2018
Small
Firms
Seminar Series

AIA

Los Angeles

Seminar 3 -Refashioning Conventional Small Firms Working Relationships

Marcos Santa Ana, AIA – Architect & General Contractor, Alloi Architecture + Construction

Ric. Abramson, FAIA – Founder & Firm Principal, WORKPLAYS studio*architecture

Douglas Teiger, AIA – Managing Partner, Abramson Teiger Architects & 2017 AIA|LA President

Stephan Castellanos, FAIA – Principal, Derivi Castellanos Architects and Chair-Elect, AIA Trust

Overview

8:00-8:15AM Sign-in for 3.5 CES learning units and breakfast in the Adotta showroom

8:15 Introduction

Natalie Dalton – Events Coordinator, AIA Los Angeles

8:20 Design-Build & Architecture+Construction Models

Marcos Santa Ana, AIA – Architect & General Contractor, Alloi Architecture + Construction

- Q& A

9:10 Design-Develop & Entitlement Models

Ric. Abramson, FAIA – Founder & Firm Principal, WORKPLAYS studio*architecture and 2018 Strategic Council Representative, California Region

- Q& A

10:00A-10:15AM Coffee Break

10:15 Joint Venture & Multi-Services Agreements

Douglas Teiger, AIA – Managing Partner, Abramson Teiger Architects & 2017 AIA|LA President

- Q& A

11:10 AIA Trust Risk Management Fundamentals + Helping Small Firms Succeed

Stephan Castellanos, FAIA – Principal, Derivi Castellanos Architects and Chair-Elect, AIA Trust

- Q& A

11:45 Wrap-up and Feedback

2018 Small Firms Seminar Series

Prepared to Design for Zero Net Energy (ZNE)?

Join us for a multi-part panel discussion dedicated to helping small firms design and achieve net zero energy building design. With a focus on residential design and construction, the panelists will review the current issues and challenges facing architects today, from increasingly stringent code requirements to how professional services might respond and adapt. As the architect's role continues to evolve, clients will increasingly look toward our profession for input on how to do more with less- join us for a discussion on navigating these issues.

2018 **Small Firms Seminar Series**

As spelled out in the California Energy Efficiency Strategic Plan, the state has ambitious goals for the development of zero net energy buildings. These include:

- All new residential construction will be zero net energy (ZNE) by 2020.
- All new commercial construction will be ZNE by 2030
- 50% of commercial buildings will be retrofit to ZNE by 2030
- 50% of new major renovations of state buildings will be ZNE by 2025.

In 2016, the Department of General Services issued the definition of **ZNE building** as being "an energy-efficient building where, on a source energy basis, the actual annual consumed energy is less than or equal to the on-site renewable generated energy."

Photo Credit: Bridge House by Dan Brunn Archicture, exhibiting ZNE strategies

Refreshments Provided By: Louis Poulsen showroom

Panelists:

- John Zinner, LEED Fellow – Principal & Founder, Zinner Consultants
- Lisa Matthissen, FAIA – National Sustainability Design Director, HGA & Chair, AIA|California Committee On The Environment (COTE)
- Dan Brunn, AIA – Founding Principal, Dan Brunn Architecture
- Moe Fakih, LEED AP (O+M, RATER, QAD), CCP, GBP, BPI, AT TECH, WELL AP – Vice President, VCA Green

Moderator: Ric. Abramson, FAIA – Founder & Firm Principal, WORKPLAYS studio*architecture

Thursday, September 11 | 8:00-10:00AM | $15/$25

Marcos Santa Ana, AIA
Architect & General Contractor
Alloi Architecture + Construction

to dare is to lose one's
footing momentarily
not to dare is to lose oneself.
Soren Kierkegaard

design - build

design - build

or

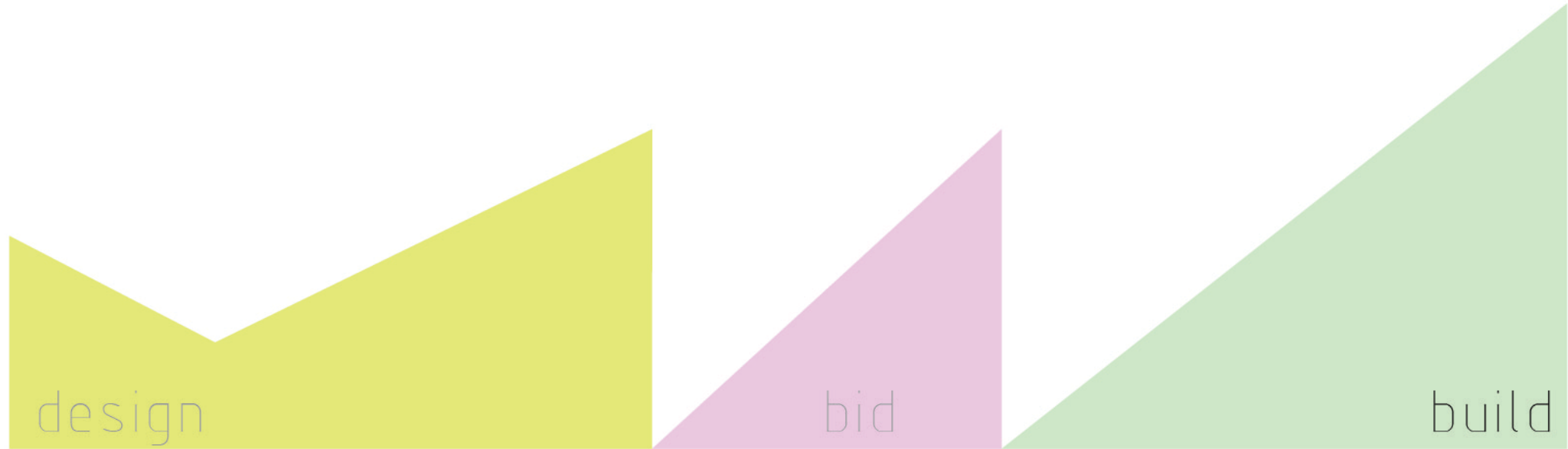design - build

or

design-bid-build

design-bid-build

design

design-bid-build

design

bid

design-bid-build

design

bid

build

design - build

design

design - build

design - build

design   estimate   build

its

its time

its
time
to

its time to think

its time to think differently

stronger
builder

stronger
builder
=

stronger builder = stronger architect

stronger
architect

stronger
architect   **=**

stronger architect = stronger builder

craftsmanship

craftsmanship
bolsters

craftsmanship
bolsters
design

craftsmanship
bolsters

design
+
detailing

design
build

design
build
has

advantages

design
build
has

advantages

control

advantages

control design

advantages

control budgets

advantages

control pricing

advantages

control craftsmanship

advantages

control changes

advantages

control value engineering

advantages

control the project

advantages

increase value

advantages

increase credibility

advantages

increase marketability

advantages

increase revenue

advantages

increase profits

who
prioritizes
what

architect

prioritizes

architect design

prioritizes

architect impact

prioritizes

architect quality
prioritizes

builder

prioritizes

builder prioritizes

builder schedule

prioritizes

builder prioritizes profit

builder prioritizes speed

design
builder

design
builder
prioritizes

quality design builder prioritizes

quality
impact

design
builder
prioritizes

quality

impact

design

design

builder

prioritizes

design builder prioritizes

quality

impact

design

profit

quality   design   profit

impact   speed

design   builder

                 prioritizes

quality   design   profit

impact   builder   speed

design   prioritizes   schedule

and **craft**

quality

design

profit

impact

speed

design

builder

schedule

prioritizes

which design build structure is best for you?

design - build

single entity

design - build

single entity

advantages

design - build
single entity
advantages

simpler accounting

design - build
single entity
advantages

simpler time tracking

design - build
single entity
advantages

reduced tax preparation fees

design - build
single entity
advantages

simpler customer project transfer

design - build
single entity
advantages

simpler marketing

design - build

single entity

challenges

design - build
single entity
challenges

centralized liability

design - build
single entity
challenges

increased contract complexity

design - build
single entity
challenges

increased construction price risk

design - build
single entity
challenges

lost tax advantages

design - build

dual entity

design - build
dual entity
advantages

design - build
dual entity
advantages

simplified individual contracts

design - build
dual entity
advantages

decreased liability

design - build
dual entity
advantages

decreased price risk

design - build
dual entity
advantages

increased tax advantages

design - build
dual entity
challenges

design - build
dual entity
challenges

increased accounting complexity

design - build
dual entity
challenges

increased time tracking complexity

design - build
dual entity
challenges

higher tax preparation fees

case study 01

zen modern home

case study 01

alloi Architecture + Construction

310 204 2811

case study 02

perry creative

case study 02

case study 03

dihedral house

case study 03

thank you

alloi Architecture + Construction

2018
Small
Firms
Seminar Series

AIA

Los Angeles

Ric. Abramson, FAIA
Founder & Firm Principal
WORKPLAYS studio*architecture

2018 AIA/LA small firm workshop series

Ric. Abramson FAIA/ Principal, Workplays studio*architecture
2018 Strategic Council Representative, California Region

