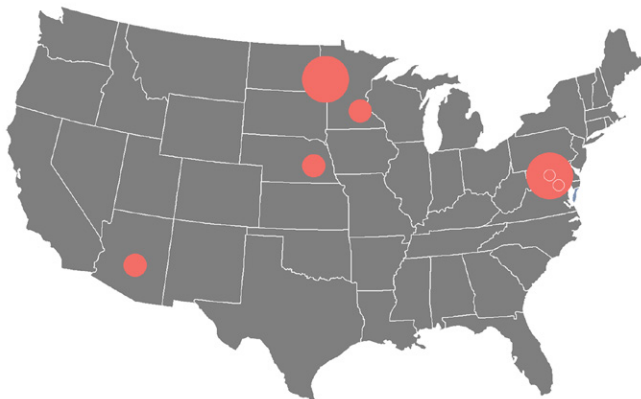
2.1 | TEACH

STUDENT IMPACT

From teaching assistant in undergraduate school to adjunct professor positions, Kathleen has continuously understood the value of education to the profession and the importance of sharing knowledge to pay it forward. She has taught and lectured over 700 students at the following schools:

ARIZONA STATE UNIVERSITY (45)
UNIVERSITY OF NEBRASKA- LINCOLN (30)
NORTH DAKOTA STATE UNIVERSITY (75)
UNIVERSITY OF MINNESOTA (15)
MORGAN STATE UNIVERSITY (500)
MARYLAND INSTITUTE COLLEGE OF ART (15)
UNIVERSITY OF MARYLAND (20)

Adjunct Professor
Faculty Associate/Teaching Assistant
Guest Critic



STIMULATE FUTURE THINKERS

Kathleen's academic teaching and speaking inspires architectural students across the country to understand and take on the challenges of creating socially responsible housing design, including the intricacies of funding. She leverages her business and professional contacts to bring real projects for real clients to the design studio and introduces programmatic criteria focused on creating transformative and dignified environments within an affordable housing model.



NORTH DAKOTA STATE UNIVERSITY SCHOOL OF DESIGN, ARCHITECTURE AND ART

- **Adjunct Professor**, 4th Year Housing/Design Studio, Fall 2023
Mixed-use housing and urban design studio focused on equitable development in Baltimore. The hybrid studio will travel to Baltimore, meet with the client and stakeholders to explore impactful solutions to development and affordable housing affecting cities nationwide.
- **Lecturer**, "Seeking Justice- Scattered Site Housing," Spring 2022
- **Lecturer**, "Affordable Housing: How it's Defined and Paid For," Fall 2020-present
- **Member**, Advisory Board, 2019-present
- **Founder & Benefactor**, Architectural Traveling Scholarship, 2022-2027
Annual travel fund supporting female and minority architecture students.
- **Guest Critic**, Design Studios, Masters Thesis in Architecture, 2019
- **Member**, NAAB Accreditation Team, 2018
- **Member**, Advisory Board, 1996-1998



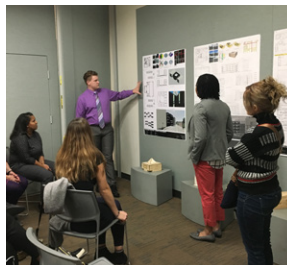
MORGAN STATE UNIVERSITY, MARYLAND SCHOOL OF ARCHITECTURE + PLANNING

Graduate Design Studios

- **Thesis Advisor and Guest Critic**, Graduate Thesis, Spring 2023
- **Adjunct Professor**, Graduate Program, Fall 2021- Fall 2023
- **Guest Critic and Mentor**, Graduate Program, Spring and Fall 2020
- **Reviewer**, Design Charrette, Graduate Program, Fall 2019

Undergraduate Design Studios | Exhibit 3.6

- **Adjunct Professor**, 3rd Year Studio, Fall 2013-2019, Spring 2016
- **Guest Critic**, 3rd Year Studio, Fall 2019
- **Lecturer**, "Social/Affordable Housing," Fall 2013-2019
- **Lecturer**, "Living Spaces + Systems," Fall 2013-2019
- **Lecturer**, "Building Codes," "Complete Streets", Fall 2019



2.1 | TEACH

“Kathleen’s practice is fundamentally about equity, social justice and creating safe, livable environments working hand-in-hand with the individuals and communities she serves.”

**Joan Floura, PLA, FASLA, LEED AP
Floura Teeter Landscape Architects**



ENCOURAGE COMMUNITY INVOLVEMENT

Kathleen’s approach to teaching extends beyond the classroom and provides students and employees with opportunities to engage in current projects in the field and within communities. She emphasizes the importance between community development and housing by expanding the traditional role of the architect designing for limited programmatic criteria into one that listens to the concerns of residents and works side by side with them to achieve their goals.

THE NEW SCHOOL PARSONS SCHOOL OF DESIGN

- **Interviewee**, “Only Other Designers”, Podcast, Summer 2023

MARYLAND INSTITUTE COLLEGE OF ART SCHOOL OF ENVIRONMENTAL DESIGN

- **Guest Critic**, Environmental Design/Graphics, Spring 2004

UNIVERSITY OF MINNESOTA COLLEGE OF ARCHITECTURE AND LANDSCAPE ARCHITECTURE

- **Adjunct Professor**, 3rd Year Architecture Studio, 1991-1992

UNIVERSITY OF MARYLAND SCHOOL OF ARCHITECTURE

- **Guest Critic**, Design Studio, 1988

ARIZONA STATE UNIVERSITY COLLEGE OF ARCHITECTURE

- **Faculty Associate**, Visual Notetaking 1985-1986
- **Co-faculty, London** Foreign Study Program, Spring 1984
Urban Design Studio, History/Current Practices, Field Studies/Sketching

UNIVERSITY OF NEBRASKA - LINCOLN COLLEGE OF ARCHITECTURE

- **Teaching Assistant**, Architectural Graphics, 1982-1983

OTHER ACADEMIC SERVICE

KENNESAW STATE UNIVERSITY, GEORGIA COLLEGE OF ARCHITECTURE & CONSTRUCTION MANAGEMENT

- **Member**, NAAB Accreditation Team, 2023

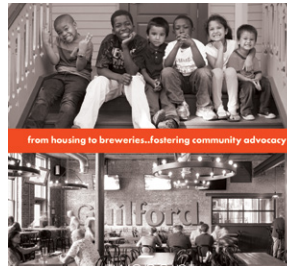
2.1 | ENGAGE



**“Faces of Recovery” Poster
The Baltimore Station, 2011**
*Campaign designed by Kathleen Lechleiter
to humanize homelessness and addiction
introduced at re-stART with ART and used
continually since.*

PROMOTE CATALYZING EVENTS to SHAPE HEALTHY COMMUNITIES

Kathleen brings public focus to the intersection of equitable housing and neighborhood development. Her practice draws on diverse funding mechanisms, including grants and beautification competitions, as she aligns business philanthropy with community needs to fund long-range solutions. In her firm, she fosters public engagement by supporting local non-profits with pro bono design and firm volunteerism to strengthen alliances between residents, businesses, community associations, city agencies, artists and the profession.



HOUSING, BREWERIES & COMMUNITY Baltimore, MD | 2022-2023

Facilitator, Designer

Panels explored community development from the perspective of individuals and businesses active in advocacy. Conceived and facilitated by Kathleen, hosted by her firm’s brewery clients, and supporting area non-profits, the series **created opportunities to discuss current trends and successes in** bringing needed services to **communities**. Over 150 attendees.



LORD BALTIMORE THEATER Baltimore, MD | 2021

Member, Design Team

Working with a local non-profit, Southwest Partnership, through numerous workshops, Kathleen facilitated visualization of a community-based performing arts program that **restores the historic landmark, provides exhibition space, supports local artists and advances arts education and training.**



DESIGN FOR DISTANCING BROOKLYN Baltimore, MD | 2021

Lead Designer

Teamed with Greater Baybrook Alliance, Neighborhood Design Center and local artists, Kathleen led design of a graphic system and outdoor seating defined by new trellises and planters to facilitate social distancing during the pandemic and **create a community identity for small restaurants suffering from loss of indoor dining** while encouraging safe spaces to gather and patronize local businesses.



BREAKING BREAD - LIGHT CITY 2018 Baltimore, MD | 2018

Lead Designer, Design/Build Team | Exhibit 3.7

Partnered with the Creative Alliance, Baltimore Office of the Performing Arts and struggling community garden to **unite neighborhood of second-generation immigrants, refugees and an insular Latino population by creating spaces to gather and share food** during a light arts festival and beyond. Led to a local landscape design firm assisting in completing long term goals for community pro bono, increasing demand for plots.

2.1 | ENGAGE

“It was my first time working with an architect and never had branding support before. Now the pharmacy is a ray of sunshine on the corner. People can see us now from blocks away. It’s difficult to be an independent [business person] in this industry, but more people in the community are walking in and trying us.”

