



**THE BOOK**  
**for Board Trustees**

Revised January 2020

**BSA Foundation**  
**290 Congress Street, Suite 200**  
**Boston, MA 02210**  
**617-391-4000**

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## **A Note on BSA Foundation History**

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The Boston Society of Architects (BSA ) established the Foundation in 1971 and activated the Foundation in 1986. The Foundation made its first grant that year and has given over \$1 M in grants since then. The Foundation seeks to engender in current and future generations informed commitment to sensitive, well-designed, humanistic environments. In 2015 the Foundation for Architecture changed the name to BSA Foundation to better reflect the close relationship.

In 2013 the BSA Foundation received several Barr Foundation grants addressing the region's needs to improve the mobility and transportation and to prepare for a response to possible sea level rise. These grants provided the pathway to expanding civic, cultural and community impact of the BSA Foundation.

In 2014 the BSA and BSA Foundation signed an agreement further strengthening their relationship. Following this, the BSA Foundation expanded programmatic impact by taking on responsibility for the BSA Space exhibitions, Common Boston, creating new public programs and merging with Massachusetts Learning by Design to expand youth and family programs as well as the Community Design Resource Center to provide communities with design visioning resources.

With the BSA's ability to convene the intellectual resources of the design profession and the Foundation's focus on engaging and inspiring appreciation in the power of design, we make Greater Boston even greater for everyone's tomorrow.

## **Our Mission**

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The goal of the BSA Foundation, (formerly the Boston Foundation for Architecture), is to enhance public understanding of the built environment and the processes that shape it. With understanding, our communities will be better equipped to enrich and preserve our physical and natural surroundings.

## **Governance**

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The Foundation, a 501(c)(3) public charity, is an independent corporation governed by a 15-member Board of Trustees that includes six architects as well as nine non-architect members. All trustees serve limited terms.

**VISION:**

By 2030, Boston is a model of a resilient, equitable and architecturally vibrant city and region.

**MISSION:**

To build a better Boston by:

1. Engaging the public in the importance and power of design.

2. Inspiring vibrant neighborhoods & a more resilient & equitable city through design explorations with community-based audiences.

3. Provoking change through strong collaborative efforts and strategic use of our resources, including BSA Space.

**BACKGROUND:**

About the BSA Foundation, the Boston Society of Architects/ AIA (BSA), and BSA Space.

The **BSA Foundation**, created by the BSA in 1971, is committed to engaging the public in appreciating design excellence and helping solve our community's challenges through design. In 2014, the Foundation expanded our focus to "build a better Boston by engaging communities, inspiring vision, and provoking positive change" through design. We deliver the mission through exhibitions at BSA Space, youth and family design education programs, cultural programming, community, and civic work.

The **BSA** is committed to professional development for our members, advocacy on behalf of great design, and sharing an appreciation for the built environment with the public at large. Established in 1867, the BSA today has nearly 4,000 members and produces a diverse array of programs and publications, including ABX, and ArchitectureBoston the design ideas magazine. A chapter of the American Institute of Architects, the BSA is a nonprofit, professional-service organization for the design and building industry profession.

**BSA Space** is Boston's center for architecture and design and is home to the BSA and BSA Foundation. We host exhibitions, public and professional. Visitors are invited to view their world differently, imagine new possibilities for improving their community, and learn achievable and remarkable ways to do it. The BSA Space opened in 2012 and is free and open to the public.

**STRATEGIC GOAL 1:**  
Ensuring access for every child in Boston to design education.

1. Expand design education programs to more neighborhoods.
2. Offer family design programs on more weekends.
3. Engage potential partner design education groups, local universities, state and local education leaders in a roundtable to facilitate expansion of design education.
4. Develop design education coalition to meet with leading city and state education administrators to explore and develop design curriculum for schools.
5. Develop and regularly offer design education training programs for educators and architects.
6. Tie exhibitions (when appropriate) to youth design education goals.
7. Mobilize foundation and corporate support for education initiatives.
8. Align BSA Foundation grants to support design education.

**STRATEGIC GOAL 2:**  
Providing access to design resources for every neighborhood in Boston.

1. Expand community design programs to more communities in need by developing a project selection process.
2. Engage public figures, community leaders, key institutions, architecture firms, and design schools to deepen our understanding of community needs and opportunities and explore how to build the infrastructure.
3. Engage related organizations to build a coalition focused on providing design, planning, and building resources in communities.
4. Tie appropriate exhibitions to addressing neighborhood design challenges.
5. Partner with local universities and others to develop assessment tools.
6. Mobilize foundation and corporate support for community initiatives.
7. Align BSA Foundation grants to support community resources projects.

**STRATEGIC GOAL 3:**  
Using design to engage and empower the public to address regional challenges.

1. Build structure to organize and grow design workshop/charrette programming.
2. Deepen the impact of the Designing Boston (and related) programs.
3. Coordinate policy and growth agenda with the BSA advocacy agenda.
4. Build a coalition of like-minded organizations to advance policies and growth that support equity, resiliency and design excellence.
5. Develop and implement coordinated communication strategies around policy and growth.
6. Provide high quality public programs that increase awareness of excellent design policies and growth.
7. Mobilize foundation and corporate support for the design policy and growth agenda.

**MEASURES OF SUCCESS:**

- Annually**
- # Boston children who have access
  - Level of understanding
  - City and media recognition
- Long-term**
- Boston students entering architecture/design profession
  - Level of community engagement using design thinking
  - Quality of Boston design

**MEASURES OF SUCCESS:**

- Annually**
- # Boston neighbors using design resources to solve challenges
  - Quality of design projects
  - City and media recognition
- Long-term**
- Access of design resources for all neighborhoods
  - Quality and affordability of housing, resiliency, etc. for every neighborhood

**MEASURES OF SUCCESS:**

- Quality of design in Boston
- Impact of policies on the urban core
- Recognition of policies in media and other cities
- Level of city leadership support for policies

**DELIVERY TOOLS:**

**YOUTH & FAMILY PROGRAMS:**  
Learning by Design  
KidsBuild!  
Family Design Days

**COMMUNITY DESIGN:**  
CDRC  
Workshops & charrettes  
Designing Boston & forums

**EXHIBITIONS:**  
6,500 square feet of gallery space

**GRANTS:**  
Distributed more than \$1million supporting community based design education.

**CULTURAL PROGRAMMING:**  
Common Boston  
AIA Guide to Boston App  
Tours, Films

## BY-LAWS

### ARTICLE I. MEMBERS

The Foundation shall have no members. Any action or vote required or permitted by law shall be taken by action or vote of the Trustees. The Foundation may have “Friends” or donors, with no governing authority.

### ARTICLE II. OFFICERS

#### Section 1. Titles

The elected officers of the Foundation shall be the Chair, the Vice-Chair, the Secretary, and the Treasurer.

#### Section 2. Terms of Office

The terms for all officers shall be one year.

#### Section 3. The Chair

- (a) The Chair shall have served as a Trustee for at least one year prior to election, and may be elected for further terms by the Board, with a maximum of five consecutive one year terms.
- (b) The Chair shall be the chief elected officer of the Foundation. He/She shall exercise general supervision of its affairs and shall preside at meetings of the Foundation, the Board, and the Executive Committee. He/She shall sign, or may delegate or direct another officer or the Executive Director to sign, all contracts and agreements whereof the Foundation is a party and perform all other duties usual and incidental to his/her office. He/She shall make a report to the Annual Meeting covering the work of the Board. He/She shall be a member *ex officio* of all committees.

#### Section 4. The Vice-Chair

The Vice-Chair shall possess all the powers and perform all the duties of the Chair in the event of absence of the Chair or of his/her disability or refusal to act, as may be determined by the Board, and shall succeed to the office of Chair for the balance of the term if the Chair fails to serve.