Design + Develop Model

Why should architects consider developing their own projects?
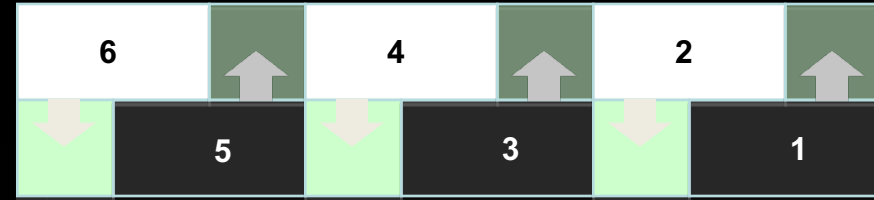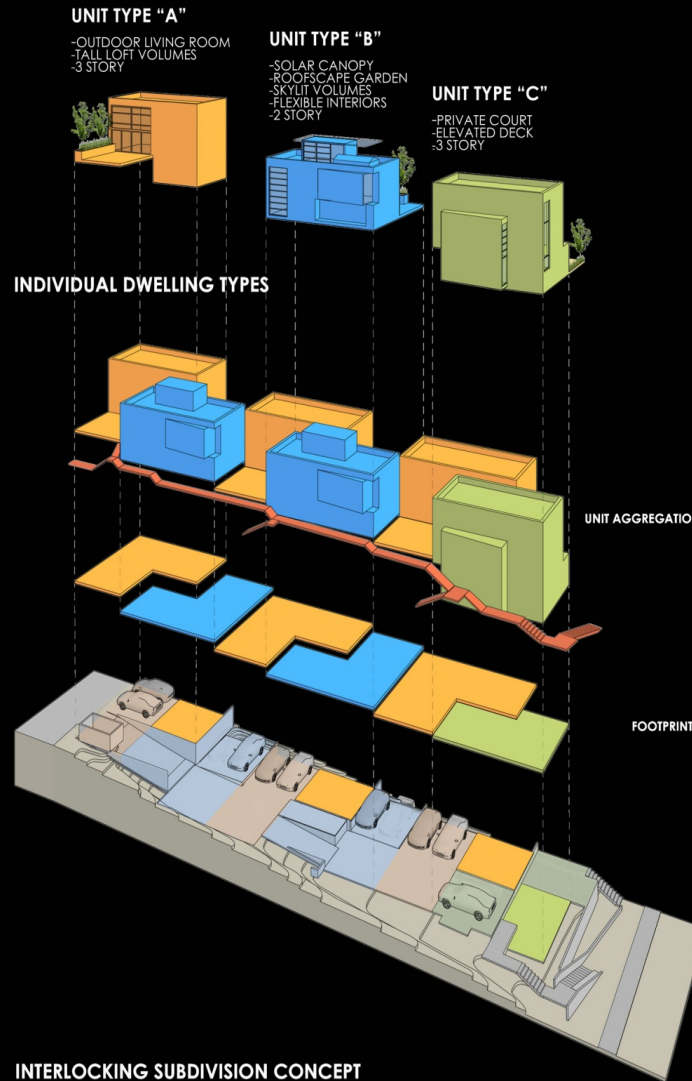
Knowledge
Experience
Time / Effort
Money
Relationships
Patience
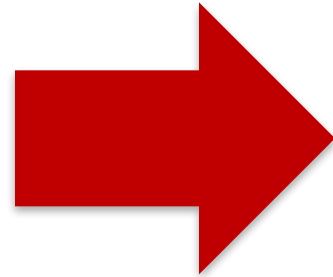
→ **profitability**

site selection / acquisition

land use program

project proforma

corporate structure

investment model/ financing

UNIT TYPE "A"
-OUTDOOR LIVING ROOM
-TALL LOFT VOLUMES
-3 STORY

UNIT TYPE "B"
-SOLAR CANOPY
-ROOFSCAPE GARDEN
-SKYLIT VOLUMES
-FLEXIBLE INTERIORS
-2 STORY

UNIT TYPE "C"
-PRIVATE COURT
-ELEVATED DECK
-3 STORY

INDIVIDUAL DWELLING TYPES

UNIT AGGREGATION

FOOTPRINTS

INTERLOCKING SUBDIVISION CONCEPT

6		4		2	
	5		3		1

Developing your own project

site
selection /
acquisition

land use
program

project
proforma

corporate
structure

investment
model/
financing

Project Roles & Responsibilities

ARCHITECT

- [ ] Project Administration
- [ ] Client Meetings
- [ ] Zoning Research
- [ ] Code Analysis
- [ ] Site Inspection & Documentation
- [ ] Site Analysis
- [ ] Review Project/Owner's Documents
- [ ] Site Development Options
- [ ] Programming

- [ ] Concepts Sketches/ Plan Drawings
- [ ] Massing Studies/ Models
- [ ] Schematic Design Package

- [ ] Consultant Coordination/ Meetings
- [ ] Material Selections
- [ ] Systems Integration (Owner's Consultants)
- [ ] Product Selection
- [ ] Code Compliance Review
- [ ] Project Data & Calculations
- [ ] Preliminary Specs.
- [ ] Opinions of Probable Cost

- [ ] Construction Drawings
- [ ] Specifications + Cut Sheets

- [ ] Bidding Instructions
- [ ] Bid Package & Distribution
- [ ] Administration/ R.F.I.'s & Clarifications

- [ ] Construction Administration of Contract
- [ ] Job-Site Visits
- [ ] Construction Certification
- [ ] Review Shop Drawings
- [ ] Field Clarifications
- [ ] Payment Certificates

PROJECT MANAGEMENT

- [ ] Green Building Compliance/Plan Check
- [ ] L.I.D./ Storm Water Mgmt.
- [ ] Scoping Work/ Programming
- [ ] Construction Budgeting
- [ ] Entitlement Processing
- [ ] Deviation Requests
  - Modifications
  - Variances
  - Amendments
  - Agreements
- [ ] Staff Negotiations
- [ ] Public Hearings
- [ ] Clearances + Document Filings
- [ ] Neighborhood Outreach & Meetings
- [ ] Bonds
- [ ] Permits
  - Building & Safety
  - Demolition
  - MEP
  - Grading
  - Fire Sprinkler
- [ ] Department Approvals
  - Fire Dep't
  - Health Dep't.
  - Public Works
  - Mechanical/Sprinklers
  - B.O.E. (Engineering/ Trees/ Street Lighting)
  - Grading
  - Sanitation
  - D.O.T.
  - CRA (if any)
- [ ] Utilities Coordination
  - Gas
  - Telephone/ Data/Cable/Low Voltage
  - Water
  - Electric
- [ ] Misc. Permits/ Processing
  - Highway Dedications
  - Encroachments
  - Street Use
  - Vacations
- [ ] Country Recordation's / Affidavits
- [ ] Environmental Approvals
- [ ] Site Security Agreements
- [ ] Sewer Connections
- [ ] Offsite Infrastructure
- [ ] Misc. Forms + Special Exhibits
- [ ] Building Commissioning

OWNER / DEVELOPER

- [ ] Development Proforma
- [ ] Property Docs. (Deed, Title, CCR's, Easements)
- [ ] Financing/ Bank Documents
- [ ] Insurance
- [ ] Taxes
- [ ] Public Noticing
- [ ] Utility Contracts + Agreements
- [ ] Maps, Reports, & Testing
  - Soils/ Geotech Report
  - Arborist Report
  - Solar Report
  - EIR/Environmental Impact Analysis
  - Fault Rupture/Seismic
  - Parking Demand
  - Traffic Study
  - Methane
- [ ] Consultants
  - Survey
  - Soils
  - Civil
  - Architect
  - Landscape Architect
  - Structural
  - MEP (Mechanical/ Electrical/ Plumbing)
  - Fire Life/ Safety
  - CAS/ Disability
  - Acoustic
  - Spec Writer
  - Green Building Consultant
  - Project Lobbyist / Expediter
  - Real Estate Attorney
  - Radius Map Maker
  - Budget Preparer
  - Subdivision Consultant
- [ ] Marketing Materials
  - Project Website Design
  - Renderer/ Model Maker
  - Graphic Design/Brochures
  - Digital Simulations
  - Photographer
- [ ] Inspections & Certifications
- [ ] Staging
- [ ] Sales
- [ ] Utility Agreements

Small-scale Development: Forecasting need

Original Building Frontage

Restored and Remodeled Building Frontage

Pico Live Work Project

Ric. Abramson Architect, FAIA Workplays studio*architecture
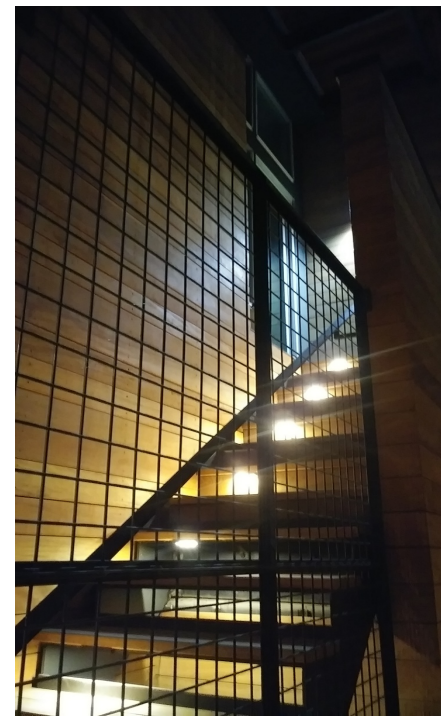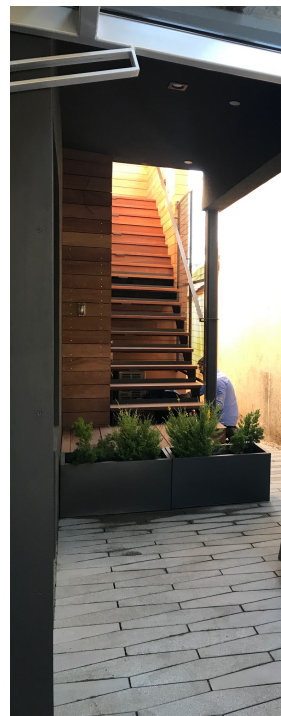
Existing rear view

New Alley Facade

Original Commercial Building

New Renovation and Addition

Design + Entitlement Model

What are the pro and cons?