Maisha McCoy, Owner
Pharmacy Solutions and
Breathe4Sure Pharmacy, Baltimore, MD



FLICK/FACT FILM SERIES, AIA Baltimore, MD | 2017-2018

Film selection, Facilitator, Designer | Exhibit 3.9

Monthly film series explored issues affecting housing and community development. Conceived, sponsored and hosted by Kathleen’s firm in partnership with AIA Baltimore, the public series **invited community advocates, local AIA members and students to engage in frank dialog after each film to expose biases and increase awareness.**



LIGHT CITY: THE DIVIDED LINE Baltimore, MD | 2017

Project Manager, Co-Design, Volunteer

Collaborated with design professionals via the Baltimore Office of Promotion & the Arts (BOPA) to **create interactive space to facilitate dialog on inclusion and accessibility** using virtual reality art and technology. The exhibition promoted a positive depiction of Baltimore and its residents after recent civil unrest.



BREATHE4SURE PHARMACY Baltimore, MD | 2016

Principal and Designer (part pro bono)

Design of storefront and branding of an existing pharmacy damaged in aftermath of Freddie Gray’s death as part of Maryland Business Recovery Storefront Improvement Program, with the Neighborhood Design Center and AIA Baltimore. Kathleen provided the business owner with **pro bono services and consultation through construction resulting in increased visibility and customer growth.**



RE-START WITH ART Baltimore, MD | 2009-2013

Volunteer, Co-Chair and Exhibitor | Exhibit 3.8

Annual art auction and fundraising event benefiting the Baltimore Station. Kathleen engaged Maryland Institute College of Art students for exhibition design and worked with over 500 local artists, designers and participation of Station residents to solicit original work including live auction of painted doors donated by seven local high school art departments.



DOORS OF OPPORTUNITY DESIGN-BUILD Baltimore, MD | 2008

Volunteer, Principal and Lead/Organizer | Exhibit 3.2

Kathleen’s team-building Charrette and Design-Build installation within the Baltimore Station **brought together residents, staff, board members and the design team to create the symbolic installation, “Doors of Opportunity,”** to mirror the program’s mission and represent the collaborative power of inclusion to inspire residents daily.

2.1 | ENGAGE



“Through participation in annual fundraising, Kathleen supports the housing clients she serves while ensuring a more resilient social network and community culture.”

Beth Benner, Executive Director
 Women’s Housing Coalition
 “Windows of Opportunity” 2019



**the
 Neighborhood
 DesignCenter**



CREATIVE ALLIANCE



BALTIMORE
 OFFICE OF PROMOTION & THE ARTS
 Arts • Events • Film



Logos of non-profit organizations Kathleen has volunteered with (see 2.1 Engage and Exhibits).

VOLUNTEERISM

FELLS POINT DESIGN REVIEW COMMITTEE

Advises on historic district projects for compliance with City Commission for Historical & Architectural Preservation (CHAP) Guidelines.

Chair 2021-current (Member since 2016)

WOMEN’S HOUSING COALITION

Volunteer involvement after Jenkins and Linden House | Exhibit 3.3

Member, Exec. Committee, Board of Directors 2019-current

President, Board of Directors 2020-2022

Vice President, Board of Directors 2019-2020

Member, Strategic Planning and Housing Committees 2019-current

Cohort, T.Rowe Price Foundation 2019

Member, Board of Directors 2017-current

FLICK/FACT FILM SERIES

Volunteer organizer and sponsor for the following films | Exhibit 3.9

“Koyaanisqatsi – (ISTAQSINAAAYOK),” (society) Oct. 2018

“Trouble the Water,” (emergency shelter), Sept. 2018

“Our Journey Home,” (public housing), Aug. 2018

“Lives Worth Living,” (disabilities/civil rights), Jul, 2018

“A Matter of Place”/“All the Way Home,”(discrimination) Jun. 2018

“Heroin(e),” (opioid epidemic) May, 2018

“War Zone/Comfort Zone,” (women veterans) Mar. 2018

“The Radiant City,” (suburbia) Feb. 2018

“King of Howard Street,” (homelessness) Jan. 2018

“Class Divide,” (gentrification) Dec. 2017

“The Pruitt Igoe Myth,” (public housing) Nov. 2017

BALTIMORE STATION

Volunteerism after Baltimore Station Project | Exhibits 3.2 & 3.8

Volunteer, Chili Fundraiser 2015, Meal Prep/Serve 2007-2013

Co-Chair, re-stART with ART Committee 2009-2013

Exhibitor/Artist, re-stART with ART 2009-2013

Exhibit Installer, Design-Build with MICA studio 2009

Designer/Graphics, Faces of Recovery 2009

Designer/Project Organizer, Doors of Opportunity 2008

2.1 | ENGAGE

“Kathleen knows that housing justice doesn’t exist in a vacuum. I consider her a vital ally in my own efforts to provide stability and resiliency to people too often kept from their potential because of racism, economic inequality, and disparities in our society.”

J.C. Faulk, Activist
National Diversity and Inclusion Consultant



EXHIBITIONS/INSTALLATIONS

“SAY IT LOUD - MARYLAND,” Beyond the Built Environment | 2021-2022

Exhibitor | Exhibit 3.5

- Exhibition, The Center for Architecture and Design, AIA Baltimore
- Exhibition, Traveling including Morgan State University
- Virtual Exhibition, Say It Loud, www.beyondthbuilt.com

One of 45 individuals honored to celebrate the contributions of women and BIPOC designers, architects, engineers and planners in Maryland featuring **Thompson Homes I and II**, with accompanying video by Kathleen.

“DESIGN FOR DISTANCING,” Brooklyn, MD | 2020

Lead Designer, Design Build Team

Teamed with **Greater Baybrook Alliance** to assist neighborhood with creation of a graphic design system promoting social distancing, creating an identity for struggling restaurants and encouraging safe opportunities to gather.

“BREAKING BREAD,” Baltimore | 2018

Light City-Neighborhood Lights

Lead Designer and Project Manager | Exhibit 3.7

Kathleen led a team including the **Creative Alliance** to activate a struggling community garden as part of citywide light festival; the garden continues to provide opportunities to gather and share food among neighbors.

“THE DIVIDED LINE,” Baltimore | 2017

Co-Designer and Project Manager

A 2-week public art installation as part of a collaboration with the RE/PUBLIC for a city-wide light festival sponsored by **Baltimore Office Promotion & the Arts**.

“THE LINDEN HOUSE,” Washington, DC | 2017

Women’s Leadership Summit, AIA/DC

Exhibitor | Exhibit 3.3

Exhibition featured Kathleen’s work with **Women’s Housing Coalition** to support women architects through public recognition of their work.

“IMAGINING HOME INSTALLATION,” Baltimore | 2016

Baltimore Museum of Art

Co-designer, Semifinalist

Competition and exhibition representing house and home partnering with **Women’s Housing Coalition** exploring the manifestation of shelter and gathering.

“BALTIMORE’S IMAGINARY BUILDINGS” | 2009

Exhibitor and Designer

- Exhibition, Antreasian Gallery
- Banneker Square Live/Work artist housing project.



2.2 | AWARDS & RECOGNITION

“Kathleen’s scattered sites projects are breaking down physical and community barriers to ensure accessible, dignified housing for all people. She brings critical insight and best practices to peers at AIA conferences and to the communities where she works. Of the 504 affordable units I’ve been in, hers are a cut above.”

**Peter A. Stratton, Managing Director,
Steven Winter Associates, Inc., New York**
(Co-presenter, “Scatter-DD, Designing Deliberately”)



Special Citation
“The Divided Line”
AIA Baltimore 2017

PROJECT AWARDS

AMERICAN INSTITUTE OF ARCHITECTS

AIA BALTIMORE

Special Citation – Design Concept Excellence in Design Award | 2017

“The Divided Line”, Baltimore, MD. (Project Manager, Co-Designer and Volunteer)

Honorable Mention – Associate Jewish Charities | 2011

Baltimore, MD. (Project Manager and Designer)

Honor Award, Unbuilt Work – Du Burns Arena | 1990

Baltimore, MD. (Project Designer)

AIA MARYLAND

Commendation Design Excellence– Associate Jewish Charities | 2010

Baltimore, MD. (Project Manager and Designer)

AIA MINNESOTA

Honor Award for Design Excellence | 1995

Xerxes Offices, Minneapolis, MN. (Project Designer)

PRESERVATION MARYLAND

Phoenix Award | 2022

Guilford Hall Brewery, Baltimore, MD (Project Designer)

BALTIMORE HERITAGE

Preservation Restoration & Rehabilitation Award | 2017

Lakewood Residence, Baltimore, MD. (Project Manager and Designer)

Preservation Restoration and Rehabilitation Award | 2013

Linden House, Baltimore, MD. (Principal, Designer, Project Manager)

Preservation Award | 2001

The Bennett House, Baltimore, MD. (Designer)

2.2 | AWARDS & RECOGNITION



We celebrate “individuals and companies changing the landscape of Maryland through design, construction, project management, lending, innovation and more. These individuals...are creating jobs, building healthy spaces, helping families and companies achieve their dreams, and leading the way toward community growth and prosperity.”