## Section 5. The Secretary

- (a) The Secretary shall ensure that all proceedings of the Board, Executive Committee, and other committee meetings are accurately recorded and maintained as required by law. These responsibilities include either performing or overseeing: distribution of meeting notices and agendas; taking meeting minutes at all Board meetings; and distributing meeting minutes to all trustees.
- (b) The Secretary may with approval of the Board delegate to an Assistant Secretary or other assistant the actual performance of any or all of the duties as recording or corresponding secretary. He/she shall not delegate responsibility for the property of the Foundation or the signing of any document requiring the Secretary's signature.

## Section 6. The Treasurer

The Treasurer shall be the chief financial officer (CFO) of the Foundation. He/She shall be in charge of its financial affairs, funds, securities and shall keep full accurate records thereof. Additionally, the Treasurer shall make quarterly financial reports at each Board meeting; chair the Audit Committee; assist in annual budget preparation; assist with development plans; and make financial information available to all trustees, committee members and the public. The Treasurer may designate a staff member as acting Treasurer, when necessary.

## Section 7. The Executive Committee

- (a) There shall be an Executive Committee, comprised of the officers, the immediate past chair, and the Executive Director, who shall serve *ex officio* as a nonvoting member. The Executive Committee shall assure that Board policy is being implemented, and it shall propose matters for consideration by the Board.
- (b) Meetings of the Executive Committee may be held at any time and place and may be called by the Chair or by two other committee members. The Chair may invite other trustees, staff, or outside persons to attend any meeting.
- (c) The Executive Committee may, but solely with the express authorization of the Board, exercise any of the powers and duties of the Board if such action is necessitated between regularly scheduled Board meetings. The Executive Committee shall report at the next meeting of the Board on all such actions that may have been taken.

## ARTICLE III. BOARD OF TRUSTEES

### Section 1. Composition

The Board shall be the governing body of the Foundation. The Board shall be composed of not more than fifteen voting Trustees, including: the officers; the immediate past Chair and certain other trustees; with the majority (60%) being non-architects. The Executive Director shall serve *ex officio* as a nonvoting member. The Board may adopt policies to further define the interests that shall be represented or overseen by certain trustees.

### Section 2. Term of Office for Trustees

- (a) Except as otherwise provided in these by-laws, the terms of all trustees, other than the officers, shall be three years, with a maximum of three consecutive terms, and until their successors are qualified.
- (b) The Board is empowered to appoint Trustees to vacancies, as they occur, to complete the terms of officers or to fill any other vacancy.

### Section 3. Meetings

- (a) The annual meeting of the Board shall be held each year in the 4<sup>th</sup> quarter. In the event the annual meeting is not held in the 4<sup>th</sup> quarter, a special meeting in lieu of the annual meeting may be held with all the force and effect of an annual meeting. Regular meetings may be held at such times as the Trustees may fix. No notice need be given for a regular or annual meeting.
- (b) Special meetings of the Board may be held at any time and place and may be called by the Chair or by five of the Trustees. The Secretary, or in the case of death, absence, incapacity or refusal of the Secretary to act, the Chair or Trustees calling the Meeting, shall give notice of the time and place to each Trustee by mail, email, telephone or word of mouth not less than forty-eight hours before the date set for such special meeting unless shorter notice is adequate under the circumstances.
- (c) Trustees or members of any committee designated by the Board may participate in a meeting of the Board or committee by means of a conference telephone or similar communications, so long as all persons participating in the meeting can hear each other at the same time. Participation by such means shall constitute presence in person at a meeting.

#### Section 4. Quorum

More than half of the Trustees shall constitute a quorum of the Board for the transaction of business and, if a quorum is not present, those present may adjourn from day to day or to a later date.

#### Section 5. Decision

Every decision of the Board shall be a concurring majority vote of those Trustees present, unless otherwise required by these by-laws or by law. The vote of a Trustee shall be entered on the Minutes at his/her request and whenever a roll call is taken. Any action required or permitted to be taken at any meeting of the Board may be taken without a meeting if all the Trustees consent to the action in writing and the written consents are filed with the records of the meetings of the Board. Such consents shall be treated for all purposes as a vote at a meeting.

#### Section 6. Officer Pro-tem

In the absence of the Chair, Vice-Chair, Secretary or Treasurer, the Board may elect from the Foundation's Trustees, a Chair *pro tem*, a Vice-Chair *pro tem*, a Secretary *pro tem* or a Treasurer *pro tem*, as the case may be. Each thereof shall serve until the regularly elected officer is able to act and during such period shall perform the duties and exercise the power and authority of the office.

#### Section 7. The Executive Director

The Board may employ the Boston Society of Architect's (BSA) Executive Director, or hire its own Executive Director at the Foundation's expense. He/She shall be the chief executive of the Foundation, shall be directly accountable to the Board, and shall consult regularly with the Chair and the other Officers. He/She shall act for the Secretary and/or Treasurer when designated and shall serve *ex officio* as a nonvoting member of the Board and Executive Committee except when the position of Executive Director is under discussion. He/She shall be responsible for the management and performance of the Foundation's operations and activities.

#### Section 8. Minutes

Written minutes of every meeting of the Board, setting out the Trustees and other persons in attendance, the matters before the meeting and every action taken thereat, shall be kept on file by the Secretary, insuring that accurate minutes are kept and maintained as a part of the Foundation's permanent records. Each said minutes shall be signed by the Secretary, or designee of the meeting, and approved by the Board, at the following meeting. Minutes of all meetings of the Board shall be distributed by the Secretary to the Trustees.

### Section 9. Delegation of Authority

Neither the Board nor any officer or Trustee of the Foundation shall delegate any of its or his/her authority, rights or power conferred by statute or these by-laws, unless such delegation is specifically prescribed or permitted by these by-laws.

### Section 10. Duties

The Board shall exercise all the powers necessary to determine the policies and conduct the business of the Foundation. The Board shall receive reports; approve appointments to all committees; and perform such other duties as are not inconsistent with the foregoing.

### Section 11. Resignation of Trustees

Any Trustee may resign at any time by giving his or her resignation in writing to the Chair or the Secretary.

### Section 12. Removal of Trustees

Any Trustee may be removed from office only for cause, after reasonable notice and opportunity to be heard, by a vote of two-thirds of the Trustees then in office. Such hearing and vote may occur at a special meeting called for that purpose, provided that notice of that meeting and of the removal questions are given as provided in Section 3(b) of this Article, or at a regular meeting.

### Section 13. Vote of Interested Trustees

- a) If a Trustee holds an ownership or investment interest or compensation agreement with any corporation, firm, or other entity with which the Foundation contemplates contracting or otherwise transacting business, the Trustee shall disclose his or her interest or agreement to the other Trustees acting upon or in reference to such transaction. No Trustee so interested shall vote on such transaction, but he or she may be counted for purpose of determining a quorum. The affirmative vote of a majority of the disinterested Trustees shall be required before the Foundation may enter into such transaction.
- b) Any transaction of the Foundation with such corporation, firm, or other entity shall not be invalidated or in any way affected by the fact that a Trustee may have interests therein that are or might be adverse to the interests of the Foundation, so long as the provisions of the previous paragraph have been complied with. No Trustee having disclosed such adverse interest shall be liable to the Foundation or to any creditor of the Foundation or to any other person for any loss incurred by it under or by reason of any such transaction, nor shall any such Trustee be accountable for any gains or profits to be realized thereon.

- c) A conflict of interest statement shall be signed and collected at the first meeting of each calendar year.

#### Section 14. Professional Appointees

Trustees and others nominated or appointed by the Board to serve on public Boards, commissions, agencies and similar bodies shall act and speak as independent persons and shall not act or speak on behalf or with the endorsement of the Foundation unless specifically authorized to do so by the Board.