project strategization

maximizes skills as visionary and expert

loss of control over outcomes

dependent on client and collaborators
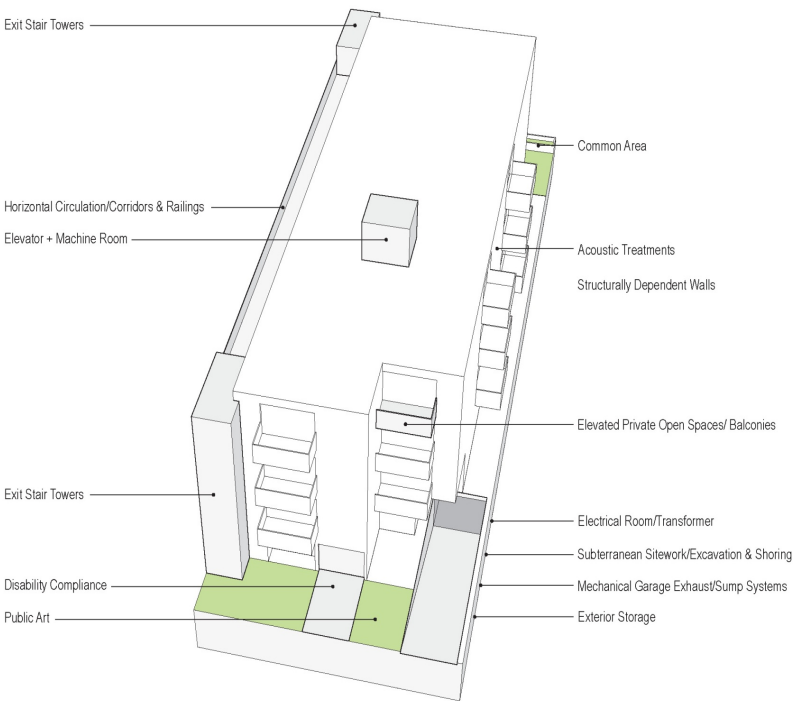
Concept of Highest and Best Use

Case Study: "Maxed-Out" Nine-Unit Condominium Project

Typical Multi-Family Development

Exit Stair Towers

Horizontal Circulation/Corridors & Railings

Elevator + Machine Room

Common Area

Acoustic Treatments

Structurally Dependent Walls

Elevated Private Open Spaces/ Balconies

Exit Stair Towers

Electrical Room/Transformer

Subterranean Sitework/Excavation & Shoring

Disability Compliance

Mechanical Garage Exhaust/Sump Systems

Public Art

Exterior Storage

Measureables + Intangibles

Multi-Family Development "MFD"

Multiple, Single-Family Development "MSFD"

Development Intangibles	MFD Conventional Multi-Family Dev't	MSFD Multiple-configured, Fee Simple Dev't
Soft Cost Implications		
SubDivision Mapping	YES	YES
Common Interest/ No Fee Simple	YES	NO
CCR's /Legal-defined Relationships	YES	YES
Easements/ Cooperative Arrangements	YES	YES
Dept. of Real Estate Filings/Budget Prep	YES	NO
Homeowner's Association Dues & Control	YES	NO
Wrap Insurance	YES	NO
Third-Party Quality Assurance	YES	NO
AQMD BMP's/L.I.D.	YES	LIMITED
Building Commissioning/CalGreen	YES	MAYBE
Geotech Reports & Deputy Inspections	YES	NO
Higher Permits & Fees	YES	NO
Permit & Sales Restrictions	YES	NO
Hard Cost Implications		
Elevator/Machine Room	YES	NO
Mechanical Garage Exhaust/Sump Systems	YES	NO
Electrical Room/Transformer	YES	NO
Exit Stair Towers	YES	NO
Horizontal Circulation/Corridors & Railings	YES	NO
Common Area associated costs	YES	NO
Elevated Private Open Spaces/ Balconies	YES	MAYBE
Subterranean Sitework/Excavation & Shoring	YES	LIMITED
Structurally Dependent Walls	MAYBE	NO
Acoustic Treatments	YES	NO
Disability Compliance costs	YES	NO
Post Dev't Implications		
Liability Risk	HIGH	LOW

COMPARATIVE TABLE

PROJECT IDEA	Condominium Development Concept (Entitled)			Creative Lot Subdivision Concept (Proposed)			Remarks
Proposed Configuration	Condominium development consisting of nine units ranging in size from 698 s.f up to 1976 s.f. Fully subterranean (tandem) parking with elevator and horizontal access. ADA/Disabilty compliance required. HOA req'd.			Fee-Simple "garden" townhouse development consisting of six detached units approx. 1900 s.f. Three stories over semi-subterranean parking area consisting of private two-car garages. Disability compliance does not apply. No HOA. No wrap insurance needed.			
Lot Area	10,400 s.f.	(1 @ 80' x 130' lot)		10,400 s.f.	(2 @ 40' x 130' lots)		
Zoning	R3B zone			R3B zone			
Height	4 stories/ 45'-0"			3 stories/ 35'-0"			One story less reduces construction cost
Residential							
Residential Area	14,800 s.f.	1,644.00 s.f. Net average unit size		10,800 s.f.	1,800 s.f. Net average unit size		Larger unit sizes but smaller overall floor area reduces construction co
Number of Residential Units	9 units			6 units	1975 s.f. Gross average unit size		
Parking							
Total Number of Spaces Req'd	17 spaces			12 spaces			Five fewer spaces required. No guest.
Parking Area	7053 s.f.			5,700 s.f.			
Enclosed Garage Area	7053 s.f.			2,300 s.f.	383 s.f. Average garage size		Private garages v. common parking structure
Exterior Storage	150 s.f.			150 s.f.			
Site Amenities							
Garden/ Deck Space	1,080 s.f.			2100 s.f.			More garden area. Better curb appeal
Paved Areas	1400 s.f.			800 s.f.			Less above ground waterproofing
Trash Area	120 s.f.			120 s.f.			
HARD COSTS	73.23%			75.00%			
Estimated Construction Costs							
Demolition	$ -	$ 14,000.00		$ -	$ 14,000.00		
Environmental Remediation	$ -	$ -		$ -	$ -		
Site Prep/ Rough Grading	$ - s.f. lot area	$ 5,400.00		$ - s.f. lot area	$ 5,400.00		
Residential Units	$ 142.00 s.f.	$ 2,101,032.00		$ 137.00 s.f.	$ 1,479,600.00		
Interiors Package (Appliances, Fixtures)	$ 17,000.00 per unit	$ 153,000.00		$ 19,000.00 per unit	$ 114,000.00		
Garage	$ 56.00 s.f.	$ 394,968.00		$ 45.00 s.f.	$ 256,500.00		Savings in underground parking costs/no elevator, machine rm, etc.
Estimated Construction Cost - Subtotal		$ 2,668,400.00			$ 1,869,500.00		
Contractor's Fees (incl. Supervision) - Subtotal	18.00%	$ 480,312.00		18.00%	$ 336,510.00		
Construction Contingency	8.00%	$ 213,472.00		8.00%	$ 149,560.00		
TOTAL- CONSTRUCTION COST		$ 3,362,184.00	$ 227.24 s.f. Type V/Type 1		$ 2,355,570.00	$ 218.11 s.f. Type V	One million reduction in contsruction costs
SOFT COSTS	14.42%	$ 662,000.00		15.60%	$ 490,000.00		Some additional soft costs to re-entitle project
(incl. consultants, City fees, in lieu fees, etc.)							
Soft Cost Contingency	0.87%	$ 40,000.00		0.80%	$ 25,000.00		
MISCELLANEOUS PROJECT COSTS	11.48%	$ 527,000.00		8.60%	$ 270,000.00		No wrap insurance/HOA formation costs needed
(Financing, insurance, taxes, acctg, proj. mgmt.)							
PROJECT COSTS - Total	100%	$ 4,591,184.00		100%	$ 3,140,570.00		Approx. difference of $ 1.425 million in project cost
LAND ACQUISITION/COSTS		$ 1,300,000.00			$ 1,300,000.00		
SALES COMMISSIONS/R.E. TAXES		$ 317,631.70			$ 267,961.25		
INCOME			Total Gross Sales			Total Gross Sales	
Project Income	$ 715,140.00 per unit	$ 435.00 s.f.	$ 6,436,260.00	$ 918,375.00 per unit	$ 465.00 s.f.	$ 5,510,250.00	Assumes 30 s.f difference in $/ft betw'n Condo and Fee-Simple units
							No HOA fee, larger detached homes w/ gardens
GROSS PROFIT MARGIN			$ 227,444.30			$ 801,718.75	Approx. $ 550,000.00 increase in profit margin
(excludes land, commissions, taxes, etc.)							

Note: This analysis is preliminary only. It is not intended to represent specific values or pricing with respect to one particular project. Rather it is intended as a comparative tool to illustrate an alternative development option and identify some of the possible risk/rewards and implications associated with each concept.

WORK PLAYS
STUDIO ● ARCHITECTURE

www.workplays.com

Valuation beyond $/SF

Comparative Analysis of For-Sale Housing Types

	Condominiums with Subterranean Parking	Airspace Subdivision (Horiz.)	Compact Single-Family w/ Variances
Applicable Code	CBC w/ LA County Amendments	CBC or CRC w/ LA County Amendments	CRC w/ LA County Amendments if three stories or less
Land Use	Multi-Family	Multiple, Single Family	Single Family
Dev't Standards	Multi-Family	Multi Family & Single Family	Single Family
Height	Limited by R3 or R4 Zoning to 3 or 4 stories/eligible for height bonus	Limited by R3 or R4 Zoning to 3 or 4 stories/eligible for height bonus	Limited by CRC to 3 stories/not eligible for height bonus
Use/Occupancy	R2 over S2	R3 w/ U1	R3 w/ U1
Parking	Parked per Code w/ guest spaces	Parked at two spaces/unit	Parked at two spaces/unit
Open Space Req'ts	Common Areas & Private Space	None Req'd but Private desirable	None
Density	Per Multi-Family provisions in the Zoning Code	One (or two) unit(s) per lots created thru subdivision map	One (or two) unit(s) per lots created thru subdivision map
Setbacks	Front, Side and Rear req'ts	Same plus Interior side yard req'ts in addition	Same plus Interior side yard req'ts in addition
Affordable Housing	Req'ts fulfilled by Code	Does not apply to this type of fee-simple occupancy	Does not apply to this type of occupancy
Egress	Stair Towers for entire building	Stairs internal to each unit	Stairs internal to each unit
Structure/Seismic	Dependent/Attached	Independent/ Detached	Independent/ Detached
Code Actions	May require variance for parking, common space, setbacks, etc.	Requires Text Amendment for subdivision, setbacks and front or rear	Requires variance for interior setbacks, and front or rear

