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
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.
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 retrofitted 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 Architecture, exhibiting ZNE strategies.

Refreshments Provided By: Louis Poulsen showroom

Panelists:
- John Zinner, LEED Fellow – Principal & Founder, Zinner Consultants
- Lisa Matthiesen, 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, GEP, 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-bid-build
design-bid-build
design-bid-build
design-bid-build
design - build
design - build
design - build
its
its time
its time to
its time to think
think differently

its time to
stronger
builder
stronger

builder =
stronger builder = 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

cost

control

budgets
advantages

control

pricing
advantages

craftsmanship

control
advantages

control

changes
advantages

control value engineering
advantages

control the project
advantages

increase value
advantages

increase credibility
advantages
advantages

increase revenue
advantages

increase

profits
who prioritizes what
architect prioritizes
architect
prioritizes
design
architect prioritizes impact
architect prioritizes quality
builder prioritizes
builder prioritizes
builder

schedule

prioritizes
builder profit prioritizes
builder prioritizes speed
design builder
design
builder
prioritizes
quality

design

builder

prioritizes
quality
impact
design
builder
prioritizes
quality
impact
design
design
builder
prioritizes
prioritizes profit
designer
design impact
quality
prioritizes profit
designer
design impact
quality
prioritizes design speed profit quality impact design builder
and craft prioritizes design and builder impact design and builder speed profit and builder schedule profit and builder quality craft and builder quality craft quality craft craft craft craft
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
lost tax advantages
design - build
dual entity
design - build
dual entity
advantages
design - build
dual entity
advantages

simplified individual contracts
decreased liability
decreased price risk
increased tax advantages
design - build dual entity challenges
design - build

dual entity

challenges

increased accounting complexity
increased time tracking complexity
design - build
dual entity
challenges

higher tax preparation fees
case study 01
case study 01

zen modern home
case study 02
perry creative

case study 02
case study 03
dihedral house

case study 03
thank you
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?

- complexity
- control
- commitments
- cash
Knowledge
Experience
Time / Effort
Money
Relationships
Patience

profitability
Developing your own project

- Site selection / acquisition
- Land use program
- Project pro forma
- Corporate structure
- Investment model/financing
Developing your own project

- site selection / acquisition
- land use program
- project proforma
- corporate structure
- investment model/financing
<table>
<thead>
<tr>
<th>PROJECT MANAGEMENT</th>
<th>OWNER / DEVELOPER</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Green Building Consultancy/Plan Check</td>
<td>- Development Proforma</td>
</tr>
<tr>
<td>- LID / Storm Water Mgmt.</td>
<td>- Property Docs. (Deed, Title, CCR’s, Easements)</td>
</tr>
<tr>
<td>- Scoping Work/ Programming</td>
<td>- Financing/ Bank Documents</td>
</tr>
<tr>
<td>- Construction Budgeting</td>
<td>- Insurance</td>
</tr>
<tr>
<td>- Entitlement Processing</td>
<td>- Taxes</td>
</tr>
<tr>
<td>- Deviation Requests</td>
<td>- Public Notice</td>
</tr>
<tr>
<td>- Modifications</td>
<td>- Utilities Contracts + Agreements</td>
</tr>
<tr>
<td>- Amendments</td>
<td>- Site Plans, Reports &amp; Testing</td>
</tr>
<tr>
<td>- Variances</td>
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<td>- Staff Negotiations</td>
<td></td>
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<tr>
<td>- Public Hearings</td>
<td>- Soils/Groundwater Report</td>
</tr>
<tr>
<td>- Clearances + Document Filings</td>
<td>- Fault/Rupture/Seismic</td>
</tr>
<tr>
<td>- Neighborhood Outreach &amp; Meetings</td>
<td>- Arterial Report</td>
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<tr>
<td>- Bonds</td>
<td>- Parking Demand</td>
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<tr>
<td>- Permits</td>
<td>- Solar Report</td>
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<tr>
<td>- Building &amp; Safety</td>
<td>- Traffic Study</td>
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<td>- Demolition</td>
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<td>- Fire Sprinkler</td>
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<tr>
<td>- MEP</td>
<td></td>
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<td>- Department Approvals</td>
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<td>- Fire Divt.</td>
<td>- EER/Environmental Impact Analysis</td>
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<td>- Health Dept.</td>
<td>- Methane</td>
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<td>- Public Works</td>
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<tr>
<td>- O.I.T.</td>
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<tr>
<td>- Mechanical/Sprinklers</td>
<td></td>
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<tr>
<td>- CRA (F any)</td>
<td></td>
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<tr>
<td>- B.O.E. (Engineering/ Trench/ Street Lighting)</td>
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<tr>
<td>- Utilities Coordination</td>
<td></td>
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<tr>
<td>- Gas</td>
<td></td>
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<tr>
<td>- Water</td>
<td></td>
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<tr>
<td>- Telephone Data/Cable/Low Voltage</td>
<td></td>
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<tr>
<td>- Electric</td>
<td></td>
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<tr>
<td>- Misc. Permits/ Processing</td>
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<tr>
<td>- Highway Deductions</td>
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<td>- Encroachments</td>
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<td>- Street Use</td>
<td></td>
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<td>- Vacations</td>
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<tr>
<td>- County Recordation’s/ Affidavits</td>
<td></td>
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<tr>
<td>- Environmental Approvals</td>
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<tr>
<td>- Site Security Agreements</td>
<td></td>
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<td>- Sewer Connections</td>
<td></td>
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<tr>
<td>- Offsite Infrastructure</td>
<td></td>
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<tr>
<td>- Misc. Forms/ Special Exhibits</td>
<td></td>
</tr>
<tr>
<td>- Building Commissioning</td>
<td></td>
</tr>
</tbody>
</table>