### ARTICLE IV. COMMITTEES

#### Section 1. Committees

- (a) In addition to the Executive Committee, committees may be established to perform services for the Foundation and each of such committees may create one or more subsidiary committees.
- (b) The Board may appoint committees to support the purpose and operations of the Foundation. Appointive Committees may be as large as required to complete the task assigned to the committee and non-trustees may be appointed at the Board's discretion. Appointive Committees shall be examined and may be reconstituted after each annual meeting by the Board. The chair of each Appointive Committee shall be appointed by the Foundation Chair.
- (c) The Board shall appoint an Audit Committee, which shall consist of the Treasurer and two outside committee members, both of whom shall have significant experience and expertise in the financial management of not-for-profit organizations. The Audit Committee shall meet as needed with the Foundation's outside auditor, to review its scope of engagement and its findings.
- (d) The Nominating Committee shall be a standing committee appointed by the Foundation Chair. The committee shall maintain a list of qualified candidates for Trustees, and recommend such candidates to the Board. The committee shall also nominate officers annually for election. No candidate shall be nominated without his/her consent. It is the policy of the Foundation to promote access, equity, and diversity. In pursuing this policy, the Nominating Committee will endeavor to compile a slate of candidates that is diverse in terms of gender, race, ethnicity, sexual orientation, disability, national origin, and age.

## Section 2. Reports

All committees shall meet as frequently as is necessary to keep abreast of their duties. They shall report to the Board when requested by the Chair, or the appropriate Officer.

## ARTICLE V. FINANCES

The fiscal year of the Foundation shall coincide with the calendar year.

### Section 1. Annual Budget

Prior to the beginning of each fiscal year, the Board shall approve an annual budget. The Board shall make appropriations in accordance with the budget. The Board shall have the power to make reasonable transfers from one budgeted account to another and shall have the power to approve extra budgetary expenditures only if such expenditures are approved by the voting Board Trustees at a regular meeting of the Board.

### Section 2. Audits

Whenever a new Treasurer is elected and at such other times as the new Board may determine, the books of the Foundation shall be audited by a competent accountant employed by the Board. Each of said audits shall be filed with the Board and with the retiring Treasurer.

## ARTICLE VI. PROPERTY

The Foundation may receive by gift, devise or otherwise acquire and dispose of property, real and personal, in accordance with the purposes of the Foundation. The Foundation shall not mortgage or pledge any such personal property received or acquired unless it has obtained the approval of the Trustees.

## ARTICLE IX. INDEMNIFICATION OF TRUSTEES AND OFFICERS

Except as provided below, the Foundation shall indemnify any Trustee or officer (including Trustees and officers who serve at the Foundation's request as Trustees, officers, employees or other agents of another organization; such service is hereafter described as serving in a representative capacity) against expenses, including attorney's fees, and against the amount of any judgment, money decree, fine, penalty, or settlement (provided the Board of Trustees deems, in its sole discretion, the settlement to have been a reasonable one), necessarily paid or incurred by such person in connection with or arising out of any claim, or any civil or criminal action or other proceeding of whatever nature brought against such person by reason of being or having been such a Trustee or officer or serving in a representative capacity. Such indemnification shall apply even though at the time of such claim, action, or proceeding, such a person is no longer a Trustee or officer of the Foundation.

The foregoing indemnification shall be conditioned, however, upon the person seeking it, at all times and from time to time, (1) fully disclosing to any person designated by the Board of Trustees all facts, events and occurrences which the Board of Trustees in its sole discretion deems relevant to its decision to indemnify; and (2) fully cooperating with and assisting the Foundation and its counsel in any reasonable manner with respect to protecting or pursuing the corporation's interests in any matter relating to the subject matter of the claim, action or other proceeding for which indemnification is sought. No indemnification shall be provided for any person with respect to any matter as to which the Board of Trustees determines that such person did not act in good faith in the reasonable belief that such person's action was in the best interests of the Foundation.

Expenses reasonably incurred in defending any claim, action, suit or proceeding of the character described in the preceding paragraph may, if the Board of Trustees so decides, be advanced by the Foundation prior to final disposition thereof upon receipt of an undertaking by the recipient to repay all such advances if it is ultimately determined by the Board of Trustees that such person is not entitled to indemnification.

Notwithstanding the foregoing, the Foundation shall not provide indemnification for any former officer or Trustee who, in the judgment of the Board of Trustees, was in serious or repeated breach of his duties as such officer or Trustee. Any rights of indemnification hereunder shall not be exclusive, shall be in addition to any other right which a Trustee or officer may have or obtain, and shall accrue to such person's estate. Any agent or employee of or for the Foundation may be indemnified in such manner as the Board of Trustees decides.

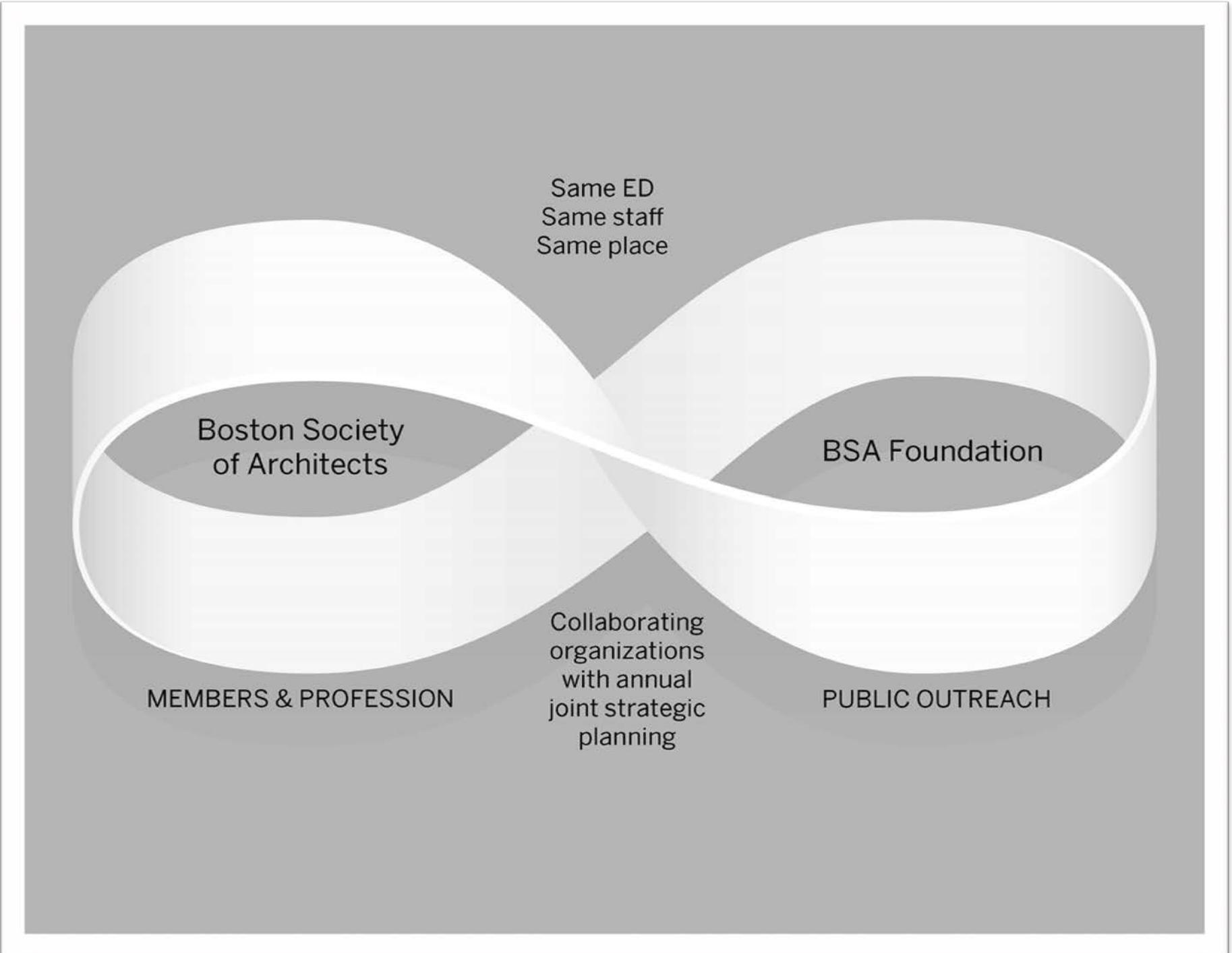
## ARTICLE VII. AMENDMENTS

### Section 1. Amendments

These by-laws may be amended at any meeting, by a two-thirds affirmative vote of the Trustees.