Pros			
	Greater density for communities who desire to grow	Medium Density that incorporates compact living patterns	Lower Denisty that provides another housing alternative in difficult neighborhoods
	Low maintenance for owner as HOA handles upkeep and repairs	Opportunties for private spaces that support occupan's lifestyle	Fills gap of mid-economic range of single- family living
	Opportunities for communal interaction but depends on social skills of individuals	Individually-owned but w/ sharded utility mains and site services	Integrates green space in multi-family zones
		More sustainable living pattern that supports smart gorwth	Promotes healthiest form of indoor-outdoor living
		Lower density solution most appropriate next to school	Lower density solution most appropriate next to school
		Text amendment would address housing issues and opportunties in the Gen'l Plan	In conjunction w/ ADU's can meet more social needs of the citizenry (i.e. caretaker/aging in placegranny flats, nanny or teen units, extra rental income, home/office, etc.)
		Best medium density infill pattern	

Cons			
	In underground parking situations results in export of fertile ground	Does not maximize density *(this is both a pro and a con depending on your perspective)*	Variances often cause anxiety and distrust amongst the public
	Often out of scale with prevailing neighborhood patterns		Completely separate ownership avoids conflicts over site operations
	HOAs inconsistent on upkeep		Homeowners best on upkeep

Generalized Lifestyle Comparison on a Qualitative Scale

Requires an active HOA	Requires a dormant HOA	No HOA required
Most costly form of construction	Moderate construction cost	Lowest construction cost
Greatest amount of litigation and neighbor conflicts	Fewer conflicts as nothing is held in common and only common-use utility mains exist	Fewest conflicts as individual ownership is clealry defined
Least desirable from a site specific built environment standpoint	Very desirable from a site specific built environment standpoint	Most desirable from a site specific built environment standpoint because of add'l green space
Tends to be over-scaled	Tends to be modestly scaled	Tends to be modestly scaled
Difficult to finance	Easier to finance	Easiest to finance
Restrictions on sales	Very limited restrictions on sales	No restrictions on sales
Utilities integrated at front of property leading to poor urban design	Utilities integrated at the unit level leading to better urban design	Individual service does not affect urban design and allows more green space
Can happen anywhere in multi-family zones	Should be limited to lower and medium density areas of multi-family zones only	Works best in lower and medium density and also adjacent to R1 single-family zones.

SITUATIONAL CITY MAKING	TOWNHOUSE GARDEN COURT UNITS OVER SEMI SUB PARKING	LIVE/WORK ROWHOUSES OVER SEMI SUB PARKING	SFD's W/ GARAGES AND DETACHED STUDIOS	SFD's WITH ACCESSORY DWELLING UNITS ALONG ALLEY	INTERLOCKING TOWNHOUSES OVER SEMI SUB PARKING	LIVE/WORK DETACHED TOWNHOMES ON CORNER LOT
	ONE	TWO	THREE	FOUR	FIVE	SIX
MUNICIPALITY	W. Hollywood	W. Hollywood	Los Angeles	Culver City	Los Angeles	Los Angeles
SITE AREA	10,400	6,272	23,520	15,040	10,500	5,355
PARCEL SIZE	80' X 130'	~ 47' X 134.5'	~ 225' x 106'	~ 150' x 100'	~ 55' x 200'	~ 40.5' x 132.2'
ZONING	R3B	R3B	R-1	R-1	RD 1.5-1XL	R3-1XL
NO. OF UNITS	6	4	4	4 & 4 A.D.U's	6	4
			(w/ 400 sf Studios)			
DWELLING SIZES	1900	1750	2400	2250	1500 to 1750	1400
Max. Dwelling Unit Size	1500 s.f.	1500 s.f.	N/A	N/A	N/A	N/A
Project DENSITY	21.8	27.8	8.3	11.6/23.2	24.9	34.9
Allowable Density	36 du/acre	36 du/acre	8.7 du/acre	8.7 du/acre	29 du/acre	54.5 du/acre
AVG. SUBDIVIDED LOT	2000	1568	5375	3750	1750	1337
Minimum Lot Size	5000 s.f	5000 s.f	5000 s.f	5000 s.f	600 s.f	5000 s.f
Project F.A.R.	1.10	1.12	0.41	0.60	0.90	1.05
Maximum F.A.R.	N/A	N/A	3.00	N/A ?	3.00	3.00
SUBDIVISION PROCESS	Tract Map + Code relief	Parcel Map + Text Amendment	Parcel Map	Parcel Map + Code relief	Tract Map	Parcel Map
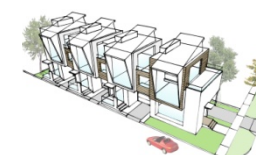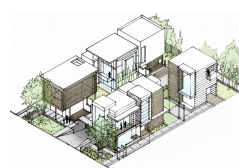
What would cities look like if architects were the decision makers and developers?

2018
Small
Firms
Seminar Series

AIA

Los Angeles

Douglas Teiger, AIA
Managing Partner, Abramson Teiger Architects
& 2017 President AIA|LA Board of Directors

Getting work through Design Collaboration

ABRAMSON_TEIGER
ARCHITECTS

WHY A JOINT VENTURE

"A joint venture represents the optimism of two firms that they can unite to achieve marketplace goals that neither could achieve alone. Some joint ventures work, some do not."

- Forbes, 11/26/2013

- ALL Members of the Joint Venture are legally and financially responsible for the performance of the ENTIRE Joint Venture

- Most joint ventures are temporary, one-time enterprises

- Fears might include
  - Loss (or dilution) of intellectual and human capital
  - Administrative redundancy and inefficiency

Our goal today

- Selecting a Partner/Team
- Developing the Joint Venture Agreement
- Pursue "win-win" within boundaries & limits
- Build a structure for strategic success in design collaboration

When should you use a joint venture agreement?

- A joint-venture agreement should be used when your firm wants to bid on a project but does not have the bandwidth or expertise to execute all components of the project well.
  - This could mean a lack of critical resources, specialties, local or critical knowledge, or quickly scalable manpower.
- Joint-venture partnerships place the responsibility equally on both parties involved.
  - Shared responsibility means shared accountability, so both teams have an equal investment in the project.

Successful joint ventures could be:

- Having a remote firm with broad experience and a local firm with location specific subject matter expertise.
- A small specialist firm partnering with a large generalist practice to combine expertise and resources. Small firms can benefit from the larger firm's credibility and financial stability.
- Design Firm partnering with an Executive Architect / Architect of Record.

FOLA
- DLR as Executive Architect
- ATA as Design Architect

How we got the FOLA project

"1"   Primary Responsibility.

A number "1" designation for a described Basic Service means the Firm so-designated is responsible in a primary and leading role to provide all of the professional services within the scope of the described Basic Service that are necessary to provide complete advice to Owner and to produce all of the necessary Design Documents for review by Owner and, if applicable, by Governmental Authorities.

"2"   Review (and Approve) Responsibility

A number "2" designation for a described Basic Service means the Firm so-designated is responsible in a secondary role to review, check, and approve the Design Documents (including in-progress drafts) prepared by the Firm that is assigned Primary Responsibility for that described Basic Service. Without limitation to the foregoing, and recognizing that the Firms are assuming Primary Responsibility to prepare Design Documents for some portions of Basic Services and are assuming Review Responsibility for other portions of Basic Services, a Firm having Review Responsibility for a described Basic Service shall review and check the Design Documents prepared by the Firm having Primary Responsibility for proper coordination and compliance with all Design Documents that have been prepared by the reviewing Firm as part of its performance of its Primary Responsibility for another portion of Basic Services. Furthermore, in those instances where the Design Architect is assigned Review Responsibility for a described Basic Service, the Executive Architect shall additionally review and check the Design Documents for proper coordination with the plans, specifications, and other documents prepared under or in connection with the Executive Architect's performance of its overarching contract with the Developer / Owner (Macerich). In those instances where the described Basic Service involves review of the work product prepared by another Consultant (i.e., other than one of the Architecture Firms) or involves the review of Work performed, or Submittals or other information furnished, by a Contractor, a number "2" designation means the Firm or Firms so-designated shall review and check such work product and Work for completeness, compliance, and consistency with all Design Documents prepared by such Firm in its Primary Responsibility capacity.

"3"   Continuing Assistance

A number "3" designation for a described Basic Service means the Firm so-designated is responsible, without the necessity of any request by Owner, to continuously monitor and remain involved in the implementation of the described Basic Service, such as, without limitation, attending all meetings involving or relating to the described Basic Service.

"4"   As-Needed Assistance

A number "4" designation for a described Basic Service means the Firm so-designated is responsible, upon request by Owner or by the Firm with Primary Responsibility for the described Basic Service, to provide advice to Owner and attend meetings involving or relating to the described Basic Service.

YES   NO
☒   ☐

| DA 1 |
| EA 2 |

(7)   Floor Plans
Prepare preliminary floor plans depicting:

a) layout of walls, partitions, rooms (including room numbers and names), departmental boundaries, core elements (such as, but not limited to, lobbies, corridors, stairs, elevators, toilets, shafts, and chases), columns and other major structural elements, and sufficient dimensioning to demonstrate that all layouts fit within the design space; (by EA to match CD's.

b) location and distribution of all vertical transportation including elevators, escalators, and lifts including trash chutes.

c) Locations of amenities, kiosks, furnishings and artwork, basic criteria for major finish materials. (produce and maintain a comprehensive common area plan – all phases of design and construction documentation, and as necessary during construction phase).

d) Provide all requested design and technical program as determined with the MAC team. These areas include but are not limited to the following; plazas, concourses, VIP lounge, valet, iconic entry's, shade areas, and other kit of parts elements.