Suzanne Fischer-Huettner, Publisher
The Daily Record 2019 Excellence in
Construction & Real Estate Award

ALLIED ORGANIZATIONS

Maryland Affordable Housing Coalition Innovation Award | 2021

Hollander Ridge (Thompson Project), Baltimore, MD (Project Manager)

Wavemaker Award, ULI Baltimore | 2021

Guilford Hall Brewery, Baltimore, MD (Project Designer)

NAIOP Award of Excellence Best LEED Interior Tenant Fit Out | 2014

Douron Commercial Interiors, NAIOP, Owings Mills, MD. (Architect-of-Record, Project Designer)

Commitment to Excellence/Special Needs, Maryland Governor’s Housing Conference | 2013

Linden House, Baltimore, MD. (Project Manager, Designer)

Committee on Urban Environment Award | 1996

Anderson Residence, Minneapolis, MN. (Project Manager)

National Association of Housing and Redevelopment Officials | 1995

2728 E. Franklin St, Minneapolis Public Housing Authority. (Project Manager)

Minnesota Physicians’ Honor Roll | 1995

Glenwood/Lynwood Community Health Center, Minneapolis. (Project Manager)

Craftmanship Award, National Builders Exchange Congress | 1987

Linwood’s Café-Grille. Baltimore, MD. (Project Manager)

PROFESSIONAL AWARDS

ALLIED ORGANIZATIONS

Excellence in Construction & Real Estate Award | 2019

The Daily Record

AMERICAN INSTITUTE OF ARCHITECTS

AIA MINNESOTA

Young Architects Citation, AIA Minnesota | 1997

“For management skills and design talents which foster the pursuit of excellence.”

AIA NEBRASKA

Henry Adams Medal, University of Nebraska-Lincoln | 1984

Professional Award, University of Nebraska-Lincoln | 1984

2.3 | PUBLICATIONS



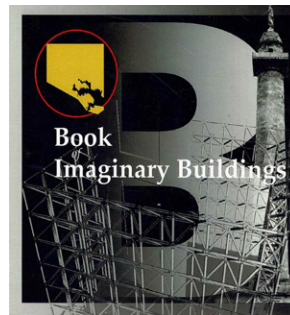
“Reinvesting in Baltimore”

ARCHITECT Magazine



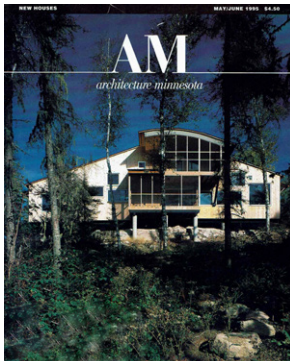
“Finding Your Balance”

ARCHITECT Magazine



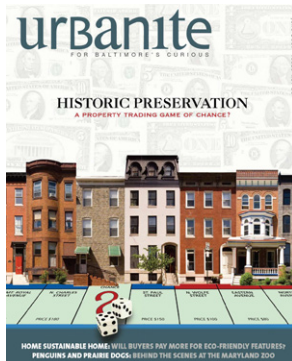
“Book of Imaginary Buildings”

Banneker Square Artist Live/Work Studios



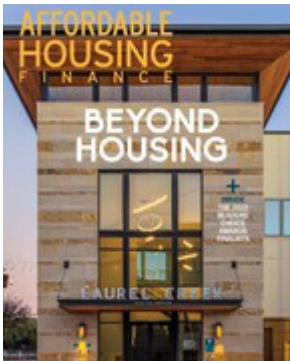
“New Neighbor”

Architecture Minnesota Magazine



“Shipping News”

Artist Live/Work Units Urbanite Magazine



“Ambitious Project Creates Housing Opportunities in Baltimore”

Affordable Housing Finance

ABOUT NOMINEE'S WORK

NHP FOUNDATION/THOMPSON PHASE 2 (Hollander) | Exhibit 3.5

“Ambitious Project Creates Housing Opportunities in Baltimore,” Donna Kimura, *Affordable Housing Finance*, July 29, 2022

“Weird Affordable Housing Deals: A Primer,” Mansur Abdul-Malik, *MHN Multi-Housing News*, March 9, 2022

“Changing the Face of Affordable Housing,” Mansur Abdul-Malik, *University of Maryland School of Architecture*, December 10, 2021

“High Achievers, On the Ground,” Christine Serlijn and Donna Kimura, *Affordable Housing Finance*, September/October, 2021

“The NHP Foundation and The Housing Authority of Baltimore City Increase Affordable Housing in Baltimore City ‘Areas of Opportunity’,” *Cision PRWeb NY*, April 20, 2021

“Unconventional Affordable Housing: Yes! In My Backyard,” by De’Von Brown, *Documentary featuring the Thompson Homes Project*.
2021 Gold Telly Award for Non-Broadcast General (Diversity & Inclusion)
2021 Silver Telly Award for Non-Broadcast (General Social Impact)

WOMEN'S HOUSING COALITION/THE LINDEN HOUSE | Exhibit 3.3

“Daelin Hayes Honors His Mother By Giving Back to Single Moms,” *baltimore Ravens.com, YouTube, Instagram: @ravens, @daelinhayes*, May 8, 2022

“Women’s Housing Coalition builds its own bridge across the digital divide,” Donte Kirby, *Technical.ly and Baltimore CityBizList*, March 23, 2021

“Congratulations to Baltimore’s 2013 Historic Preservation Award Winners!” Johns Hopkins, *Baltimore Heritage*, July 10, 2013

“Twilight Garden Party,” Sloane Brown, *The Baltimore Sun*, July 28, 2013

“Famous Residents’ Home Rescued from Ruin,” Jacques Kelly, *The Baltimore Sun*, November 30, 2013

“In New Life, Home Revives Old Role of Serving Needy: One-time Orphanage, Jenkins House Reopens as Shelter for Women,” Jacques Kelly, *The Baltimore Sun*, December 10, 2008

“Bennet Restoration Receives Local Award,” Edward Gunts, *The Baltimore Sun*, June 18, 2001

BALTIMORE STATION/RESTART WITH ART | Exhibits 3.2 & 3.8

“The Baltimore Station Provides Shelter for Homeless Male Veterans,” Liz Drabick, *Today’s 101.9*, March 8, 2021

“Coping: The Baltimore Station Keeps Veterans Engaged, Sheltered in a Pandemic,” Ethan McLeod, *Baltimore Business Journal*, November 13, 2020

“Watching Baltimore Transform in 2013,” Jacques Kelly, *The Baltimore Sun*, December 28, 2013

“Agency Combats Addiction with Camaraderie,” Jacques Kelly, *The Baltimore Sun*, April 10, 2011

“Doors of Opportunity at Fundraiser,” Larry Perl, *Baltimore Messenger*, November 17, 2011

“Students Offer Art to Help Restart Veterans’ Lives,” Larry Perl, *The Catonsville Times*, November 16, 2011

“Art Auction Fundraiser Helps Restart Veterans’ Lives,” Larry Perl, *The Jeffersonian*, November 22, 2011

“Expanding Hope of Recovery: The Baltimore Station Treatment Center Breaks Ground on Construction to Double its Capacity,” Nick Madigan, *The Baltimore Sun*, November 13, 2007

SOUTHWEST PARTNERSHIP

“There’s Hope that Suburbanites Will See Baltimore as ‘Our City’ Again,” Dan Rodricks, *The Baltimore Sun*, June 5, 2020.

“A Neighborhood Coalition Starts to Rebuild Southwest Baltimore,” Dan Rodricks, *The Baltimore Sun*, October 2, 2019.

DESIGN FOR DISTANCING/LIGHT CITY/NEIGHBORHOOD LIGHTS

www.designfordistancing.org Program website including 17 design/build team locations.

“Designing for Distancing: Reopening Baltimore Together,” AIA Baltimore & Baltimore Architecture Foundation Virtual Histories, *YouTube*, February 26, 2021

“How Brooklyn’s Design for Distancing Installation Combines Public Health and Neighborhood Pride,” Stephen Babcock, *Technical.ly*, September 28, 2020, *New York CityBizList*, September 29, 2020

“Designing for Distancing aims to bring life back to public spaces left dormant in lockdown,” Ed Gunts, *Archpaper*, July 1, 2020

“Light City’s Neighborhoods,” Chris Kaltenbach, *The Baltimore Sun*, April 6, 2018. *Breaking Bread*.