### Section 2. Transition Policies

In the event of any amendment of these by-laws, the Trustees shall have the authority to adopt such policies as are reasonably necessary to provide for an orderly transition period, including when there is a modification to the composition, terms, and/or duties of the Board.



## A Note on BSA History

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The Boston Society of Architects (BSA) is committed to professional development for its members, advocacy on behalf of great design, and sharing an appreciation for the built environment with the public at large.

The BSA was founded on June 20, 1867 making it the second oldest chapter of the American Institute of Architects (AIA) in the country. Through the years the BSA has made many remarkable achievements and looks forward to the phenomenal future.

In 1985, the BSA opened its membership doors to the world. It expanded its vision to include building industry allies such as clients, contractors and engineers, and also civic and community leaders to participate. In 1985 the BSA had fewer than 400 members and an annual budget of \$200,000. Today, the BSA is the second largest chapter with over 4,000 members and produces a diverse array of programming and publications.

In 2012 the BSA opened BSA Space at Atlantic Wharf. BSA Space features more than 5,000 square feet of gallery and meeting space for creative explorations of the potential of design to inspire, create community and transform the world we inhabit.

In 2014, the BSA and the BSA Foundation (previously the Boston Foundation for Architecture) strengthened their relationship. The BSA and BSA Foundation work hand-in-hand to engage the public in design appreciation and building better communities in Greater Boston. With the BSA's ability to convene the great intellectual resources of the design profession and the Foundation's focus on engaging and inspiring appreciation in people in the power of design, we make Greater Boston even greater for everyone's tomorrow.

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*January 2020*

## Our Mission

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To unite in fellowship the architects of the Chapter territory; to combine their efforts to promote the artistic, scientific and administrative competence of the profession; to encourage civic, educational and cultural activities; to forward the goals of the AIA and to urge adherence to its ethical standards.

## 2020 BSA Foundation Board Meeting Schedule

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Thursday, January 30 <sup>th</sup>	Joint Board Reception	6:00 – 8:00 pm
Friday, January 31 <sup>st</sup>	Joint Board Retreat	8:30 am – 5:00 pm
Wednesday, March 4 <sup>th</sup>	Board Meeting	Noon – 2:00 pm
Thursday, May 7 <sup>th</sup>	Board Meeting	8:30 am – 10:30 am
Thursday, June 4 <sup>th</sup>	Board Meeting	8:30 am – 10:30 am
Thursday, September 17 <sup>th</sup>	Joint Board Meeting	8:30 am – 10:30 am
Thursday, October 8 <sup>th</sup>	Board Meeting	8:30 am – 10:30 am
Wednesday, November 18 <sup>th</sup>	Board Meeting	Noon – 2:00 pm

\*Please RSVP at least 3 days prior to meeting by emailing Abby Lindauer at [alindauer@architects.org](mailto:alindauer@architects.org)

## 2020 BSA Foundation Executive Committee Meeting Schedule

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January 14 <sup>th</sup>	8:00 am
March 4 <sup>th</sup>	11 am
May 7 <sup>th</sup>	7:30 am
June 4 <sup>th</sup>	7:30 am
September 24 <sup>th</sup>	8 am
October 8 <sup>th</sup>	7:30 am
November 18 <sup>th</sup>	11 am

## 2020 BSA Joint Executive Committee Meeting Schedule

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January 21st	8 am
February 18 <sup>th</sup>	8 am
March 17 <sup>th</sup>	8 am
April 21 <sup>st</sup>	8 am
May 19 <sup>th</sup>	8 am
June 16 <sup>th</sup>	8 am
July 21 <sup>st</sup>	8 am
August 18 <sup>th</sup>	8 am
September 15 <sup>th</sup>	8 am
October 20 <sup>th</sup>	8 am
November 17 <sup>th</sup>	8 am
December 15 <sup>th</sup>	8 am

## 2020 BSA Exhibitions Schedule

### **November 2019 – January 2020**

BSA Design Awards Exhibition

### **January 20 – May 15, 2020**

Architecture of Time Photography Exhibition

### **February 14 – April 5, 2020**

Women in Design Award of Excellence 20<sup>th</sup> Anniversary

### **February 21 – May 31, 2020**

Durable: Sustainable Material Ecologies, Assemblies, and Cultures

### **June 19 – September 23, 2020**

Now What?! Advocacy, Activism & Alliances in American Architecture Since 1968

### **October 2020**

Construction

### **November 2020 - January 2021**

### **December 2020**

Gingerbread

## 2020BSA Foundation Trustees

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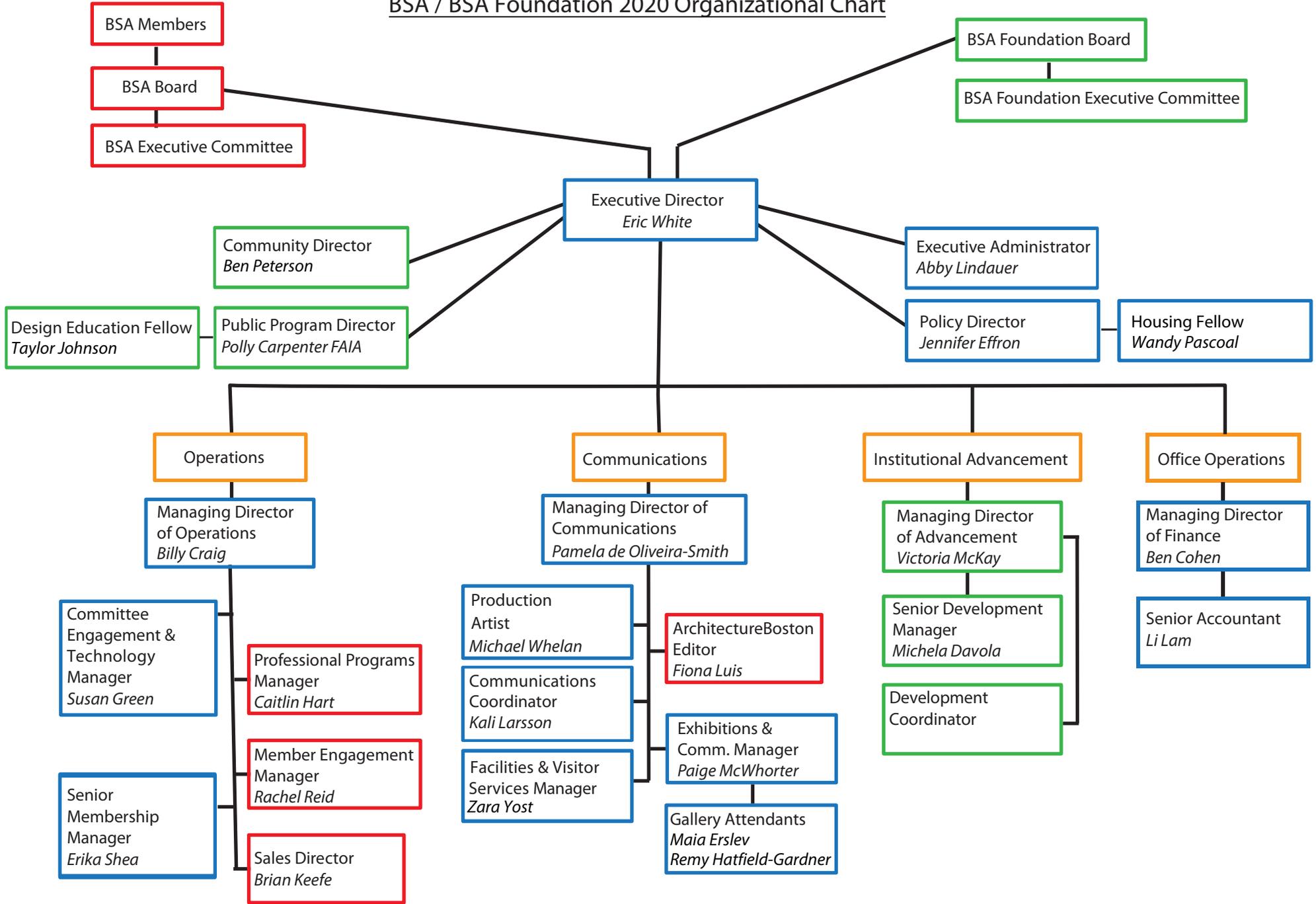
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# BSA / BSA Foundation 2020 Organizational Chart