YES   NO
☒   ☐

| DA 1 |
| EA 2 |

(9)   Building Sections
Prepare preliminary building sections indicating massing, floor to floor heights, finish ceilings, floor openings with vertical circulation, roof and structure with relationships to site and adjacent buildings or structures.

YES   NO
☒   ☐

| DA 2 |
| EA 1 |

(10)   Building Grid
Prepare a dimensioned building grid system that provides a common reference for the coordinated documentation of the Work by other Project Team members and that includes (in the case of new construction) all walls and doors and (in the case of renovation) all Existing Improvements to remain. DA to advise on grid locations at corners and storefronts or other key aesthetic requirements.

YES   NO
☒   ☐

| DA 1 |
| EA 2 |

(11)   Façade Studies
Prepare alternative façade studies, consisting of different proposed approaches to the design of the building exterior and details for each alternative describing proposed colors, materials and textures. Each façade should contain key dimensions, delineation of building elevations and building section references.

- Pico Apartments
  - KFA as Executive Architect
  - ATA as Design Architect
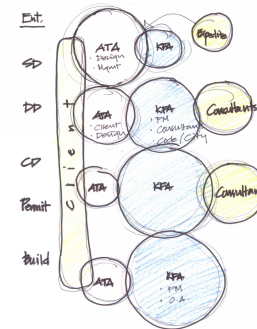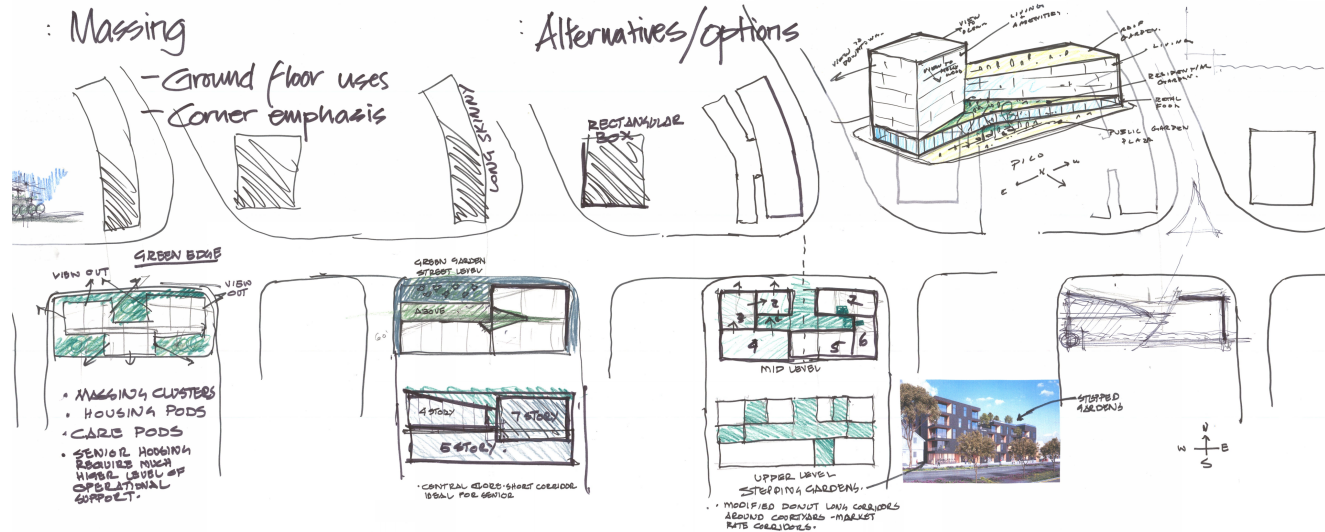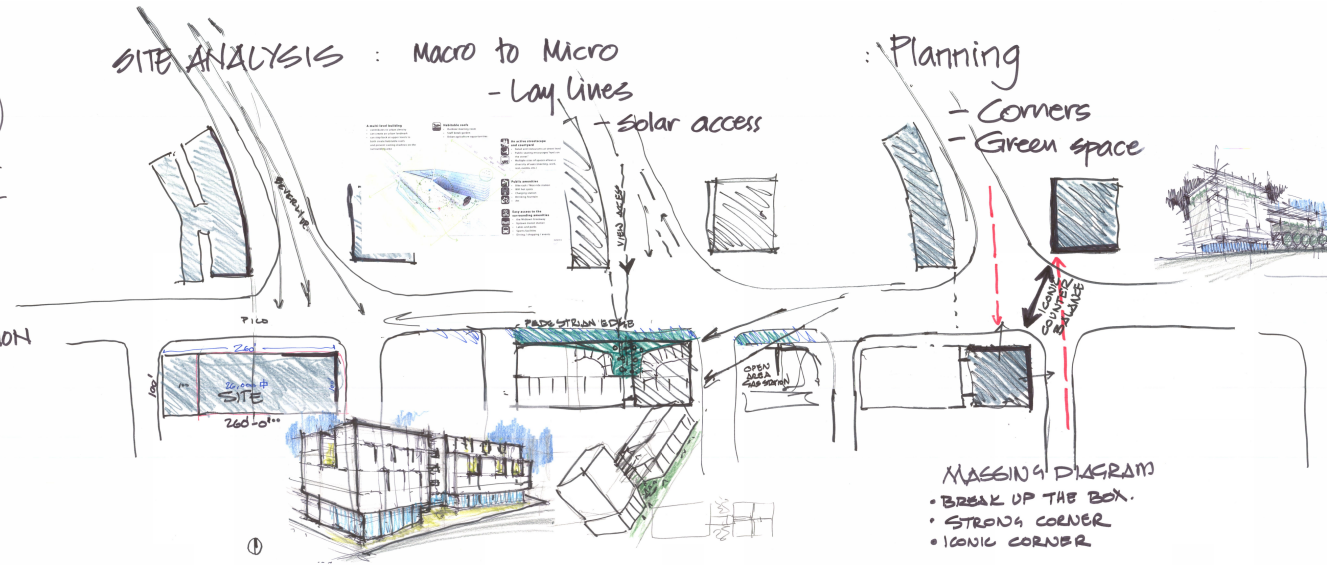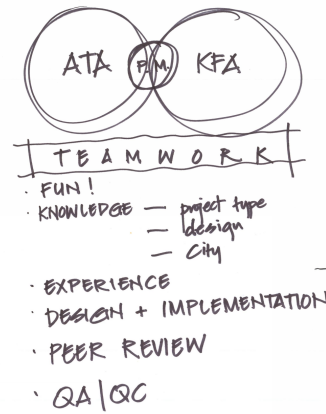
SCOPE OF SERVICES
Entitlements ("FIRM 1" 85%, "FIRM 2" 15%)

This phase will begin with two concurrent initial design schemes for the Project based on:
   a. A TOC 3 project with a minimum of 100 units

Client has engaged the services of a land-use consultant to assist in determining the most efficient path to entitlements approval for the Project under either option.

This phase will be led by "FIRM 1". ("FIRM 2") will attend charrette meetings, design presentations to the client and advise on unit plans, program elements, circulation, servicing etc. All deliverables will be generated by "FIRM 1".

Process:
- Project team will meet to discuss the two options for the site with land-use counsel.
- Architect will lead a visioning session for all the stakeholders.
- Architect will create options for the site planning, floor planning and massing based on a basis of design and a schedule and budget provided by the Client.
- Client will contract with a Dry Utilities consultant to initiate discussion with DWP regarding power supply and location of transformer.
- Architect will review and work through a maximum of two revisions to refine the scheme.
- Client and team will decide on a direction for Entitlements including a schedule of outreach meetings based on input from the Client's land-use attorney or outreach consultant.
- A Civil engineer and a Landscape Architect will be required during this phase. Architect will coordinate their work.
- Once a final scheme is approved, Architect will produce an Entitlements package for submittal to the City of Los Angeles, including two colored renderings.
- Architect will attend follow up meetings with the city and/or the community
- Architect will make reasonable revisions to the entitlement package as necessary until approval is granted.

Deliverables:
- Site plan with adjacent properties and setback dimensions, areas, circulation etc.
- Parking plans
- Typical floor plans of upper floors
- Section with floor to floor heights and maximum height
- Building elevations with material call-outs
- Two color renderings
- Project summary

Design Development ("FIRM 1" 50%, "FIRM 2" 50%)

Development of the Design Development package will be based on the Client approved Schematic Design Package.
A budget will be created by the Client or the Client's General Contractor (GC) based on the documents from this phase of work, but documents may not be complete enough for a GMP to be established.
The Design Development documents may be used for an initial submittal to the City of Los Angeles' Parallel Plan Check program.
This phase will be led by "FIRM 2", but the work will be split evenly between "FIRM 2" and "FIRM 1". Both firms will need a PM and/or PA that can communicate effectively with each other and the Partners from both firms.

- Architects will review the SD set with Client and Consultants and create work plan and schedule for the DD phase.
- Architects and Client will establish and finalize the residential unit plans, demising walls, window sizes.
- Architect will produce drawings for layout of 2 types of kitchen, 4 types of bathroom, the main lobby, corridors and ceiling plans. Selection of cabinet materials, counter top material, flooring, interior finishes, decorative lighting, bathroom and kitchen fixtures, appliances, paint colors, artwork, signage as well as FF+E (Furniture, Fixtures and Equipment) will be by Architect or Architect's consultant. Interior elevations, renderings and material boards will be produced. ("FIRM 1")
- Architect and Client will meet with City to confirm final code assumptions.
- Architect will respond to any further City and Client comments to create a final Design Development package.

Construction Documents ("FIRM 1" 20%, "FIRM 2" 80%)

The deliverables for the Construction Document phase of the Project will include both written and graphic documents defining project scope for a bidding and negotiating process and for construction. Construction Documents will be based on the Client-approved Design Development Package. The documents are to be reviewed by Client prior to final printing of the Bid Package as described in the Project schedule.