“Charm in Quirky: Baltimore Neighborhoods Are Lit Up for Light City,” Sydnee Logan, *Johns Hopkins University Magazine*, March 27, 2018

“The Divine Line at Light City Baltimore,” *Morgan State University News*, March 31, 2017

OTHER PROJECTS

“Smooth Operator,” Scott Carlson, *Urbanite*, February 2008

“Shipping News,” Elizabeth A. Evitts, *Urbanite*, June 2007

“New Neighbor,” *Architecture Minnesota Magazine*, May/June 1995

ABOUT NOMINEE

“Inspire to Thrive | A Virtual Week of Breaking Boundaries 2020,” Lia Phipps, *iidamac.org*, October 13, 2020

“Kathleen Lechleiter, Twopoint Studio LLC,” *The Daily Record*, November 21, 2019

“Reinvesting in Baltimore,” Kathleen O’Donnell, *ARCHITECT Magazine*, April 1, 2019

“People on the Move,” *The Baltimore Sun*, June 21, 2017

“Urban Landscape: The Sandlot Already Looking to Expand; Council Votes on the Overlook, Clayworks; Fells Point’s ‘Caulkers’ Houses’ Recognized; and More,” Ed Gunts, *Baltimore Fishbowl*, June 19, 2017

“Celebrating the Year’s Best Preservation Work at World Famous Lexington Market,” Johns Hopkins, *Baltimore Heritage*, May 12, 2017

“The Architect in the Community: Part 4 – Kathleen Lechleiter,” Klaus Philipsen, *Community Architect Daily*, May 25, 2016

“Undergraduate Architecture and Environmental Design Housing Studio Visits Philadelphia,” *Morgan State University News*, Sept 15, 2015

“Cold Comfort: Feeling the Heat? Experts Offer Options Beyond AC for Keeping Your Cool at Home,” Karen Nitkin, *The Baltimore Sun*, July 22, 2012

“What’s Next: Kathleen Lechleiter, AIA,” Alex Hoyt, *ARCHITECT Magazine*, January 17, 2012

“Finding Your Balance,” Eric Wills, *ARCHITECT Magazine*, January 17, 2012

***Baltimore’s Book of Imaginary Buildings*,** Jeremy Kargon (editor), Baltimore: Design Research Bureau, 2009

“Baltimore’s Imaginary Buildings Opens September 4 at Antreasian Gallery,” Cara Ober, *BmoreArt*, September 1, 2009

“A Home for All Seasons,” *Baltimore Style Magazine*, July/August, 2005

“Some Jobs Need Architect’s Touch,” Luci L. Snodgrass, *The Baltimore Sun*, April 3, 2005

3 - EXHIBITS

PRACTICE:

- 3.1 APPROACH/STRATEGY : RAISE UP
- 3.2 THE BALTIMORE STATION : RECOGNIZE THE INDIVIDUAL
- 3.3 THE LINDEN HOUSE : ADVANCE HOUSING OPTIONS
- 3.4 BAILEY HOMES : IMPROVE PERCEPTIONS
- 3.5 THOMPSON HOMES I & II : EMPOWER THE UNDERSERVED

TEACH:

- 3.6 HOUSING & URBAN DESIGN STUDIOS : STIMULATE THINKERS

ENGAGE:

- 3.7 LIGHT CITY: BREAKING BREAD : UNIFY NEIGHBORHOODS
- 3.8 RE-START WITH ART : PROMOTE PUBLIC OUTREACH
- 3.9 FLICK/FACT FILM SERIES : PROMOTE PUBLIC UNDERSTANDING

03. "The community we serve." Kathleen leading a discussion between housing advocates and local businesses regarding community development.

KATHLEEN LECHLEITER, AIA

PRACTICE:
Based on spectrum of affordability, need, typology and funding.

TEACH/ENGAGE:
RAISING awareness and educating professionals, students and the public.

| PRACTICE: RAISE UP

3.1 | APPROACH/STRATEGY

MISSION

To create supportive, affordable housing and the healthy communities to sustain them, Kathleen’s practice management model employs project- and people-specific strategies. The buildings that result address the diverse spectrum of affordability needs.

Core to her process is engaging residents with an approach founded in advancing their dignity and representation that seeks to erase the biases and lack of exposure prevalent in many communities.

Kathleen’s leadership, advocacy and integrated design/funding process prioritizes residents, erases stigmas related to “low income” stereotypes, and expands fair and just housing opportunities for individuals, families and those with disabilities.



HOUSING OPTIONS DIAGRAM

Illustrates Kathleen’s RAISE UP practice model by housing type and the many paths available to secure housing for all members of society.

The process acknowledges residents’ varying needs from Shelters to Transitional, Permanent Supportive, Low-income Rental, and on to permanent Low-income Ownership or other safe and stable alternatives.

1929 Great Depression begins	1913 Baltimore’s racially restrictive covenants enacted
1932 Election of Franklin D Roosevelt	1934 National Housing Act of 1934
1944 G.I. Bill signed	1937 Wagner-Seagall Act
1944 G.I. Bill signed	1940 Baltimore’s First Public Housing Project opens
1956 Federal Aid Highway Act	1949 Housing Act of 1949
1968 Assassination of Dr. Martin Luther King Jr.	1955 Integration of Baltimore’s Public Housing
1974 President Nixon resigns	1966 Dept of Housing & Urban Devt created
1974 President Nixon resigns	1968 Housing & Urban Devt Act, Fair Housing Act, Architectural Barriers Act
1974 President Nixon resigns	1973 Section 504 of the Rehabilitation Act
1974 President Nixon resigns	1974 Housing Act of 1974 creating Section 8 Housing
1988 Fair Housing Act Amendment	1974 Housing Act of 1974 creating Section 8 Housing
1990 Americans with Disabilities Act	1988 Fair Housing Act Amendment
1992 Election of President Bill Clinton	1990 Americans with Disabilities Act

THE HISTORY OF PUBLIC HOUSING IN THE UNITED STATES

Public housing history timeline created by Kathleen to illustrate housing’s historical context and systemic issues in American communities.

The diagram is used in her lectures and speaking engagements nationally.

3.1 | EXHIBITS

MODEL

RECOGNIZE the Individual

As contributors to shaping their future.

ADVANCE Housing Options

Use the full spectrum of housing design and funding options to create stable housing for all.

IMPROVE Perceptions

Elevate the architecture of low-income housing to become an integrated part of neighborhoods.

STIMULATE Forward Thinkers

Educate future architects on the history, typologies and funding mechanisms of affordable and low-income housing.

EMPOWER Underserved People

Use design and community engagement to bring together underserved individuals in the communities where they live.

UNIFY Disparate Neighborhoods

Create events and spaces that bring together all community members to engage, share and celebrate together.

PROMOTE Understanding and Outreach

Utilize the arts, film and other cultural forums to educate the public and inspire people to action around housing inequities and solutions.

OUTCOME

The data included here illustrates how, beginning with advocacy for the individual, Kathleen's approach to practice management effects a diverse population and range of needs. Her expertise, engagement and ability to inspire individuals and entities to action is improving people's lives through compassion, awareness, knowledge and design.



COMMUNITIES UNITING

EXHIBIT 3.7
UNIFY Disparate Neighborhoods



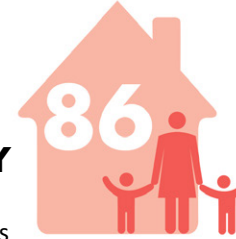
MONTHS OF SCREENINGS

EXHIBIT 3.9
PROMOTE Public Understanding



INDIVIDUALS NAVIGATING THEIR HOMES INDEPENDENTLY

EXHIBIT 3.4
IMPROVE perceptions



RESIDENTS ENHANCING FINANCIAL STABILITY

EXHIBIT 3.3
ADVANCE Housing Options



FAMILIES WITH PRIVATE BACKYARDS

EXHIBIT 3.5
EMPOWER Underserved People



STUDENTS CHALLENGING NORMS

EXHIBIT 3.6
STIMULATE Forward Thinkers



VETERANS TURNING THEIR LIVES AROUND

EXHIBIT 3.2
RECOGNIZE the Individual



DOLLARS RAISED

EXHIBIT 3.8
PROMOTE Public Outreach

DECLARATION OF RESPONSIBILITY

I have personal knowledge of nominee's responsibility for the process and impact listed above, including creation of approach to housing at Twopoint Studio.