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AIA Documents	617-391-4000
Accounting	617-391-4004
Sponsorship Opportunities	617-391-4019
<i>ArchitectureBoston</i>	617-391-4001
ARE Success Teams	617-391-4015
Architecture Boston Expo (ABX)	617-391-4018
Job Listings	617-391-4004
Continuing Education	617-391-4016
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#### OPEN

#### *Vice President, Practice*

## BSA Foundation—Roles, Responsibilities, and Expectations

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### The Board's basic responsibilities:

- Set direction (visionary and policy position)
- Ensure resources (fiduciary)
- Provide oversight (governance)

### Visionary and Policy Position:

- to establish general organizational and corporate policy
- to evaluate organizational policies and modifying them as appropriate
- to remain fully informed of organizational policy
- to ask piercing questions of and provide counsel to the Executive Director
- to avoid any acts that may constitute a conflict of interest and ensuring that the President is notified of any such conflicts

### Fiduciary:

- to ensure fiscal stability
- to establish fiscal and an annual revenue-and-expense budget
- to exercise a high level of independent judgment that reflects an authentic concern for the organization's and the membership's welfare
- to exercise a degree of diligence, care and skill that would be expected of any prudent individual in similar circumstances, in a similar position
- to observe and protect confidentiality of information not intended for public dissemination
- to refrain from any public or private acts that injure or take inappropriate advantage of the organization

### Governance:

- to evaluate its own performance and ensuring that adequate training for its members is available
- to bring to its deliberations a breadth of perspectives that balance individual points of view
- to ensure tolerant and candid examination of issues considered
- to attend meetings of the Board
- to hire and fire the Executive Director and ensure executive management continuity
- to ensure organizational adherence to a high ethical standards of operation, corporate bylaws and general public law

### The Board's public responsibilities:

- to serve as a public advocate of the organization
- to serve the public interest
- to speak or act as a representative of the Board when designated to do so

### Expectations of the Board:

- read and comprehend the bylaws
- observe all rules applicable to meetings of the Board
- come to meetings of the Board with a reading knowledge of all agenda materials distributed prior to the meeting
- attend major BSA Foundation events

## Purpose of a Board

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The organization relies on the board of directors to GOVERN and the professional staff to MANAGE. The authority for the board is derived from the Articles of Incorporation (state law) and Bylaws. A board generally fills four primary functions:

**GOVERNANCE** – Through the authority granted in the articles of incorporation and bylaws, the board is responsible for governing the organization. Governance is a broad oversight and is not considered a function of management or administration (staff roles).

- **Select, Support, and Assess Performance of the Chief Executive**  
Boards must reach consensus on the chief executive’s job description and find the most qualified individual position. The board should ensure that the chief executive has the moral and professional support he or she needs to further the goals of the organization. The chief executive, in partnership with the entire board, should decide upon a periodic evaluation of the chief executive’s performance. The board also selects the board attorney and CPA.
- **Ensure Legal and Ethical Integrity and Maintain Accountability**  
The board is ultimately responsible for ensuring adherence to legal standards and ethical norms. Solid personnel policies, grievance procedures, and a clear delegation to chief executive of hiring and managing employees will help ensure proper decorum of this area. The board must establish pertinent policies, and adhere to the provisions of the organization’s bylaws and articles of incorporation.
- **Orient New Board Members and Assess Board Performance**  
All boards have a responsibility to articulate and make known their needs in terms of member experience, skills, and many other considerations that define a “balanced” board composition. Boards must also orient new board members to their responsibilities and the organization’s history, needs, and challenges. By evaluating its performance in fulfilling its responsibilities, the board can recognize its achievement and reach consensus on which areas need to be improved.

**VISIONARY** – The board sets the course for the organization well into the future. Though a board member may be restricted by term limitations in the sense of number of years or number of terms, there is a need to think beyond one’s term in order to guide the organization and the community it represents. Evidence of being visionary is a reliance on the strategic plan, including a clear mission and vision.

- **Determine and Articulate the Mission and Purposes**  
A statement of mission and purposes should articulate the organization’s goals, means, and primary constituents served. It is the board of directors’ responsibility to create the mission statement and review it periodically for accuracy and validity. Each individual board member should fully understand and support it.

- **Ensure Effective Organizational Planning**  
As stewards of an organization, boards must actively participate with the staff in an overall planning process and assist in implementing the plan's goals.
- **Determine, Monitor and Strengthen Programs and Services**  
The board's role in this area is to determine which programs are the most consistent with an organization's mission, and to monitor their effectiveness.
- **Enhance the Organization's Public Image**  
An organization's primary link to the community, including constituents, the public, and the media, is the board. Clearly articulating the organization's mission, accomplishments, and goals to the public, as well as gathering support from important members of the community, are important elements of a comprehensive public relations strategy.

**POLICY AND POSITION DEVELOPMENT** – The board reviews and develops policies and positions that will guide the organization and its stakeholders.

- **Policies** are adopted for the recurring and critical issues that arise, in the form of a motion, to guide future boards and staff.
- **Positions** tend to relate to governmental platforms.

**FIDUCIARY** – The fiduciary duty is a relationship of confidence or trust between two or more parties. The board has responsibility to protect the organization and its resources.

- **Ensure Adequate Resources**  
One of the board's foremost responsibilities is to provide adequate resources for the organization to fulfill its mission. The board should work in partnership with the chief executive and development staff, if any, to raise funds from the community.
- **Ensure Effective Resource Management**  
The board, in order to remain accountable to its donors, the public, and to safeguard its tax exempt status, must assist in developing the annual budget and ensuring the proper financial controls are in place.

Adapted from *Ten Basic Responsibilities from Nonprofit Boards*. Washington, DC: BoardSource, formerly the National Center for Nonprofit Boards.

## **The Source: Twelve Principles of Governance That Power Exceptional Boards**

Exceptional boards add significant value to their organizations, making a discernible difference in their advance on mission. Good governance requires the board to balance its role as an oversight body with its role as a force supporting the organization. The difference between *responsible* and *exceptional* boards lies in thoughtfulness and intentionality, action and engagement, knowledge and communication. The following twelve principles offer **chief executives** a description of an empowered board that is a strategic asset to be leveraged. They provide **board members** with a vision of what is possible and a way to add lasting value to the organization they lead.

### **CONSTRUCTIVE PARTNERSHIP<sup>1</sup>**

Exceptional boards govern in constructive partnership with the chief executive, recognizing that the effectiveness of the board and chief executive are interdependent. They build this partnership through trust, candor, respect, and honest communication.