A check set will be issued at the 50% CD stage and may be also used for a second submittal to the City for permitting.

"FIRM 2" will lead this phase of the project. "FIRM 1" will assign a member of staff to work alongside the "FIRM 2" team in a Job Captain role. "FIRM 2" will provide specifications writer and will solicit input from "FIRM 1". "FIRM 1" will lead the Interior design effort.

- Architect and its consultants will prepare packages to be submitted to agencies as necessary, including, but not limited to, DWP for power pole relocation, Public Works, Planning Dept., Site Plan Review and Excavation permit.

Deliverables:
- Site Plan ("FIRM 2")
- Architectural Floor Plans – dimensioned and coordinated ("FIRM 2")
- Residential unit plans ("FIRM 2")
- 3D massing model in black and white produced from the Revit computer model for review in meetings. ("FIRM 2")
- Roof plan ("FIRM 2")
- Architectural Reflected Ceiling Plans of public spaces and units for lighting layouts, including dropped ceilings and soffits in coordination with MEP consultant. ("FIRM 2")
- Architectural and Interior Design specifications based on building system selections Architectural elevations with materials and colors ("FIRM 1")
- Architectural building sections ("FIRM 2")
- Architectural details ("FIRM 1" + "FIRM 2")
- Wall sections to indicate detailing, materials and dimensions. ("FIRM 2")
- Coordination of Structural and Shoring engineering for permitting. ("FIRM 2")
- Coordination with MEP and civil consultants ("FIRM 2")
- Coordination with Landscape and hardscape design construction documents ("FIRM 1" + "FIRM 2")
- Project code analysis, summary and general ("FIRM 2")

Construction Administration

This phase of services allows for site observation generally once every two weeks by Architect to review general construction conformance with the documents and to interpret design intent. Field reports will be generated from these visits and distributed to the appropriate individuals for further action. Architect has allowed for thirty-two site observation visits during the construction period – based on an assumed 16 month construction period.

"FIRM 2" will lead this phase.

- Architect will review shop drawings and answer RFI's and keep a log for each. ("FIRM 2")
- Architect will provide ASI's as reasonably necessary to clarify the design intent of the Construction Documents. (Any revisions needed to the Documents caused by Client or general contractor to be provided as an authorized Additional Service). ("FIRM 2")
- Contractor will create the punch list and Architect will assist and review progress on work on punch list items twice. ("FIRM 1" + "FIRM 2")
- Architect will create a set of record drawings based on information provided by Client's GC and all subcontractors where a change was made from the construction documents. ("FIRM 1" + "FIRM 2")

SUMMARY OF EXCLUSIONS

This proposal and fee does not include:

1. Engineering consultants or specialty design consultants, sub-consultants, or other non-architectural design or engineering services such as low-voltage/controls, lighting, etc.
2. Site survey and geotechnical engineering investigations and related reports and recommendations (required).
3. 3D animated walk-throughs, massing models or 3D views of individual units are excluded.
4. Interior Design purchasing or installation.
5. Cost estimating and construction scheduling or phasing of any type.
6. Marketing plans for leasing purposes.

Phase	#	Item/Task	Design Architect	Executive Architect
DESIGN DEVELOPMENT				
	1	Review of Schematic Design Package prepared by Design Architect & approved by Client		X
	2	Coordinate Owner provided Building Code Analysis and Fire, Life Safety Analysis Consultant		X
	3	Review of Owner provided Building Code Analysis and Fire, Life Safety Analysis		X
	4	Issue schematic design package to obtain consultant quotes for services		X
	5	Continue obtaining Entitlements	X	
	6	Attend public hearings and meetings	X	
	7	Attend neighborhood meetings	X	
	8	Attend Design Coordination Meetings with Client & Consultants	X	X
	9	Issue minutes of Design Coordination Meetings	X	
	10	Preliminary SMEP Coordination	X	
	11	Commence Design Development Drawings - *Base Drawings Only* [Site Plan, Parking, Floor Plans, Roof Plan, Sections and Elevations, Wall Sections, Enlarged Unit Plans & Select Unit Interior Elevations]	X	
	12	Cartoon/Layout/Assemble Design Development Drawings		X
	13	Semi-monthly (or as needed) Review of Design Development Drawings [Site Plan, Parking, Floor Plans, Roof Plan, Sections and Elevations, Wall Sections, Enlarged Unit Plans & Select Unit Interior Elevations]		X
	14	Issue DD Drawings for Consultant Coordination		X
	15	Design Development of Exterior Wall Systems	X	
	16	Technical review of Exterior Wall Systems		X
	17	Issue detail sketches of key project components and special design elements to Executive Architect	X	
		Lobby enclosure (residential & retail)		
		Valet Drop-off & Pick-up		
		Kitchen & Bath Studies (incl. plumbing fixture & appliance selections)		
		Millwork/Storage Wall Studies		
		Sales Rep Meetings		
		Breezeway Bridges, Railings, & Screens		
		Breezeway Canopy & Mech. Screen Development		
	18	ADA Compliance check		X
	19	Select Exterior Materials and Colors	X	
	20	Preliminary Interior Material & Finish Selection	X	
	21	Obtain Client approval of Materials and Colors	X	
		Issue 50% Design Development Package for Client Review, Design Architect Review, Contractor Pricing and Consultant Coordination		X
	22	Issue Final Material Selections & Material Sample Board to Executive Architect & Owner	X	
	23	Review of Design Architect's Material and Product Selections		X
	24	Coordinate with and issue directives to Consultants (MEP, Civil, Landscape, Acoustic, Energy, Elevator, Security & Low Voltage, etc.)		X
	25	Incorporate Material Selections into the Design Development Drawings	X	
	26	Attend meetings with Contractors	X	X
	27	Respond to required changes & issue revisions due to Entitlement Process to Executive Architect	X	
	28	Value Engineering & Cost Control Suggestions		X
	29	Attend Value Engineering Meetings	X	X
	30	Incorporate Value Engineering & Cost Control Suggestions	X	
	31	Issue Signage Package & obtain approvals		X
	32	Issue Exterior Lighting Design Concepts to Executive Architect	X	
	33	Complete entitlement process and notify and issue conditions of approval to Executive Architect	X	
	34	Cost control coordination		X
	35	Review & comment on 90% Design Development Package		X
	36	Issue 100% Design Development Package for Client Approval and Contractor Pricing		X
CONTRACT DOCUMENTS				
	1	Full Construction Documentation Phase Responsibilities		X
	2	Issue Comments and Directives after review of 50% Contruction Documents Phase Drawings	X	
	3	Response to Executive Architect Queries as needed	X	
	4	Review and Comments on Contract Documents at 90% Working Drawings	X	
BIDDING & NEGOTIATION				
	1	Availability for information and clarifications (RFI's) as needed	X	X
	2	Coordination w/ Design Architect to answer RFI's		X
	3	Meeting w/Bidders to Clarify Scope		X
	4	Advising Construction Manager as needed		X
	5	Issuing Bulletins as required		X

CONSTRUCTION ADMINISTRATION

		1	Full Construction Administration Phase Responsibilities		X
		2	Review of Contractor Material and Color Submittals	X	
		3	Response to Executive Architect Queries as needed	X	

Notes

1. Responsibility for the Schematic Design Phase and Entitlement Phase rests with Design Architect.

2. It is the understanding that Design Architect will be responsible for the design of all visible elements, interior design, aesthetic issues, and programmatic issues. The Executive Architect will be responsible for all technical aspects & documentation, building, fire & life safety code compliance, and cost control suggestions.

3. As the ultimate responsibility for Consultant coordination rests with the Executive Architect, during the Design Development Phase. Important Project communication will be copied to the Design Architect.

4. At the beginning of the Design Development Phase, the Executive Architect will set up a web-based communication system (such as an FTP site) to facilitate information flow between all teams.

5. The Executive Architect will be responsible for periodic (semi-monthly) review of drawings provided by Design Architect. The Executive Architect will check the drawings for:
   a. status reports to client
   b. technical suggestions
   c. code review
   d. technical coordination
   e. quality control
   f. cost control

6. Cost control will be the responsibility of the Executive Architect and based on the Owner's outlined Construction Budget

7. During the Contract Document Phase, Design Architect will periodically review the Contract Documents for accuracy in describing the design intent and will provide appropriate communication (written, verbal, or sketch) in a timely fashion

8. Meetings will be held at Design Architect's Office during the Design development phase and at the Executive Architect's Office during subsequent phases.

9. It is understood the the Client will contract the services of a Construction Manager. The Construction Manager will be responsible for the following:
   a. pricing exercises
   b. bid procurement & qualification
   c. scheduling
   d. contractor selection
   e. construction team management
   f. administration infrastructure
   g. coordination during construction between Owner, Design Architect, & Executive Architect.

OTHER WAYS TO COLLABORATE

1. CREATE SINGLE PROJECT NEW ENTITLY:
   - Equally share in the entire process.
   - Managing client expectations – a collaboration put together just for them.
   - As with any contract communicate upfront on what is provided.
   - Negotiate a project specific E&O Insurance.

2. DESIGN COLLABORATION CONSULTING AGREEMENT:
   - You are a small firm where a client doesn't feel comfortable hiring you alone OR you don't have E&O insurance OR you don't have the experience that would allow you to meet the standard of care.
   - Suggest to the client you team up with a larger firm and provide the concept phase, 3D renderings, joint design effort, but not joint liability.
   - You go to a larger firm and say "I have this client who wants me to design a project but team up with a larger firm for their experience".
   - Hire me as a consultant for the concept only and pay me "X" for the design phase.
   - In this case you are paid as consultant and the Architect assumes all liability.

2018
Small
Firms
Seminar Series

AIA

Los Angeles

Stephan Castellanos, FAIA
Principal, Derivi Castellanos Architects
& Chair-Elect, AIA Trust

AIATrust

Where smart architects
manage risk®

Search this website ...   Search

AIATrust | Where smart architects manage risk®

All Products   Practice Resources   Component Resources   Find an Attorney   Find an Insurer   Newsletter

Find What You Need: Check out the life stage that represents your current practice—or click on All Products or Practice Resources.