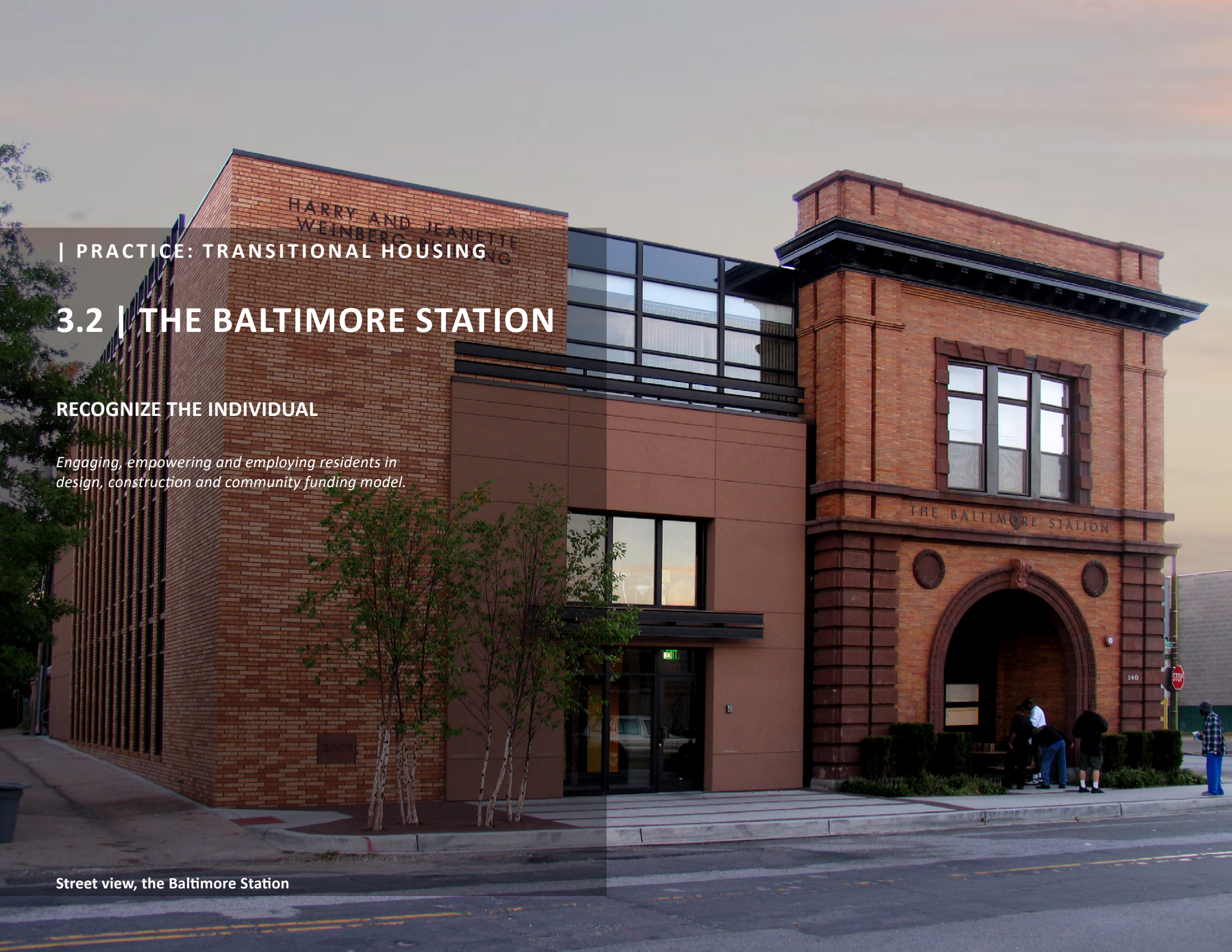
David Lopez, AIA, LEED AP, Principal, Twopoint Studio

| PRACTICE: TRANSITIONAL HOUSING

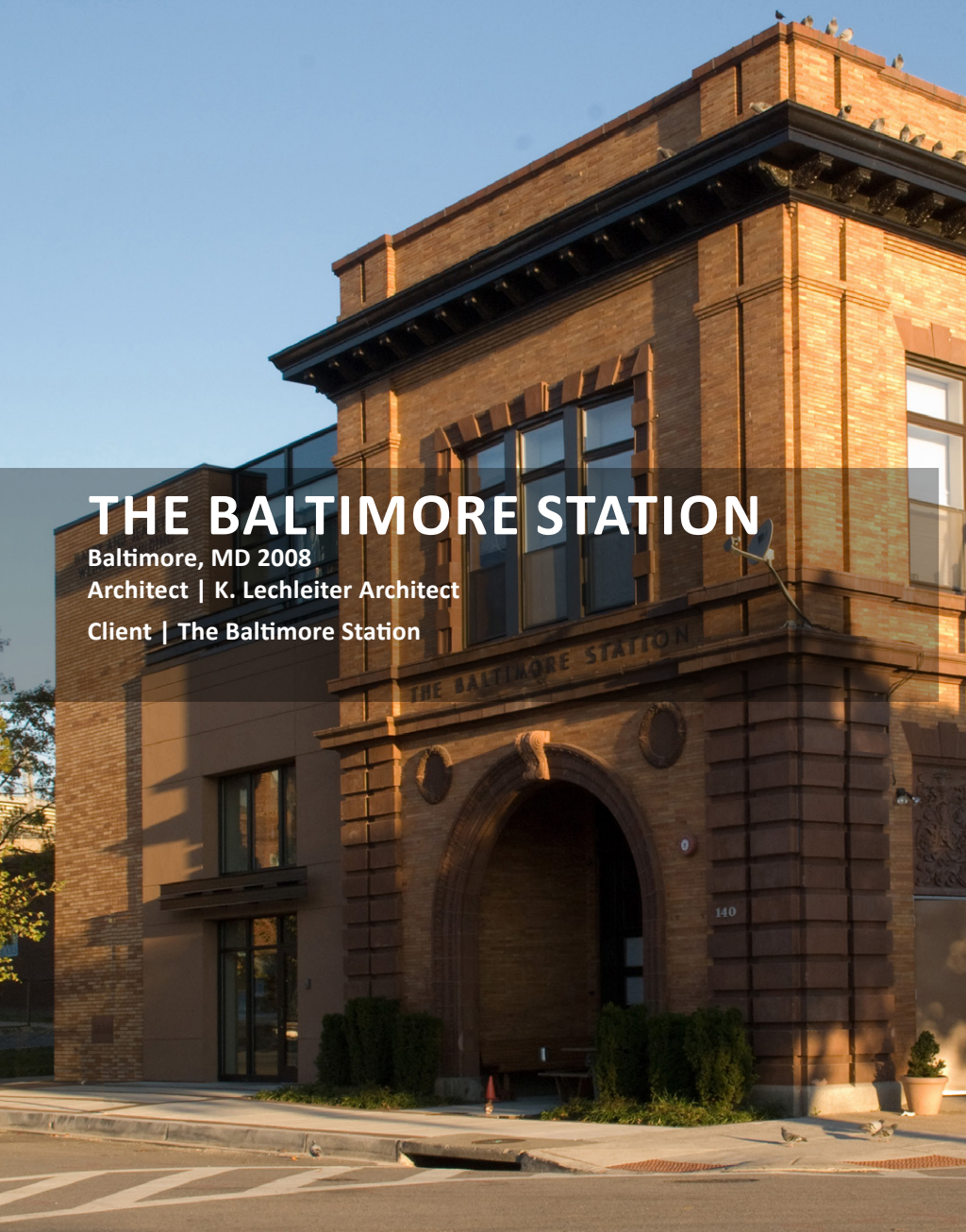
3.2 | THE BALTIMORE STATION

RECOGNIZE THE INDIVIDUAL

Engaging, empowering and employing residents in design, construction and community funding model.



Street view, the Baltimore Station



THE BALTIMORE STATION

Baltimore, MD 2008

Architect | K. Lechleiter Architect

Client | The Baltimore Station



**VETERANS TURNING
THEIR LIVES AROUND
VIA STABLE HOUSING**

3.2 | EXHIBITS

CHALLENGE

Empower formerly homeless men, predominately veterans suffering from substance abuse and mental illness, **and create opportunities to demonstrate shared values** by designing a healing environment and facilitating interaction between residents and the public during the design and construction process.

ROLE

- Principal, Designer, Project Manager, Construction Administration
- Design/Build Team Lead, Volunteer

ACTIONS

Increase capacity of men’s residential treatment facility to serve growing demand of veterans with substance abuse and mental health disorders. Kathleen led the following efforts.

- Engaged residents to learn their stories and understand their needs.
- Prepared and shared meals between residents and design team as part of collaboration effort.
- Sought methods to **include residents in process by employing 19 men** as draftsman and design/build team members.
- Increased and **promoted AEC industry volunteerism** from architects, interior designers, landscape architects and contractors for design/build “Wall of Opportunity,” a green roof installation, and fundraising events.
- Founded ongoing re-stART with ART (Exhibit 3.7) with residents involved as exhibitors, installers and operations support.

OUTCOME

Since 2008 **over 300 men served annually and 3,500+ total** “graduating” from the program and advancing on to independent living.

Restoration of the historic fire station and addition **created an environment conducive to men transitioning from homelessness and addiction to stable housing and self-sufficiency.** Based on resident and staff input, the design incorporated:

- abundant daylight to promote wellbeing.
- circulation positioned to encourage healthy movement and interaction among residents, staff and volunteers.
- increased capacity from 58 to 96 beds with multiple sleeping models, from dormitory-style to suites with spaces for privacy and reflection.

DECLARATION OF RESPONSIBILITY

I have personal knowledge of the nominee’s responsibility for the project listed above. That responsibility included Designer and Project Manager.