### **MISSION DRIVEN<sup>2</sup>**

Exceptional boards shape and uphold the mission, articulate a compelling vision, and ensure the congruence between decisions and core values. They treat questions of mission, vision, and core values not as exercises to be done once, but as statements of crucial importance to be drilled down and folded into deliberations.

### **STRATEGIC THINKING<sup>3</sup>**

Exceptional boards allocate time to what matters most and continuously engage in strategic thinking to hone the organization's direction. They not only align agendas and goals with strategic priorities, but also use them for assessing the chief executive, driving meeting agendas, and shaping board recruitment.

### **CULTURE OF INQUIRY<sup>4</sup>**

Exceptional boards institutionalize a culture of inquiry, mutual respect, and constructive debate that leads to sound and shared decision making. They seek more information, question assumptions, and challenge conclusions so that they may advocate for solutions based on analysis.

### **INDEPENDENT-MINDEDNESS<sup>5</sup>**

Exceptional boards are independent-minded. They apply rigorous conflict-of-interest procedures, and their board members put the interests of the organization above all else when making decisions. They do not allow their votes to be unduly influenced by loyalty to the chief executive or by seniority, position, or reputation of fellow board members, staff, or donors.

*Excerpted from* The Source: Twelve Principles of Governance That Power Exceptional Boards. Washington, DC: BoardSource 2005. For more information or to order a copy of the complete book, please visit [www.boardsource.org](http://www.boardsource.org) or call 800-883-6262.

## **ETHOS OF TRANSPARENCY<sup>6</sup>**

Exceptional boards promote an ethos of transparency by ensuring that donors, stakeholders, and interested members of the public have access to appropriate and accurate information regarding finances, operations, and results. They also extend transparency internally, ensuring that every board member has equal access to relevant materials when making decisions.

## **COMPLIANCE WITH INTEGRITY<sup>7</sup>**

Exceptional boards promote strong ethical values and disciplined compliance by establishing appropriate mechanisms for active oversight. They use these mechanisms, such as independent audits, to ensure accountability and sufficient controls; to deepen their understanding of the organization; and to reduce the risk of waste, fraud, and abuse.

## **SUSTAINING RESOURCES<sup>8</sup>**

Exceptional boards link bold visions and ambitious plans to financial support, expertise, and networks of influence. Linking budgeting to strategic planning, they approve activities that can be realistically financed with existing or attainable resources, while ensuring that the organization has the infrastructure and internal capacity it needs.

## **RESULTS-ORIENTED<sup>9</sup>**

Exceptional boards are results-oriented. They measure the organization's progress towards mission and evaluate the performance of major programs and services. They gauge efficiency, effectiveness, and impact, while simultaneously assessing the quality of service delivery, integrating benchmarks against peers, and calculating return on investment.

## **INTENTIONAL BOARD PRACTICES<sup>10</sup>**

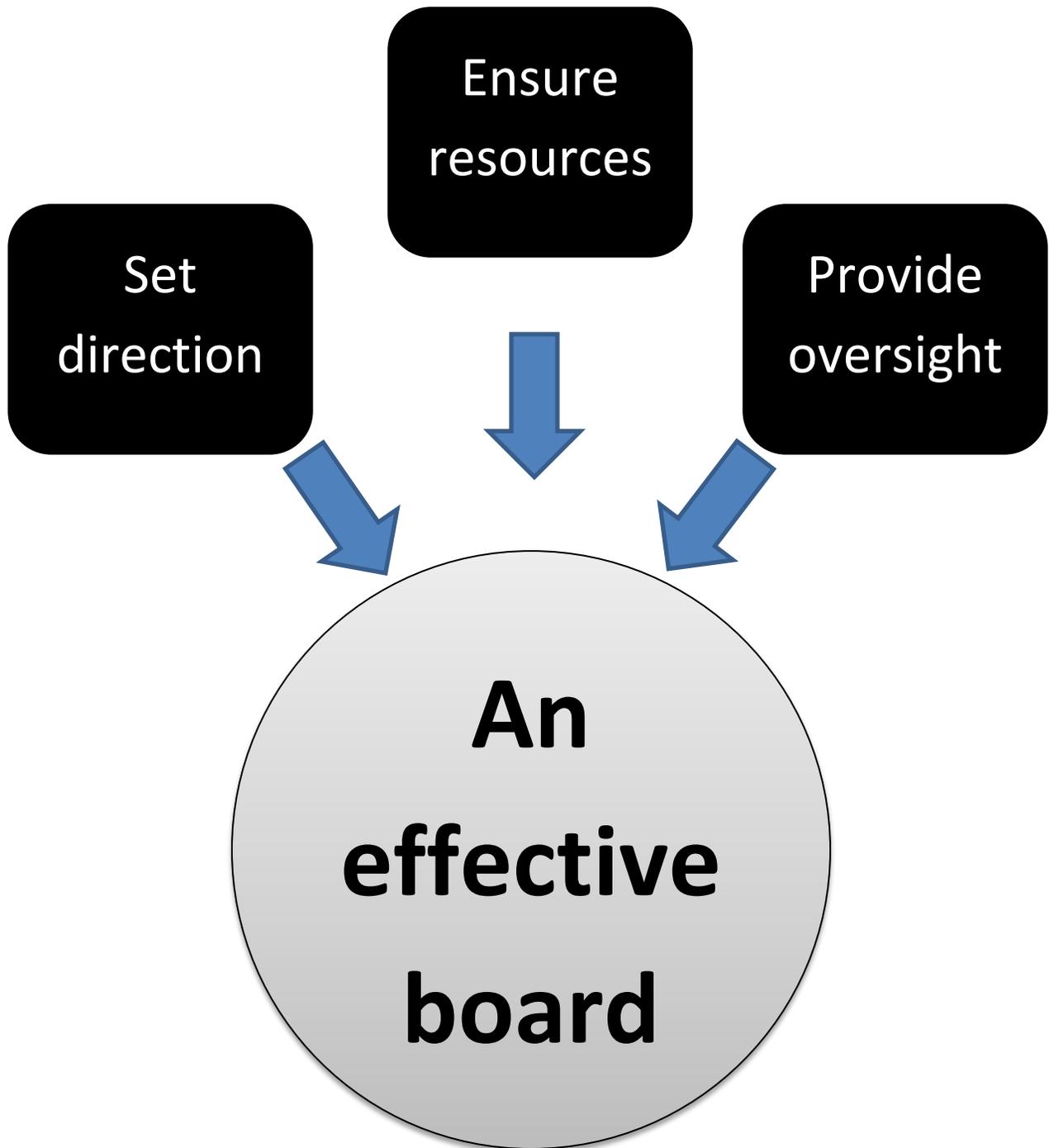
Exceptional boards purposefully structure themselves to fulfill essential governance duties and to support organizational priorities. Making governance intentional, not incidental, exceptional boards invest in structures and practices that can be thoughtfully adapted to changing circumstances.

## **CONTINUOUS LEARNING<sup>11</sup>**

Exceptional boards embrace the qualities of a continuous learning organization, evaluating their own performance and assessing the value they add to the organization. They embed learning opportunities into routine governance work and in activities outside of the boardroom.

## **REVITALIZATION<sup>12</sup>**

Exceptional boards energize themselves through planned turnover, thoughtful recruitment, and inclusiveness. They see the correlation between mission, strategy, and board composition, and they understand the importance of fresh perspectives and the risks of closed groups. They revitalize themselves through diversity of experience and through continuous recruitment.