New Design Professionals

STARTING OUT

Architects Starting a Firm

xyz | inc

NEW IN PRACTICE

Established Architects

RUNNING A PRACTICE

Architects Preparing for

WINDING DOWN

What is the AIA Trust?

- Sole Purpose to Serve AIA Members

- Serves as a Risk Management Resource, Provide Member & Component Benefit Programs

- Governed by 7 Trustees – 6 AIA members + 1 CACE

- Hires Staff + Independent Experts to Evaluate, Develop, Monitor, & Administer Programs

- Uses NO Dues Dollars + Funds Member Activities

For Architects Starting A Firm – New in Practice

The pertinent benefit plans and free practice resources…

AIATrust | Where smart architects manage risk®

All Products | Practice Resources | Component Resources | Find an Attorney | Find an Insurer | Newsletter

Architects Starting a Firm—New in Practice

xyz | inc

- Interns & New Architects STARTING OUT
- Architects Starting a Firm NEW IN PRACTICE
- Established Architects RUNNING A PRACTICE
- Architects Preparing for WINDING DOWN

Starting your own firm is a challenge. Structuring it to survive is a formidable task.

While operating a professional practice poses many risks to the design professional, considering insurance to manage those risks is just *one of many* important considerations. The AIA Trust develops and gathers helpful resources, tools, and benefit programs to guide you in assessing, avoiding, and managing your risks — now and into the future. *Find out how to get started and run your own successful firm.*

Benefits Programs

FOR YOUR FIRM & EMPLOYEES:

- Business Owners Insurance including General/Commercial Liability and Property & Casualty. (You may add coverage for: Workers Comp, Umbrella, Employment Practices Insurance, Valuable Documents)
- Disability Insurance Employee Coverage—consider adding an important employee benefit
- Health Insurance Exchange, with Dental and Vision Options, for small groups or individual employees
- Key Person Term Life Insurance (*coming soon!*)
- Life Insurance/Term Life Insurance Employee Coverage
- Legal Information Service for your firm—a "practice coach" – when you don't have in-house counsel
- Professional Liability Insurance
- Retirement Plans, including a variety of 401(k) and Profit-sharing plans, for you and your employees
- Short Term Disability Insurance Employee Coverage (*coming soon!*)

FOR YOU & YOUR FAMILY:

- Accident (AD&D)—High Level Accident Insurance —Protect yourself & your family
- Automobile Insurance—For your peace of mind on the road—with potential savings
- Disability Insurance Personal Coverage—Important for every situation - be sure you are covered for the

Free Risk Management Resources

- **Brokers—A Guide to Selecting Professional Liability Insurance & A Broker**
- **Creating & Maintaining A Professional Practice**—A webinar & booklet about how to start and run a successful architectural practice—plus obtain *two HSW learning unit credits*.
- **Education Programs**: An expanding array of topics to help you manage your firm effectively — in webinars and self-assessment tests (SATs) plus the Schinnerer VEP education program.
- **Healthcare Coverage**—Answer your questions about how the Patient Protection and Affordable Care Act (ACA) affects you and your firm.
- **Making the Transition to Running Your Own Firm** booklet plus obtain take a self-assessment test for three-credit learning unit credits.
- **New Starter Firm Incentives for AIA Members**—A webinar offering special incentives to AIA members starting a new firm.
- **Practice Forms** – Ready-to-use forms and tools to help you & your firm to evaluate and manage potential risk.
- **Professional Liability Insurance Decision-Making**—Browse & compare 40+ insurers, find specific coverage and useful—plus finding a broker with whom to work.
- **Professional Liability Insurance Guides** —Guides & Tips on comparing policies, completing an application, how to find a broker, and more.
- **Retirement & Financial Planning** —Online

AIA Trust Products & Programs

Products Overview

Term Life Insurance

Professional Liability Insurance

Business Owners Insurance

Cyber Liability Insurance

HR Outsourcing – PEO Plan

Disability Insurance

Healthcare Coverage Options

High Limit Accident Insurance

Long Term Care Insurance

Auto / Home Insurance

Retirement Plans

Practice Coach: A Legal Information Service

Travel Assistance

Firm & Employee Coverage

Practice Resources

Component Resources

New Design Professionals

STARTING OUT

Architects Starting a Firm

xyz | inc

NEW IN PRACTICE

Products Overview

About Your AIA Member Benefits

With so much at stake in your personal and professional life, the AIA Trust benefit programs help you protect your future.

AIA Trust products are designed for and exclusively available to AIA members and components. You may easily access detailed information on benefit programs along with applications, rate calculators and rate charts, beneficiary and claim forms (for most products) — plus direct contact information to speak with representatives for no-obligation quotes to address your specific needs.

FOR FIRMS, EMPLOYEES & OFFICES:

- Business Owners Insurance including General/Commercial Liability and Property & Casualty. Workers Comp, Umbrella, Employment Practices Insurance may be added.
- Cyber Liability Insurance – *new!*
- HR Outsourcing – PEO Plan – *new!*
- Disability Insurance Employee Coverage
- Health Coverage Options
- Key Person Term Life Insurance
- Legal Information service
- Life Insurance/Term Life Insurance Employee Coverage
- Professional Liability Insurance
- Retirement Plans, including a variety of 401(k) and Profit-

FOR INDIVIDUAL MEMBERS, SOLE PRACTITIONERS, & FAMILY MEMBERS:

- Accident (AD&D)—High Level Accident Insurance
- Automobile Insurance
- Cancer Care Insurance
- Disability Insurance Personal Coverage
- Disability Insurance Business Expense Coverage
- Health Coverage Options
- Homeowners, Renters and Home Office Insurance
- "Practice Coach" Legal Information service
- Life Insurance/Term Life insurance/Level Term Life Plans
- Long Term Care Insurance
- Medicare Supplement Insurance
- Retirement Plans, such as Owner's & Solo 401(k)s

AIA Trust Programs are geared to small firms – offering special benefits & incentives.

AIA Trust Programs geared to small firms

- **The AIA Trust Professional Liability Insurance Program**

- **The AIA Trust Cyber Insurance Program**

More AIA Trust Programs Geared to Small Firms

- **The AIA Member's Retirement Plan**

- **A Professional Employer Organization/PEO or HR-outsourcing**

> AIA Trust Products & Programs
>
> Practice Resources
>> Practice Resources Overview
>> Educational Opportunities
>> Insurer Database
>> Legal Network
>> Newsletter: Managing Your Risks
>> Publications by Topic
>> Retirement & Financial Planning Tools
>
> Component Resources

New Design Professionals

STARTING OUT

Architects Starting a Firm

xyz | inc

NEW IN PRACTICE

Established Architects

RUNNING A PRACTICE

Architects Preparing for

WINDING DOWN

Home | Practice Resources and Benefits

Practice Resources and Benefits

Free Practice Resources for AIA Members

Architects confront risks at many levels daily—and the risks are real and substantial. In its role as a risk management resource for members, the AIA Trust develops a wide variety of reference materials and practice tools.

Click on each heading below to see the array of invaluable resources available to help you understand the many risks, how to avoid them, and how to deal with them successfully.

- **Broker Information**—from how to work with one to locator networks
- **Claims Studies & Guides**—why claims happen and how to deal with them
- **Component Resources**—for grants, seminars, insurance coverage, employee benefits
- **Educational Programs**—see Webinars, Self-Assessment Tests, Component Seminars
- **Financial Planning Resources**—Guides and tools to help you plan
- **Healthcare Coverage issues**—for employers and employees
- **How-to Guides** – *Coming soon!* Concise, practical ideas on managing risks successfully
- **Legal Network**—Find A/E Construction Law Firms & Legal Counsel for your needs
- **Newsletters**—Free quarterly *Managing Your Risks* e-news about current risk topics – sign up today!
- **Ownership Transition Resources** — Understand the many considerations & decisions to realize an optimal future
- **Practice Forms**—Ready to use in your practice: checklists, policies, & forms
- **Professional Liability Insurance Database**—Compare data on 40+ major insurers
- **Professional Liability Insurer Annual Survey**—Detailed info & industry trends
- **Professional Liability Insurance Tips & Guides** about buying this critical coverage

Successful Working Relationships

AIA Trust Resources Include:

- Project-Based IPD Insurance Coverage

- Joint Ventures Should Anticipate Professional Liability Claims

- Rectification Coverage Facilitates Design-Build Leadership for Architects

- AHPP Chapter: Insurance Coverage for Business and Professional Liability

- Strategies for Managing Risk on Design/Build Teams

- Relationships: Understand, Communicate, Relate

Educational Opportunities

White Papers on Topics of New & Evolving Risks

> AIA**Trust**
> Where smart architects manage risk®

- AIA Trust Products & Programs
- Practice Resources
- Component Resources

New Design Professionals
STARTING OUT

Architects Starting a Firm
xyz | inc
NEW IN PRACTICE

Established Architects
RUNNING A PRACTICE

Architects Preparing for
WINDING DOWN

Cutting Edge White Papers

As a member benefit, the AIA Trust works with experts to develop white papers on new and evolving risks to aide members in managing them and running their practices successfully. Check back frequently for the latest information on topics vital to your practice—and your success. Or, to read synopses of AIA Trust White Papers by topic, click here.

NEW! The AIA Trust Guide to Virtual Practice

A new reality in architectural practice is most architects 'virtually' sharing ideas and drawings across digital platforms. While the virtual architectural practice model is more flexible than traditional practice, there are also risks. This overview, using real-firm examples, highlights the many benefits and risks, providing a checklist to summarize keys, questions, and criteria of virtual practice. Click here for the report.

BIM Me Up, Scotty:

Navigating Risk in Digital Practice

The brave new world of BIM is quickly becoming the central platform for services delivery. This paper explores BIM from the baseline of the 2013 AIA digital practice documents with examples of a BIM Protocol Manual, a BIM Contractor Sharing Agreement and a BIM Execution Checklist. Click here to BIM yourself up!