**ARCHITECT**

- Project Administration
- Client Meetings
- Zoning Research
- Code Analysis
- Site Inspection & Documentation
- Site Analysis
- Review Project/Owner’s Documents
- Site Development Options
- Programms
- 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

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Small-scale Development: Forecasting need

Pico Live Work Project
Ric. Abramson Architect, FAIA Workplays studio*architecture
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
- Electrical Room/Transformer
- Subterranean Sitework/Excavation & Shoring
- Mechanical Garage Exhaust/Sump Systems
- Exterior Storage
- Disability Compliance
- Public Art
Measureables + Intangibles

Multi-Family Development “MFD”

Multiple, Single-Family Development “MSFD”

<table>
<thead>
<tr>
<th>Development Intangibles</th>
<th>Conventional Multi-Family Devt</th>
<th>Multiple-configured, Fee Simple Devt</th>
</tr>
</thead>
<tbody>
<tr>
<td>Soft Cost Implications</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SubDivision Mapping</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>Common Interest/No Fee Simple</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td>CCR’s/Local-defined Relationships</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>Easements/Corporative Arrangements</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>Dept. of Real Estate Filings/Budget Prep</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td>Homeowner’s Association Dues &amp; Control</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td>Wrap Insurance</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td>Third-Party Quality Assurance</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td>AQMD EMP’s/LJ’s</td>
<td>YES</td>
<td>LIMITED</td>
</tr>
<tr>
<td>Building Commissioning/Cal/Green</td>
<td>YES</td>
<td>MAYBE</td>
</tr>
<tr>
<td>Geotech Reports &amp; Deputy Inspections</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td>Higher Permits &amp; Fees</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td>Permit &amp; Sales Restrictions</td>
<td>YES</td>
<td>NO</td>
</tr>
</tbody>
</table>