## **Understanding Board/Staff Roles: A Division of Responsibilities**

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### **Board Responsibilities:**

- Determine mission and purpose
- Select chief executive
- Protect assets and provide financial oversight
- Ensure adequate financial resources
- Ensure legal and ethical integrity
- Ensure effective planning
- Build a competent board
- Enhance the organization's public standing
- Monitor and strengthen programs and services
- Support and evaluate the chief executive

### **Executive Director Responsibilities:**

- Commit to the mission
- Lead staff and manage the organization
- Exercise responsible financial stewardship
- Lead and manage fundraising
- Follow the highest ethical standards, ensure accountability, comply with the law
- Engage the board in planning and lead implementation
- Develop future leadership
- Build external relationships and serve as an advocate
- Ensure the quality and effectiveness of programs and membership
- Support the board



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To: BSA Foundation Board  
Fr: Eric White, Ben Cohen, Billy Craig, Pamela de Oliveira-Smith, Victoria McKay  
Re: 2019 reforecast, 2020 budget & 2021-24 forecast  
Dt: September 26, 2019

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## **Summary**

We are pleased to present the 2019 reforecast, 2020 BSA Foundation and BSA organization budget, as well as the 2021 - 24 forecasts. This document will be accompanied by the 2020 - 2024 Financial/Business Plan (a draft will be sent before the Board meeting).

This year we present a single BSA (*Boston Society for Architecture*) budget/forecast as well as individual BSA Foundation and BSA/AIA budgets/forecasts. You will now be able to review both the Foundation's budget and the one, BSA budget. The Financial/Business Plan is one single document laying out our designs for the BSA as one organization.

The BSA is a different organization than it was two years ago and radically changed from ten years ago. The old ways of business and operating are no longer relevant and while new means are underway we need to continue planning for changes in financial, operational, and governance process. However, you will see in this budget and the Financial/Business Plan, there are signs for optimism. Together as one organization, the BSA has the resources to move into a new era of professional and public programming and engagement fulfilling the responsibilities and vision for both.

We are one organization to the world – the BSA, Boston Society for Architecture, with two financial and governance structures to provide the necessary governance and financial structures to fulfill our goals. The two governance entities have given staff different financial expectation. The BSA Foundation Board challenged leadership to build and implement a financial plan fulfilling the strategic map that includes ambitious, yet achievable revenue and expense projections. Meanwhile, the BSA/AIA's Board challenged leadership to reduce a deficit from \$446K in 2018, to \$250K in 2019 (this was adjusted to include funds for a business consultant), \$125K in 2020, and to be back in the black by 2021 and develop new revenue streams to support our goals. The deficit was the result of the sale of ABX that reduced our operating net profit of \$1M annually. The BSA/AIA did increase its reserves through the sale by \$7M. We are pleased to report that we are moving forward with each Board's directives, although it should be noted there are many challenges facing each entity.

This memo concentrates on the BSA Foundation's budget and forecast, with some information on the financial picture of the BSA organization. It includes:

- An outline of the process
- A review of 2019 financial performance and re-forecasted budget
- Summary of key issues and options for the 2020 budget and 2020-24 forecast,
- Introduction to the unified BSA budget and forecast and some general information on the BSA/AIA finances their board will be considering.

## **Budget Process**

This year's budget process is:

- Draft budget prepared by managing directors and Executive Director.
- Executive Director and Managing Director of Finance met with Foundation Treasurer and the BSA/AIA Treasurer in early September.
- Foundation Finance Committee met and provided feedback with Executive Director and managing directors (BSA Executive committee did the same)
- BSA Joint Executive Committee met to review high level budget items impacting both parties.
- Draft of 2020 – 24 Business/Financial plan will be presented at the Board meetings.
- Budget draft and narrative presented to the Foundation Board for review and feedback at October 2 meeting. Board may choose to make edits/refinements and/or vote.
- Budget draft and narrative presented to BSA Board for review and feedback at October 17 meeting. Board may choose to make edits/refinements and/or vote.
- December 19 BSA Annual Meeting the membership votes on budget approval.

## **2019 BSA Foundation Budget Reforecast**

2018 ended with an operating surplus of \$471K for the BSA Foundation. This includes nearly \$700K in temporarily-restricted funds that are five-year pledges to the Legacy Circle. This support is very positive and significant, but the temporarily-restricted funds skew the Foundation's cash flow operations.

2019 bottom line is tracking better than our original budget and we expect to end the year with a surplus close to \$360K. This too includes \$390K temporarily-restricted Legacy Circle five-year pledges. In 2019 we continued our commitment to K-12 design education, community design, and better policies through design, while also investing in several key areas including the new website, upgrades in our committee meeting rooms and technology, and business development. We anticipate the need to continue to engage outside help to help us plan and implement future program, business, operations, and governance areas.

To achieve our goals, key areas for success in the coming years will require attention to revenue generation, staffing, and the inter-relationship of the BSA/AIA and Foundation:

- We are making a significant investment launching the major gifts program. Our consultants, past and present (including Benevon, David Grasfield, and Richard Russell) all claim we are ready to begin a major gifts program and we should maintain/grow the Legacy Circle. Hiring major gifts consultant Richard Russell of Resilient Philanthropy helps us establish our philanthropic planning and implementation. This will be our most important revenue spotlight in 2020 and beyond and requires a major commitment of Board, staff and volunteer time, energy and resources.
- Staffing remains our single most significant expense. It is also our single greatest need to fulfilling our goals. We plan for more staff into this budget plans to continue fulfilling the mission and financial growth.

- The inter-relationship of the BSA/AIA and the Foundation goes beyond the financial \$428K. 2019 the Foundation assumed \$50K in additional salaries from the BSA and we have included another \$50K in 2020 and again in 2021. The Foundation's financial picture has been strong the past two years with a surplus of \$470K and this year our forecast is \$360K. We are forecasting a level budget for 2020, but ramping up again through fundraising. Last year we reported the BSA/AIA carrying roughly \$1.5M in support of the Foundation – from staffing, rent, technology and equipment, etc. With the BSA/AIA operating in the red, what consideration should be given to the financial arrangement?

### **2019 Budget Re-forecast Details – changes from original 2019 budget**

**Fundraising** – In general fundraising is close to budget with expenses running \$24K below budget and revenue \$35K below budget. Of note:

- Account # 4350-5350 Fundraise Events – Revenue \$25K below budget as the Foundation Auction did not meet revenue goals.

**Communications** – Expenses are significantly below budget as the majority of these expenses are hard costs that are carried by the BSA.

**Exhibitions** - revenue is 58% below revenue budget.

- Account 4805/5805 2<sup>nd</sup> Floor – Low revenue is due to a timing issue as \$20K that was anticipated in 2019 was received in 2018; and continued declines in integrated sales (sponsorships, advertising). *See notation under BSA/AIA budget.*

**Public Programs (our major mission lines – community design, policy/civic, K-12 education)** are 56% below revenue budget. This reflects a strategic change more than programmatic shortcoming. At the end of last year we shifted from charging for many public programs to free programs meant to reach under-resourced communities. We look to more of these programs to be supported through fundraising and grants.

Public Programs expenses are 43% below budget even as we continue to deliver programming. Most programs require minimal general operating support, but depend on staffing and volunteers.

**Compensation** – expense is 20% below budget. The majority of this is the result of the unfilled Community Design Director position (identified as a red flag to fulfilling goals). The Foundation assumed \$50K in compensation expenses that were formerly assigned to the BSA/AIA, covering 50% of the civic/policy director's compensation.

**Accounting** – expense is 15% over budget, primarily due to increased audit and tax services, account # 6120 expenses.

**Supplies & Operations** – expenses are 49% below budget primarily the result of no charges to the consulting line (Account #6206). Richard Russell expenses are factored into the fundraising budget

(account # 4125 Contributions) and other consultants (website, business development) have been carried by the BSA/AIA.

**Advisory Fee Expense**, account #6130 – expenses are up 56%, however this is a good thing as these expenses are tied to the increased money being managed in our endowment.