To Have and to Hold, in Sickness and in Health

Strategies for Managing Risk on Design/Build Teams

What are the risks associated with participating on a design-build team? This paper provides a framework for the "old hands" and novices alike to understand, assess, and manage the risks associated with participating on a design-build team.
Click here to read the report.

Contractor Termination Lawsuits

The Architect's Risks and How to Avoid Them

In modern construction litigation, every party with potential exposure is a claimant and every party with a pocket, including the architect, is a defendant. This paper helps you to identify the parties that sue architects and the likely theories that will be advanced with the aim of helping you to lessen risk, avoid liability and limit your exposure.
Click here to read the report.

Strangers No More?

Trends in the Architect's No Privity Defense

Recent White Paper Topics...

Guide to Brewery Design

Special Brewery Design Issues

Brewery Design: Brewing & Contamination Issues

Brewery Design: Insulation, Expansion & Safety

Brewery Design: Common Risk Problems

Brewery Design Conclusion

DESIGNING FOR HEDONISM
Brewery Design

Our thanks to DIGSAU (architect for Dogfish Head Craft Brewery) for allowing us to publish their excellent photos in this Guide.

Designing For Hedonism
Brewery Design

AIA Trust Guide to Brewery Design

By Jeffrey Clay Ruebel Esq. & Casey Ann Quillen, Esq.

Overview

The production and retail sale of alcohol has a long history in the United States, interrupted only by Prohibition in the 20th century. Because of this, those who provide services to the alcohol industry have historical data to assess the risks

---

AIATrust

Where smart architects manage risk®

All Products   Practice Resources   Component Resources   Find an Attorney   Find an Insurer   Newsletter

Guide to Marijuana Facilities Design

Marijuana Facilities Design – Federalism

Special Design Issues & Dispensaries

Special Design Issues: Grow Facilities

Special Design Issues: Manufacture Infused Product

Marijuana Facilities Design – Common Risk Problems

Marijuana Facilities Design: Professional Liability Issues

Marijuana Facilities Design – Conclusion

Designing For Hedonism
Marijuana Facilities Design

AIA Trust Guide to Marijuana Facilities Design

By Jeffrey Clay Ruebel Esq. & Casey Ann Quillen, Esq.

Overview

The production and retail sale of alcohol has a long history in the United States, which allows those providing services to assess risks and benefits from engaging in the alcohol industry. The same cannot be said for the marijuana industry. Not only is this new, burgeoning industry struggling with the growing pains faced by any new business opportunity, it is handicapped by the Federal

Our thanks to The McBride Company (architect for

...about New & Evolving Risks

AIATrust | Where smart architects manage risk®

In Practice | Risk Management Guide

An Architect's Guide to Using Drones

By Michael J. Corso, Esq.

Michael J. Corso is Florida Bar Board Certified in Civil Trial and Business Litigation Law. He concentrates his practice in the defense of product liability claims and non-medical professionals including architects, engineers, surveyors, lawyers and accountants. He is an allied member of AIA Florida and Florida Engineering Society. Michael received his undergraduate engineering degree in Aeronautics and Astronautics from Purdue University and his law degree from Villanova University.

Summary

Unmanned flight is not new, nor is aerial photography. Hobbyists have been rigging cameras to model airplanes since long before the word "drone" became commonplace. What is new is the proliferation of mass-produced, inexpensive unmanned aircraft with capabilities that surpass anything previously available to civilians. According to the Consumer Electronics Association, there may have been close to one million new drone owners as of New Year's Day 2016!

The author's interest in the growing unmanned aircraft system world (known throughout this paper as drones) stems from flying planes by age 14, a father who was a mechanical engineer for Boeing, his degree in Aerospace Engineering from Purdue University—home to many astronauts, and his service in the United

In Practice | Risk Management Guide

An Architect's Guide to Managing Cyber Threats

8+ Share | f 0 | Tweet | in 0

By Victor O. Schinnerer & Company, Inc.

Insurance underwriter, Victor O. Schinnerer & Company, Inc., works with the AIA Trust to offer AIA members quality risk management coverage through the AIA Trust Professional Liability Insurance Program, Business Owners Program, and Cyber Liability Insurance Program to address the challenges that architects face today and in the future. Detailed information about both these programs may be found on the AIA Trust website.

Summary

It can happen to anyone. An event on a system or network detected by a security device or application: malicious activity that is attempting to collect, disrupt, deny, degrade or destroy information system resources or the information itself.

As an architect, if you don't think you need cyber protection or don't believe someone would want to hack into your system, you may already be in trouble. It's tempting to think that since you are an architectural firm and not part of one of the most frequently attacked industries that transact business online, you may not have much to worry about. Unfortunately, that thinking is dangerous.

Attackers are typically interested in finding the path of least resistance and simply failing to keep up with necessary security software patches and consistently updating your systems could become the opportunity for bad actors to infect your system. It's vitally important to understand this growing threat – and for your firm to implement the 10 steps outlined below *now* to protect your future.

Average annual security events, attacks and incidents

2013

2014

An Architect's Guide to Virtual Practice

Summary

Today, a new reality in architectural practice is that most architects are no longer interacting across their workstations. Instead, they are 'virtually' sharing ideas and drawings across digital platforms. Nearly every practicing architect engages in some form of "virtual practice" because the pace and practicalities of life demand it – employees travel or relocate, must limit work time for family responsibilities, or want to take on other enterprises as consultants. The virtual architectural practice model is far more flexible than traditional practice – and may be all but recession-proof since it can grow and shrink with market fluctuations.

The benefits of virtual practice may include near zero fixed overhead expenses – in contrast to substantial costs associated with traditional brick-and-mortar firms such as rent, computer hardware, infrastructure and more. In some cases, employee payroll and benefits become a thing of the past when the firm limits workers to consultants or independent contractors; however, there are important regulations that must be followed, discussed more fully in the complete white paper accessed by clicking here.

AIA Trust
Where smart architects manage risk®

All Products | Practice Resources | Component Resources | Find an Attorney | Find an Insurer | Newsletter

> AIA Trust Products & Programs
> Practice Resources
> Component Resources

New Design Professionals
STARTING OUT

Architects Starting a Firm
xyz | inc
NEW IN PRACTICE

Established Architects
RUNNING A PRACTICE

Architects Preparing for
WINDING DOWN

Quick Reference Risk Resource Review
Synopses of AIA Trust White Papers

As a risk management resource for AIA Members, the AIA Trust develops white papers on topics of critical and evolving risks for architects. Some of these risks you may be aware of—and some may never have crossed your mind. Either way, it's important to be recognize them so you can at best avoid them and at the least, manage them effectively.

Don't have time to read the white paper? Read the synopses first to find out important facts – and consult the white papers for more details as needed.

ADA & FHA

The Clear Intentions & Gray Areas of Accessibility

A synopsis of the AIA Trust white paper, Disability, Accessibility & Liability: What an Architect Should Know, providing an overview of ADA and FHA violations that architects can be sued for, identifying pitfalls and preventative measures to avoid or address a lawsuit. Click here for the synopsis.

BIM

Live Long and Prosper

A synopsis of the AIA Trust white paper, BIM Me Up, Scotty: Navigating Risk in Digital Practice, exploring BIM as a central platform for services delivery and including examples of a protocol manual, contractor agreement and execution checklist. Click here for the synopsis.

CCA

Don't Shoot Me, I'm Only the Architect

A synopsis of the AIA Trust white paper, Bulletproof Contract Administration: Managing Risk During Construction, offering a useful approach to CCA activities

Ownership Transition Resources

Search this website ... | Search

AIATrust | Where smart architects manage risk®

All Products | Practice Resources | Component Resources | Find an Attorney | Find an Insurer | Newsletter

> AIA Trust Products & Programs
> ∨ Practice Resources
> Practice Resources Overview
> Educational Opportunities
> Insurer Database
> Legal Network
> Newsletter: Managing Your Risks
> Publications by Topic
> Retirement & Financial Planning Tools
> Component Resources

New Design Professionals
STARTING OUT

Architects Starting a Firm
xyz | inc
NEW IN PRACTICE

Established Architects
RUNNING A PRACTICE

Architects Preparing for
WINDING DOWN

Publications by Topic

The AIA Member's Risk Management Library

The AIA Trust is continually developing and gathering useful publications to help you in your practice. Peruse topics below and click on those of interest to see the reports, guides, articles, webinars, and other materials that can assist you. Check back often as new ones are added!

Claims Issues

- Anatomy of a Large Architectural Claim about a risk management matrix to analyze & assess risk
- Claims Defense from the Attorney's Perspective
- Claims Management by the Architect
- The Collections-Claim Connection: Getting Paid Without Getting Sued– An AIA Trust white paper (or read the synopsis)
- General guide to assist in handling a claim from beginning to end
- Guilty Until Proven Innocent: Claims Defense Documentation – An AIA Trust white paper (or read the synopsis)
- Providing Fact Testimony – Tips and guidelines for providing fact testimony in depositions or trial
- Residential Claims Study about risks and how to better manage them
- Small Firm Claims Study to find out causes, case studies, and tips on how to avoid them.

What Can Members Do?

What Members Can Do

- Sign up for our free quarterly email newsletter

- Share the name of your A/E legal counsel

- Check out AIA Trust program offerings – for you and for others

What Members Can Do

- Republish newsletter articles of interest

- Review & share the synopses & guides to be aware of critical risks

- Check out the professional liability insurance database, guides, & tips – and broker information.

What Members Can Do

- Follow the AIA Trust on Social Media, retweet & repost - share AIA Trust resources you find valuable!

- Follow an AIA Trust webinar or take an SAT for credit

- Show the AIA Trust video to your office & your component

What Members Can Do

→ **Let us know what you and your members need to manage risks successfully!**

AIATrust

Where smart architects manage risk®