Michael Seipp, Executive Director (retired), The Baltimore Station



| PRACTICE: PERMANENT SUPPORTIVE HOUSING

3.3 | THE LINDEN HOUSE

ADVANCE HOUSING OPTIONS

Meeting the needs of each individual recognizes no single definition of homelessness exists and the path from homelessness to independent living is nonlinear. Residents' stability and health emerges from supportive services in conjunction with shelter.

Street view, Linden House



THE LINDEN HOUSE

Baltimore, MD 2012

Architect | K. Lechleiter Architect

Client | The Women's Housing Coalition

CHALLENGE

Create a safe and stable environment for women suffering from homelessness and mental health challenges while **strengthening a blighted neighborhood**, fostering self-confidence for residents, and encouraging community interaction.

ROLE

- Principal, Designer, Project Manager, Construction Administration
- President, Board of Directors, Member, Strategic Planning and Housing Committees, Volunteer, The Women's Housing Coalition

ACTIONS

- Rehab and restoration of an abandoned National Register of Historic Places Victorian single-family home into **dignified housing for five families** with modern updates, universal accessibility and historic detail.
- Restore once blighted property spurring additional development in the neighborhood.
- Provide private and secure rooms for formerly homeless women while restoring the grand public spaces for socializing, counseling, and relaxation.

OUTCOME

The project provides **permanent supportive housing for formerly homeless mothers and children** with mental health challenges who may never move onto independent living but need a "home" to call their own, with private apartments and access to common kitchens, a restored parlor, porch and garden.

Original passive-energy design measures were re-instituted by restoring the south facing porch to shield large double-hung windows and allow passive ventilation, ultimately reducing utility costs for residents.

Kathleen's sustained involvement provides ongoing financial and in-kind organization support. As Board President, **she is leading acquisition of future revenue streams and strengthening equity gaps** exposed during pandemic. Funding for bridging the digital divide secured laptops for residents; a partnership with Baltimore Community Food provides meals, reducing food insecurity.

RECOGNITION

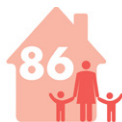
Preservations Restoration and Rehabilitation Award, Linden House, Baltimore, MD 2013

Commitment to Excellence/Special Needs, Linden House, MD Governor's Housing Conference, Baltimore, MD 2013

DECLARATION OF RESPONSIBILITY

I have personal knowledge of the nominee's responsibility for the project listed above. That responsibility included Designer and Project Manager.

Willy Moore, President, Southway Builders (Project Contractor)



86 RESIDENTS ENHANCING FINANCIAL STABILITY

3.3 | EXHIBITS

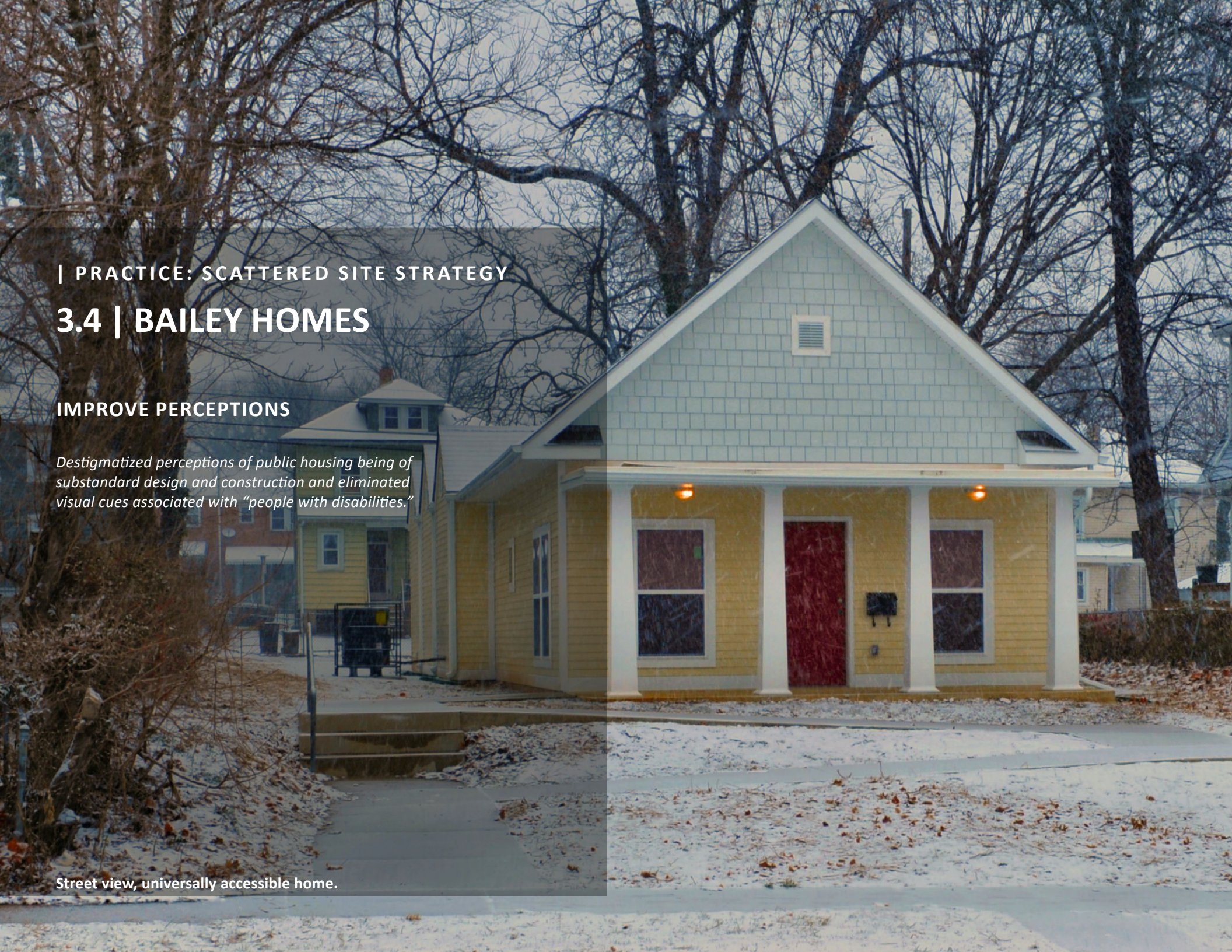
| PRACTICE: SCATTERED SITE STRATEGY

3.4 | BAILEY HOMES

IMPROVE PERCEPTIONS

Destigmatized perceptions of public housing being of substandard design and construction and eliminated visual cues associated with “people with disabilities.”

Street view, universally accessible home.





BAILEY HOMES

Baltimore, MD 2014

Architect | K. Lechleiter Architect

Client | Housing Authority of Baltimore City

CHALLENGE

Integrate accessible public housing rental units into established owner occupied neighborhoods steeped in biases and resistant to rentals and public housing through design and community outreach.

ROLE

Principal, Project Designer/Manager, CA

ACTIONS

As a design-build team member, Kathleen developed a panelized prototype for **23 fully accessible public housing units** to accommodate differing family sizes and a variety of uniformly sized city-owned lots and their topography to facilitate use of the prototype.

Eliminated visual cues indicating physical health of residents using site design to replace ramps and rails.

High quality construction with common neighborhood features (high-pitched gable roofs, porches, dormers, double-hung windows, siding articulation, and wide trim) avoided institutional, “public housing” aesthetic.

Panelized design allowed structure to be enclosed and protected from weather five days after completion of building slab, minimizing exposure to water, potential deterioration during construction, and long term maintenance issues.

Open plan interiors provide universal accessibility without institutional feel.

Community meetings and presentations with neighborhood residents allowed open dialog and eliminated their concerns.

OUTCOME

Integration of people with disabilities into “communities of opportunity” meant residents within formerly non-compliant apartments in areas of concentrated poverty and racial segregation now have **access to healthy food, stronger public schools and more services**.

“Scatter-DD, Designing Deliberately”

- **Speaker**, with Harold Bravo, Steven Winter Associates, *A’19 Conference on Architecture*, Las Vegas, NV, June 2019
- **Speaker**, with Peter Stratton, Steven Winter Associates, *Design DC-Conference, AIA/DC*, Washington, DC, September, 2019

DECLARATION OF RESPONSIBILITY

I have personal knowledge of the nominee’s responsibility for the project listed above. That responsibility included Designer and Project Manager.

Robert Allen, Project Manager, Housing Authority of Baltimore City, (Project Manager)



**INDIVIDUALS NAVIGATING
THEIR HOMES INDEPENDENTLY**



| PRACTICE: SCATTERED SITE STRATEGY

3.5 | THOMPSON HOMES I & II

EMPOWER THE UNDERSERVED

Rehabilitate existing post-WWII housing stock across the region to relocate public housing residents into “communities of opportunity” advancing new models of affordable housing that are aesthetically indiscernible from existing neighbors.

Street view of a “public housing” unit rehab surrounded by market rate housing.