Hard Cost Implications

<table>
<thead>
<tr>
<th>Hard Cost Implications</th>
<th>Conventional Multi-Family Devt</th>
<th>Multiple-configured, Fee Simple Devt</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elevator/Shaft Room</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td>Mechanical Garage Exhaust/Sump Systems</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td>Electrical Room/Transformer</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td>Exit Stair Towers</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td>Horizontal Circulation/Corridors &amp; Railings</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td>Common Area associated costs</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td>Elevated Private Open Spaces/ Balconies</td>
<td>YES</td>
<td>MAYBE</td>
</tr>
<tr>
<td>Subterranean Stairs/Excavation &amp; Shoring</td>
<td>YES</td>
<td>LIMITED</td>
</tr>
<tr>
<td>Structurally Dependent Walls</td>
<td>MAYBE</td>
<td>NO</td>
</tr>
<tr>
<td>Acoustic Treatments</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td>Disability Compliance costs</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td>Post Dev’t Implications</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Liability Risk</td>
<td>HIGH</td>
<td>LOW</td>
</tr>
</tbody>
</table>
## COMPARATIVE TABLE

**PROJECT IDEA**

**Condominium Development Concept (Entitled)**

- Condominium development consisting of nine units ranging in size from 479 sq. ft. up to 1760 sq. ft. Fully subterranean (tandem) parking with elevator and horizontal access. ADA/Discrimination compliance required. NOA not 4.

<table>
<thead>
<tr>
<th>Lot Area (sq ft)</th>
<th>10,400 sq ft</th>
<th>10,400 sq ft</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zoning</td>
<td>R3B zone</td>
<td>R3B zone</td>
</tr>
<tr>
<td>HPGB</td>
<td>4 stories, 40'</td>
<td>3 stories 35'</td>
</tr>
<tr>
<td>Residential Area</td>
<td>14,800 sq ft</td>
<td>10,800 sq ft</td>
</tr>
<tr>
<td>Number of Res. Units</td>
<td>9 units</td>
<td>6 units</td>
</tr>
<tr>
<td>Parking</td>
<td>Total Number of Spaces Avail</td>
<td>17 spaces</td>
</tr>
<tr>
<td></td>
<td>Parking Area</td>
<td>7053 sq ft</td>
</tr>
<tr>
<td></td>
<td>Enclosed Garage Area</td>
<td>2,300 sq ft</td>
</tr>
<tr>
<td></td>
<td>Exterior Storage</td>
<td>150 sq ft</td>
</tr>
<tr>
<td>Site Amenities</td>
<td>Gated/Courtyard Space</td>
<td>1,060 sq ft</td>
</tr>
<tr>
<td></td>
<td>Paved Area</td>
<td>1,400 sq ft</td>
</tr>
<tr>
<td></td>
<td>Total Area</td>
<td>1,620 sq ft</td>
</tr>
</tbody>
</table>

**Hard Costs**

- Estimated Construction Costs
  - Demolition: $0 - $14,000.00
  - Environmental Remediation: $0 - $5,400.00
  - Site Prep - Rough Grading: $142,000.00 - $2,101,032.00
  - Residential Unit: $142,000.00
  - Interior Package (Appliances, Fixtures): $17,000.00 - $153,000.00
  - Garmin: $34,000.00 - $394,968.00

- Estimated Construction Cost - Subtotal: $2,668,400.00 - $5,168,000.00

**Total Construction Cost**: $3,362,184.00 - $3,374,200.00

**Soft Costs**

- 14.42%: $422,000.00 - $499,000.00
- Soft Cost Contingency: 0.87%: $40,000.00 - $25,000.00
- Miscellaneous Project Costs: 11.48%: $627,000.00 - $270,000.00

**PROJECT COSTS - Total**: $4,511,204.00 - $5,076,000.00

**Land Acquisition/Costs**

- $1,300,000.00 - $1,300,000.00

**Sales Commissions/R.E. Taxes**

- $317,431.70 - $267,941.25

**Income**

- Project Income: $711,140.00 - $435,000.00
- Total Gross Sales (per unit): $1,436,248.00 - $918,375.00

**Gross Profit Margin**

- Includes land, commissions, taxes, etc.: $227,444.30 - $301,718.75

**Remarks**

- One story reduces construction cost
- Larger unit sizes but smaller overall floor area reduces construction costs
- More garden areas, better curb appeal
- Also allows ground waterproofing

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**Creative Lot Subdivision Concept (Proposed)**

- Fee simple "gardens" townhouse development consisting of 36 detached units approx. 1,900 sq. ft. Three stories over semi-subterranean parking area consisting of multistory two-car garages. Stallable compliance does not apply. NOA not required. Wrap insurance not needed.