THOMPSON HOMES I & II

Baltimore, MD 2020-2021

Architect | Twopoint Studio

Client | Homes for America and NHP Foundation

CHALLENGE

Integrate public housing residents into single-family neighborhoods necessitated by a consent decree, after the Department of Justice (DOJ) found HUD failed to provide adequate housing to low-income residents and perpetuated hyper-concentrations of poverty in city.

The complex project included two non-profit developers, three general contractors, in five jurisdictions to complete up to 12 houses/month to meet the terms set forth by the DOJ. When COVID-19 hit, the team adopted protocols and completed all units on time and under budget.

ROLE

Project Lead, Project Manager and Construction Manager

Scattered Site - Broadway Homes - Phase I

Renovation of 58 public housing single-family occupied homes across five jurisdictions to improve energy efficiency and living standards, lower utility and maintenance costs without relocating residents during construction.

Scattered Site - Hollander Ridge - Phase II

Renovation of 94 single-family homes to replace public housing previously demolished resulting in resident displacement.

ACTIONS

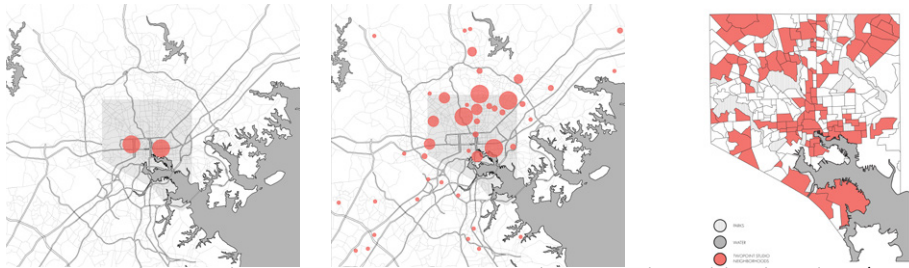
- Developed method to quickly and effectively ascertain project scope and **generate 152 individual plans and scopes** to assure clear communication, accurate pricing, and expediency.
- **Created system** to identify different scopes and illustrate simple plan diagrams for a small design team **to effectively manage multiple construction teams working various phases in different locations.**
- Choreographed construction groupings of 3-5 houses to minimize travel times for owners and contractors.
- **Worked with development team to aid communication with residents** on work scope and schedule to minimize disturbance and allow over 1/3 of homes to be renovated with residents in place.

OUTCOME

- **152 formerly displaced families moved** from high-rise apartments in areas of concentrated poverty **into private homes** in established neighborhoods with ample outdoor space for children to play.
- Design and construction of homes **promotes equity and economic health and strengthens existing neighborhoods** considered “communities of opportunity” for diverse populations.
- Established sustainable model for affordable housing development using existing, abundant post World War II homes in need of upgrades.



152 FAMILIES WITH PRIVATE BACKYARDS



Diagrams of original concentration vs scattered sites and neighborhoods w/i City



Sample of scattered-site houses illustrating variety of housing types indiscernible from market rate homes or resident's income source.

3.5 | EXHIBITS

- **Residents' utility costs decreased significantly** with high-efficiency HVAC systems, allowing more household spending power and reducing overall carbon footprint of existing homes.

SPEAKING & PRESENTATIONS

Kathleen shared her approach and methodology for fair and just housing through lectures and exhibitions highlighting the biases of subsidized housing, its history and systemic policies resulting in hyper-segregation and concentrated poverty, and the potential to overcome public housing's negative perceptions in the future.

"Scattered Sites: Seeking Housing Justice"

- **Speaker**, with Elsa Haarstad, "AIA KnowledgeNet" Housing Community Design Webinar, February 2023
"PYAtalks", Pyatok Architects, Oakland, CA, November 2022
A'22 Conference on Architecture, Chicago, IL, June 2022
- **Speaker**, Beaux Arts Week, School of Design, Architecture and Art, North Dakota State University, Fargo, ND, April 2022

"Say It Loud - Maryland," Beyond the Built Environment

- **Exhibitor**, one of 45 individuals honored in exhibition celebrating contributions of women and BIPOC designers, architects, engineers and planners in Maryland featuring Thompson Homes I and II, with accompanying video. 2021-2022

"Scattered Sites: A Design Approach Away from Aesthetics and Toward Social Responsibility"

- **Speaker**, with Elsa Haarstad, Design DC Conference, AIA/DC Washington, DC, September 2021

"Scattered Site: Red Couch"

- **Curator**, Twopoint Studio Installation and Social Media Campaign tracking progress of 152 homes and highlighting project's significance, Baltimore, MD 2020-2021


"Unconventional Affordable Housing: Yes! In My Backyard"

- **Publication, Documentary by De'Von Brown featuring the Thompson Homes Project.** 2021 Gold Telly Award for Non-Broadcast General (Diversity & Inclusion), 2021 Silver Telly Award for Non-Broadcast General (Social Impact)

DECLARATION OF RESPONSIBILITY

I have personal knowledge of the nominee's responsibility for the project listed above. That responsibility included Project Manager.

Peter Clifton, Inspector, Maryland Department of Housing/Community Development, (State Funding Representative)

A group of diverse students is gathered around a table in a classroom or studio setting. They are looking at a large architectural model of a city block, which consists of numerous small, multi-story building models. A woman in a patterned blue shirt is pointing at the model, likely presenting. The background shows architectural drawings and an exit sign.

| TEACH

3.6 | HOUSING AND URBAN DESIGN STUDIOS

STIMULATE FORWARD THINKERS

Kathleen extends her practice to academia, where she has challenged over 500 undergraduate and graduate students to explore urban housing. She uses Baltimore rowhouse and low-rise housing as the context for their exploration into the meaning of home, the character of community, people-conscious design practices and their individual power to foster social responsibility.



HOUSING AND URBAN DESIGN STUDIOS

Morgan State University, School of Architecture + Planning
Baltimore, MD 2013-2022



CHALLENGE

Introduce social and affordable housing and community engagement into curricula at Morgan State University through studios focused on urban housing.

ROLE

Adjunct Professor, Lecturer

ACTIONS

Kathleen's courses extend the work of her practice to integrate community service, volunteerism and participation in neighborhood events. Working from a foundation of housing history, the curricula incorporates design, affordability, sustainability and engagement. She created and conducts:

- "Living Spaces + Systems" lecture on principles of housing design, history, and evolution of concept of home.
- "Building Codes" lecture highlighting origins and purpose of codes in housing and design.
- "Social and Affordable Housing" lecture defining vocabulary, means for determination, and illustrating housing typology precedent.

She also leads discussions on "Public Housing Myths" exploring history and context of perceptions and stereotypes; **introduces building programs with affordable housing components; engages community non-profits to participate as guest lecturers and critics; and coordinates student volunteerism at local shelters to meet residents and promote engagement and understanding.** Seven of her students engaged in the design-build installation for The Divided Line, designing and coordinating with event organizers to erect and operate a 10-day public event, culminating in dismantling and salvaging all materials used.

Across five field trips, she facilitated 40 students to explore Baltimore, Philadelphia and Washington, D.C., housing developments and meet architects transforming neighborhoods with innovative practice models.

500 STUDENTS CHALLENGING NORMS

3.6 | EXHIBITS



Class field trip to Washington, D.C.



OUTCOME

Kathleen brought experience with affordable housing for low-income residents to forefront of existing urban housing design studio **challenging the school to expand its curricula beyond building program and integrate opportunities to impact marginalized communities.**

AIA Baltimore Travel/Research scholarship awarded to her student for travel to Chile exploring community, government and work of Alejandro Aravena's firm collaborating to create a model for sustainable housing.

Six students recognized by AIA Maryland for creation of economically viable, environmentally sustainable and socially vibrant solutions within neglected neighborhoods with high concentration of poverty and crime.

Students have gone on to receive advanced degrees at the following universities; Cincinnati, Columbia, Cornell, Harvard, IIT, Parsons, Penn State, SAIC, Maryland, Minnesota, Pennsylvania and Washington. Kathleen is teaching her housing studio model to 4th year students at North Dakota State University Fall 2023.

The program's diverse population includes international students, many who return home to practice in Burkina Faso, Dominican Republic, Egypt, Kenya, Malawi, Saudi Arabia and other countries.

STUDENT DESIGN AWARDS GALLERY, AIA MARYLAND

Student Work: "A Unifying Division," Andrew Nguere, Anbar Oreizi Esfahani, Roy Borges, Morgan State University 2016

Student Work: "The Cosan at Park Heights," William Fox, Celina Minto, Lourdes Herrera, Morgan State University 2016

DECLARATION OF RESPONSIBILITY

I have personal knowledge of the nominee's responsibility for the project listed above. That responsibility included Adjunct Professor.

Dr. Mary Anne Akers, Dean and Professor, Morgan State University, (Past Dean, School of Architecture & Planning)

| ENGAGE

3.7 | LIGHT CITY: BREAKING BREAD

UNIFY DISPARATE NEIGHBORHOODS

Leveraging the power of architecture, design, art, gardening, food and celebration to reinforce cultural identity in neighborhoods of diverse cultures, promote unity and inspire progressive change.

Night view of light festival/mariachi band





BREAKING BREAD

Baltimore, MD 2018

Client | Baltimore Office of Promotion and the Arts



3.7 | EXHIBITS



CHALLENGE

An overgrown lot exemplified **cultural divides and disunity in a neighborhood** of second generation immigrants, refugees and a strong Latino population.

ROLE

Project Manager, Lead Designer (with Creative Alliance and Community Garden)

ACTIONS

- Enlisted local residents and business association to identify site, expanding visibility of the arts within the neighborhood.
- **Advocated for neighborhood investment and activity** in the previously overgrown and abandoned parcel.
- Repurposed steel from 2018 “The Divided Line” as a catalyst to transform the vacant lot and unify a neighborhood with permanent installation creating a garden identity, a new gateway and community tables.
- Organized community clean-up of lot with local garden club members, who assisted with design implementation.

OUTCOME

- Opening night celebrations included community parade and block party with mariachi band and locally prepared food to promote use of expanded garden; event was covered on local news media.
- The **installation served as a catalyst for future grants** including landscape architectural design services to complete the removal of raised train tracks to provide additional garden plots.
- **Membership in the community garden has grown to include all cultures represented in the neighborhood.**
- **Expanded use of the garden** through gatherings, music and play **within the community of nearly 3,000 residents.**

DECLARATION OF RESPONSIBILITY

I have personal knowledge of the nominee’s responsibility for the project listed above. The responsibility included project manager and co-designer.

Gina Caruso, Executive Director (former), Creative Alliance

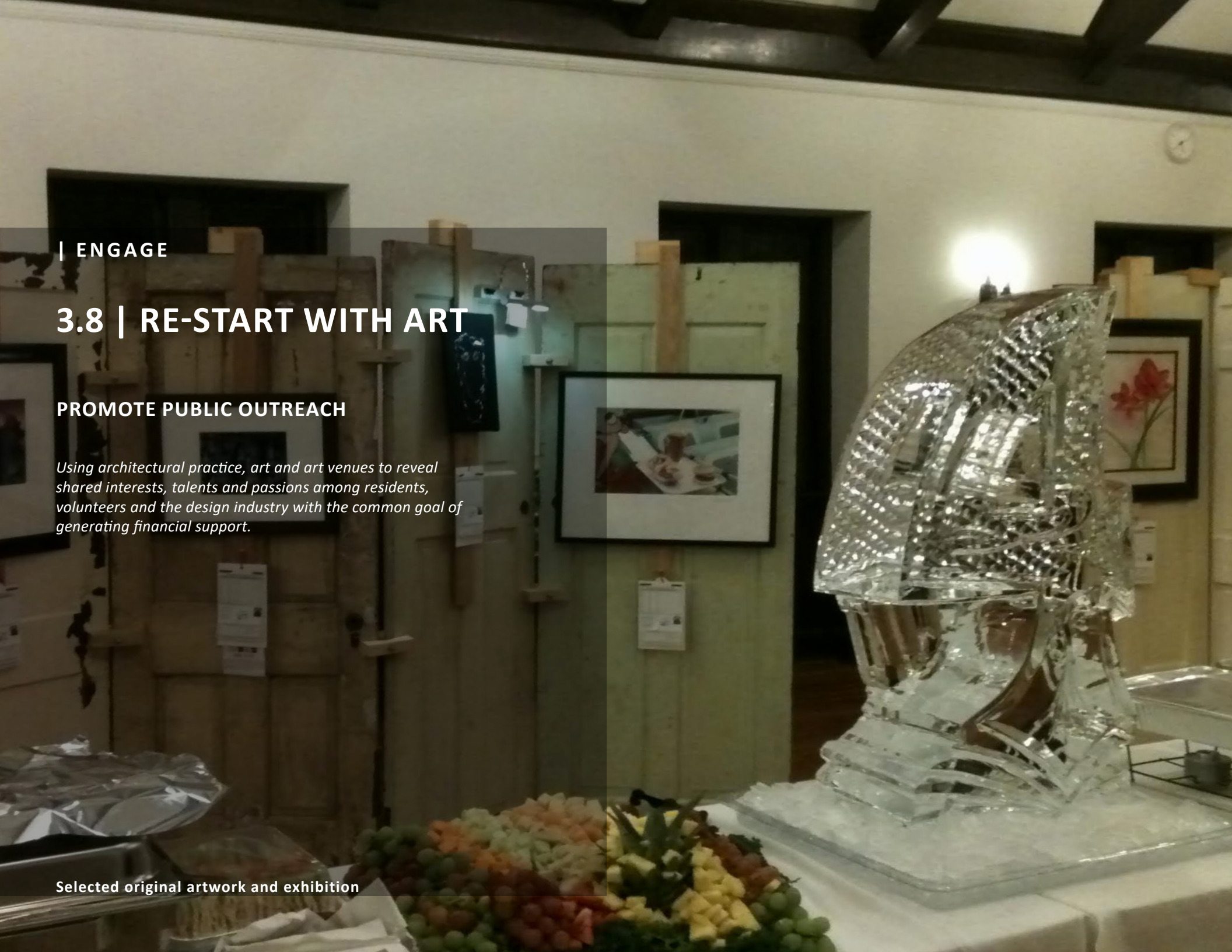
| ENGAGE

3.8 | RE-START WITH ART

PROMOTE PUBLIC OUTREACH

Using architectural practice, art and art venues to reveal shared interests, talents and passions among residents, volunteers and the design industry with the common goal of generating financial support.

Selected original artwork and exhibition





RE-START WITH ART

Annual Fundraiser
Baltimore, MD 2009-2013
Client | The Baltimore Station



CHALLENGE

Establish connection between public and residents of the Baltimore Station, a population of veterans suffering from addiction and homelessness working towards self-sufficiency, and **provide ongoing revenue stream for its programs.**

ROLE

re-stART with ART Founder and Co-Chair, Organizer, Exhibitor, Supporter

ACTIONS

- **Solicited participation of 500 local artists, local faith community, and local businesses** within the design industry to participate in, sponsor and donate to the annual art auction.
- Sought and funded MD Institute College of Art studio to create exhibition using donated salvaged doors memorializing the Station’s philosophy: “doors of opportunity”.
- **Engaged over 40 art students from seven area high schools** to create works of art from salvaged doors for live auction.
- Included residents as active members of event planning and execution from exhibitors to food preparation to event operations.
- Incorporated Faces of Recovery **campaign to humanize homelessness** and provide residents opportunity to voice “the Station’s” meaning to them.
- Solicited media coverage via press, radio and television interviews.

OUTCOME

Five years of sustained public engagement and \$250,000 in funding through annual exhibition model Kathleen established.

Reduced recidivism through participation in programs including re-stART; 3,500 residents have moved from this transitional housing model to permanent supportive and independent living.

DECLARATION OF RESPONSIBILITY

I have personal knowledge of the nominee’s responsibility as Co-Chair and Organizer for re-stART with ART listed above.

Kim Callari, Deputy Director, The Baltimore Station



\$250,000

**DOLLARS
RAISED**



| ENGAGE

3.9 | FLICK/FACT FILM SERIES

PROMOTE PUBLIC UNDERSTANDING

Extending architectural practice to public outreach. An unconventional mechanism—a documentary film festival—becomes the place to explore, discuss and raise awareness of the complex and difficult topics of homelessness, class, civil rights and housing justice.



FLICK/FACT FILM SERIES

Baltimore, MD 2017-2018



CHALLENGE

Bridge the understanding deficit present in more stable and affluent communities on the complex social, emotional, economic, historic, environmental and class challenges faced by populations they rarely encounter.

ROLE

Film Selection, Facilitator, Graphic Design and Marketing

ACTIONS

- **Created year-long film series to explore housing and community development** from perspective of underserved, discriminated against and misunderstood for the public, peers and students.
- **Led monthly post-viewing informal discussions** on broad range of social issues touched by housing and community development for the Baltimore community.
- Films explored social factors including civil rights, discrimination, homelessness, suburbia, veteran's housing, and disaster relief. (List p. 13)
- Created and distributed series' graphic/media campaign and invitations including dissemination of monthly session and film information to over 250 people unable to attend screenings and discussion sessions.
- **Offered continuing education credits** with AIA Baltimore.

OUTCOME

Monthly sessions drew over **125 architects, students, contractors, clients, activists, formerly homeless individuals, and parents of disabled children.**

Discussions between disparate groups with differing perspectives underscored the complexity of housing as a basic right stimulating understanding and compassion.

DECLARATION OF RESPONSIBILITY

I have personal knowledge of the nominee's responsibility for the film series listed above including film selection, facilitation, marketing, and coordination with AIA for continuing education.

Zevi Thomas, Assoc. AIA, Director, Education/Professional Development (former), AIA Baltimore (AIA Continuing Credit Coordination)



12 MONTHS OF SCREENINGS