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

Prepared by Richard Abramson Architect AIA

www.workplays.com
### Comparative Analysis of For-Sale Housing Types

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

- Greater density for communities who desire to grow
- Medium density that incorporates compact living patterns
- Lower density that provides another housing alternative in difficult neighborhoods
- Low maintenance for owner as HOA handles upkeep and repairs
- Opportunities for private spaces that support occupant'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/ shared utility mains and site services
- Integrates green space in multi-family zones
- More sustainable living pattern that supports smart growth
- 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 opportunities in the GenP Plan
- In conjunction w/ ADU's can meet more social needs of the citizenry (i.e. caretaker/aging in place,granny 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

<table>
<thead>
<tr>
<th>Requirement</th>
<th>HOA Requirement</th>
<th>HOA Requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Requires an active HOA</td>
<td>Requires a dormant HOA</td>
<td>No HOA required</td>
</tr>
<tr>
<td>Most costly form of construction</td>
<td>Moderate construction cost</td>
<td>Lowest construction cost</td>
</tr>
<tr>
<td>Greatest amount of litigation and neighbor conflicts</td>
<td>Fewer conflicts as nothing is held in common and only common-use utility mains exist</td>
<td>Fewest conflicts as individual ownership is clearly defined</td>
</tr>
<tr>
<td>Least desirable from a site specific built environment standpoint</td>
<td>Very desirable from a site specific built environment standpoint</td>
<td>Most desirable from a site specific built environment standpoint because of add'l green space</td>
</tr>
<tr>
<td>Tends to be over-scaled</td>
<td>Tends to be modestly scaled</td>
<td>Tends to be modestly scaled</td>
</tr>
<tr>
<td>Difficult to finance</td>
<td>Easier to finance</td>
<td>Easiest to finance</td>
</tr>
<tr>
<td>Restrictions on sales</td>
<td>Very limited restrictions on sales</td>
<td>No restrictions on sales</td>
</tr>
<tr>
<td>Utilities integrated at front of property leading to poor urban design</td>
<td>Utilities integrated at the unit level leading to better urban design</td>
<td>Individual service does not affect urban design and allows more green space</td>
</tr>
<tr>
<td>Can happen anywhere in multi-family zones</td>
<td>Should be limited to lower and medium density areas of multi-family zones only</td>
<td>Works best in lower and medium density and also adjacent to R1 single-family zones.</td>
</tr>
<tr>
<td>MUNICIPALITY</td>
<td>ONE W. Hollywood</td>
<td>TWO W. Hollywood</td>
</tr>
<tr>
<td>------------------</td>
<td>-----------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>SITE AREA</td>
<td>10,400</td>
<td>6,272</td>
</tr>
<tr>
<td>PARCEL SIZE</td>
<td>~ 80’ x 130’</td>
<td>~ 47’ x 134.5’</td>
</tr>
<tr>
<td>ZONING</td>
<td>R3B</td>
<td>R3B</td>
</tr>
<tr>
<td>NO. OF UNITS</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>DWELLING SIZES</td>
<td>1900 (w/ 400 sf Studios)</td>
<td>1750</td>
</tr>
<tr>
<td>Max. Dwelling Unit Size</td>
<td>1500 s.f.</td>
<td>1500 s.f.</td>
</tr>
<tr>
<td>Project DENSITY</td>
<td>21.8</td>
<td>27.8</td>
</tr>
<tr>
<td>Allowable Density</td>
<td>36 du/acre</td>
<td>36 du/acre</td>
</tr>
<tr>
<td>AVG. SUBDIVIDED LOT</td>
<td>2000</td>
<td>1568</td>
</tr>
<tr>
<td>Minimum Lot Size</td>
<td>5000 s.f</td>
<td>5000 s.f</td>
</tr>
<tr>
<td>Project F.A.R.</td>
<td>1.10</td>
<td>1.12</td>
</tr>
<tr>
<td>Maximum F.A.R.</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**SUBDIVISION PROCESS**
- ONE: Tract Map + Code relief
- TWO: Parcel Map + Text Amendment
- THREE: Parcel Map
- FOUR: Parcel Map + Code relief
- FIVE: Tract Map
- SIX: 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
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 these 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.

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(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 lounges, valet, iconic entry’s, shade areas, and other kit of parts elements.

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(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.

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(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.

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(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.
<table>
<thead>
<tr>
<th>Phase</th>
<th>Item/Task</th>
<th>Design Architect</th>
<th>Executive Architect</th>
</tr>
</thead>
<tbody>
<tr>
<td>DESIGN DEVELOPMENT</td>
<td>1</td>
<td>Review of Schematic Design Package prepared by Design Architect &amp; approved by Client</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>Coordinate Owner provided Building Code Analysis and Fire, Life Safety Analysis Consultant</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>Review of Owner provided Building Code Analysis and Fire, Life Safety Analysis</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>Issue schematic design package to obtain consultant quotes for services</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>Continue obtaining Entitlements</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>Attend public hearings and meetings</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>7</td>
<td>Attend neighborhood meetings</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>8</td>
<td>Attend Design Coordination Meetings with Client &amp; Consultants</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>9</td>
<td>Issue minutes of Design Coordination Meetings</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>10</td>
<td>Preliminary SMEP Coordination</td>
<td>X</td>
</tr>
</tbody>
</table>
|  | 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  
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  
ASA Compliance check | X |
|  | 18 | Select Exterior Materials and Colors | X |
|  | 19 | Preliminary Interior Material & Finish Selection | X |
|  | 20 | Obtain Client approval of Materials and Colors | X |
|  | 21 | 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 |
|  | 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 |
|  | 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% Construction 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**

<p>|  | 1 | Availability for information and clarifications (RFI’s) as needed | 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 |</p>
<table>
<thead>
<tr>
<th></th>
<th>CONSTRUCTION ADMINISTRATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Full Construction Administration Phase Responsibilities</td>
</tr>
<tr>
<td>2</td>
<td>Review of Contractor Material and Color Submittals</td>
</tr>
<tr>
<td>3</td>
<td>Response to Executive Architect Queries as needed</td>
</tr>
<tr>
<td></td>
<td>Notes</td>
</tr>
<tr>
<td>1</td>
<td>Responsibility for the Schematic Design Phase and Entitlement Phase rests with Design Architect.</td>
</tr>
<tr>
<td>2</td>
<td>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 &amp; documentation, building, fire &amp; life safety code compliance, and cost control suggestions.</td>
</tr>
<tr>
<td>3</td>
<td>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.</td>
</tr>
<tr>
<td>4</td>
<td>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.</td>
</tr>
<tr>
<td>5</td>
<td>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:</td>
</tr>
<tr>
<td></td>
<td>a. status reports to client</td>
</tr>
<tr>
<td></td>
<td>b. technical suggestions</td>
</tr>
<tr>
<td></td>
<td>c. code review</td>
</tr>
<tr>
<td></td>
<td>d. technical coordination</td>
</tr>
<tr>
<td></td>
<td>e. quality control</td>
</tr>
<tr>
<td></td>
<td>f. cost control</td>
</tr>
<tr>
<td>6</td>
<td>Cost control will be the responsibility of the Executive Architect and based on the Owner’s outlined Construction Budget</td>
</tr>
<tr>
<td>7</td>
<td>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</td>
</tr>
<tr>
<td>8</td>
<td>Meetings will be held at Design Architect’s Office during the Design development phase and at the Executive Architect’s Office during subsequent phases.</td>
</tr>
<tr>
<td>9</td>
<td>It is understood the the Client will contract the services of a Construction Manager. The Construction Manager will be responsible for the following:</td>
</tr>
<tr>
<td></td>
<td>a. pricing exercises</td>
</tr>
<tr>
<td></td>
<td>b. bid procurement &amp; qualification</td>
</tr>
<tr>
<td></td>
<td>c. scheduling</td>
</tr>
<tr>
<td></td>
<td>d. contractor selection</td>
</tr>
<tr>
<td></td>
<td>e. construction team management</td>
</tr>
<tr>
<td></td>
<td>f. administration infrastructure</td>
</tr>
<tr>
<td></td>
<td>g. coordination during construction between Owner, Design Architect, &amp; Executive Architect</td>
</tr>
</tbody>
</table>
OTHER WAYS TO COLLABORATE

1. CREATE SINGLE PROJECT NEW ENTITY:
   ▪ 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.
AIA

Trust

Where smart architects manage risk®
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...
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, Worker’s 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 (ADD)—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/LC/MedicalLife
- Retirement Plans, such as 401(k) and Profit-

STARTING OUT

Architects Starting a Firm

XYZ INC

NEW IN PRACTICE
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
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
- Claim 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

In cooperation with AIA/CES, the AIA Trust provides opportunities for AIA Members to earn learning units in the areas of risk & financial management that relate to AIA Trust activities.

Self Assessment Tests

Recently, the AIA Trust developed a self-assessment test based on the guide, Making the Transition to Running Your Own Firm, developed in conjunction with CNA/Schinnerer to assist design professionals embarking on that path. Successful completion of the test will result in three Learning Units (LUs). In addition, there are other Self Assessment Test (SAT) opportunities that offer two learning units each. To access the AIA Trust Self Assessment Tests, click here.

Webinars

The AIA Trust also offers several on-demand webinars/presentations to help you better understand your benefits available from the AIA Trust and to prepare for the Self-Assessment tests. To access the AIA Trust Webinars, click here.

Voluntary Education Program

Other educational benefits through the AIA Trust include the Voluntary Education Program (VEP) offered by CNA/Schinnerer which can satisfy continuing...
White Papers on Topics of New & Evolving Risks
Recent White Paper Topics...

...about New & Evolving Risks
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 2008.

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
An Architect's Guide to Managing Cyber Threats

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 vital to understand this growing threat – and for your firm to implement the 20 steps outlined below now to protect your future.

Average annual security events, attacks and incidents
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 – employers 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.
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 aware of them so you can address them and at the least, manage them effectively.

Don't have time to read the white papers? 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, Bullproof Contract Administration: Managing Risk During Construction, offering a useful approach to CCA activities.
Ownership Transition Resources

Privately owned architecture firms in today's competitive environment face numerous hurdles when considering ownership transition and leadership succession. AIA Members need to begin necessary planning well in advance to ensure the best results.

Advice to Potential New Principals - Six suggestions to consider when you've躁ed to become a principal in your firm.

Architecture Firms Ownership Transitions—a short article which addresses the decision of whether to sell, merge, or close a firm—as well as the preparation and planning before that decision is made.

Designing a Successful Ownership Transition: Ten Lessons Learned as a Professional Services Firm Transitions DesignIntelligence article by Mark VanderHipp & Jeffrey Corbin (2000)

Extended reporting periods—CRPs—help ease firm transitions. Professionals lease firms, firms dissolve or are acquired or merge, firm owners retire. These changes require special protection and any design professional anticipating a change in practice must carefully examine the options available with the firm's professional liability insurance broker or agent to find the best one for you and your firm. Also known as "tail insurance", there are numerous reasons to purchase an ERP.

Firm Strategic Plan—Sees how one firm addresses ownership transition within the context of their firm’s strategic plan.

Insurance Concerns in Mergers and Acquisitions — a brief article addressing key issues for anyone considering their firm merging, acquiring or being acquired.

Key Person Life Insurance – protects the firm in the event of death of one of the partners or other key income generator.
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. Please 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 - 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 Expert 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!
AIA Trust
Where smart architects manage risk®