### **BSA Foundation Detailed Operating Budget and Forecast (2020-24)**

This focuses primarily on the 2020 budget with some information on 2021-24. The Business/Financial plan will provide more information.

Our ambitious plan to grow programs fulfilling the mission is being supported mainly by philanthropic revenue. Our mission is being refined to serve the needs of under-resourced, under-served communities and address our region’s social and community equity. The budget outlines our financial expectations to fulfill our mission. Below we highlight each category in the order they appear in the budget:

**Fundraising/Development**—Major gifts is our primary concentration for the BSA’s revenue growth. We forecast the most significant revenue growth in major gifts—an increase of potentially more than \$1M by 2024 if successful. Working with Richard Russell we built a forecast of revenue and expense needs to achieve this. We are conservative on these numbers with the assumption that we commit to the major gifts process that requires an investment and commitment in doing this work, creating the structure and actively pursuing philanthropic money. We are investing in a significant ramp up the major gifts campaign next year and increased the fundraising expenses by 43% to cover continued consulting, training, and development operations.

Legacy Circle projections are based on our data of cyclical fluctuations that can be traced since 2015. To be successful this requires a commitment by the entire organization to continue our cultivation of AEC industry supporters.

We are not investing significant increases in grants as our major focus is growth in major gifts. We may explore investing in grant writer(s) in the future, but do not believe we currently have the capacity to manage this with a significant campaign ramp up. Our fundraising plan requires:

- Organizational commitment to philanthropy. The Board, staff and volunteers must mobilize and engage the opportunity to build support as we build our capacity.
- Increased investment in staffing, database and support systems
  - 2020 includes investment in a development database
  - Realigning development staff responsibilities
  - Fundraising Administrative support person
  - 2021/22 Major gifts officer
  - Advancement researcher/database consultant management
- Further monitor the need for a grants writer either consultant or on staff. Given the scope and capacity we are investing in fundraising over grants. We have built modest grant revenue in the budget and forecast.

**Capital draw**—this is based upon 5% of the Endowment’s value from the previous 12 months average. We were conservative on this number and based it upon growth in fundraising but did not factor in any potential market growth.

We will also acquire a line of credit to provide us alternatives to capital draw should the loan rates provide a stronger business option to a capital draw.

**Communications** – we have factored in a modest budget through the Foundation as the majority of communications expenses and revenue are in the BSA/AIA budget as this is where they have traditionally fallen. We will create a communications plan with more clarity on the impact on the Foundation in the next year, particularly after we understand opportunities for both sponsorship and marketing. We’ve increased some collateral, but the majority of our pieces are internally produced and targeted as needed. We’ve engaged a consultant to assess the organization’s marketing and integrated sales, which are in the BSA/AIA budget and significantly declined in the past five years.

**Exhibitions**—we have budgeted and forecasted a modest increase in expenses while reducing the revenue projection. Revenue from exhibitions has been moved into grants and integrated marketing (sponsorships). We will continue, when appropriate, to pursue opportunities for our produced shows to travel, particularly to other AIA chapters, which generates some modest income. We are also working with two BSA Knowledge Communities – MakeTANK and Design Visualization – to update the City model and activate the first floor space.

We believe there will come a time to re-evaluate the role of exhibitions and how to best achieve our goals. We have a significant organization investment – nearly \$200K combined, plus a staff person. While not immediate, there is a period of assessment and piloting that will be necessary in the next five years.

**Public Programs**— This is the budget category focusing on fulfilling our goals. The revenue expectations are less than last year’s budget as we have shifted our strategy from fee-based programs to the majority of revenue support achieved through fundraising and grants. This strategy supports our goals of increasing our service to under-resourced and under-represented communities. We have maintained modest revenue opportunities through program fees for our work with adequately resourced audiences. We anticipate a significant ramp up of programs and allocated an increase of 77% with a new Community Design Director on board, Housing Fellow work underway, and growth in K-12 education programs. We continue to assess our need for a volunteer and administrative coordinator/manager to manage the increased demands for our three public programs. While this is currently done as part of existing staff assignments, we will continue assessing the need for increased and more consistent support.

**Policy** – beginning November 2019 we are partnering with DND and Housing Innovation Lab on a shared, paid two-year Fellowship focused on the impact design can have addressing the affordable housing shortage. We are assessing this model of specialized fellowships to determine the viability for supporting our policy agendas of the impact of design and equity addressing sustainability and resilience and urban design. Also included are resources to provide at least two design workshops or design competitions annually as well as the continued Designing Boston forums. We continue to explore integrated marketing support, but the majority of civic/policy expenses and revenue are built into the BSA/AIA budget as this is where they have traditionally fallen. However we will have a better sense as to

whether they see opportunities for both sponsorship and marketing. We've increased some collateral, but the majority of our pieces are internally produced and targeted as needed.

- 2020 add two year Housing Fellowship
- 2021 add Climate Fellowship
- Continue exploring opportunities for fellowships in equity, design and urban design.

**Community Design** – Interviews are concluding with the candidates for the Community Design Director. We determined to hire the person to help us shape the work, instead of creating the scope to hire the person. The CDD While we work to shape the planning for the future opportunities and program, we have built in some plans add staff to expand our reach. The role and expectations are not yet defined. We have built into 2022 a position at the level of community design director.

- 2022 add community design manager
- 2022 add either community design interns or fellows

**Education** – Over the last four years the number of young people we are reaching tripled from 1K – 3K, while the percentage of those youth from under-resourced communities rose from 10% to over 40%. Our delivery capacity has maxed at our current staffing and to continue to grow will need additional personnel. Our five year goal is to double the number of young people being served, with an emphasis on under-resourced audiences. We are examining other models including the Boston writing program 826, and Learning by Design NY - to help us develop a strategy that can be adapted to our programs. To accomplish this in the next five years we need to:

- 2020 add interns/part-time staff to deliver programming
- 2021 Education manager to assist with the expansion and development of curriculum/program
- 2023 additional interns/part-time staff delivering programming
- 2024 potentially a 2<sup>nd</sup> education manager as well as additional interns/part-time staff

**Grants awarded**—We budgeted an increase in grants awarded by the BSA to \$10K in 2020-21 and \$15K in 2022 - 24.

**Compensation**—The increase in compensation line of 23% in 2020 is based on adding staff and budgeting for salary increases and higher benefit expenses. The majority of our portion of the Housing Fellow is covered by grant support.

<b>Personnel Plan</b>						
<b>New Hires</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	
Prof. Program Mgr	\$ 63,000	\$ 64,890	\$ 66,837	\$ 68,842	\$ 70,907	
Com. Design Director	\$ 81,000	\$ 83,430	\$ 85,933	\$ 88,511	\$ 91,166	
Com. Design Mgr			\$ 65,000	\$ 66,950	\$ 68,959	
Com. Design Interns				\$ 35,000	\$ 36,050	
Housing Fellow	\$ 31,000	\$ 31,930	\$ 32,888	\$ 33,875	\$ 34,891	shared with City
Climate Fellow		\$ 63,000	\$ 64,890	\$ 66,837	\$ 68,842	
Deputy Director		\$ 150,000	\$ 154,500	\$ 159,135	\$ 163,909	
Educators (P/T)	\$ 35,000	\$ 36,050	\$ 37,132	\$ 38,245	\$ 39,393	
Education Mgr 1		\$ 63,000	\$ 64,890	\$ 66,837	\$ 68,842	
Education Mgr 2					\$ 65,000	
Major Gifts Off.			\$ 45,000	\$ 90,000	\$ 92,700	
Development Asst.	\$ 50,000	\$ 51,500	\$ 53,045	\$ 54,636	\$ 56,275	
Grants Writer		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	Contracted
Advancement Research			\$ 30,000	\$ 30,000	\$ 30,000	Contracted
Volunteer Coordinator			\$ 50,000	\$ 51,500	\$ 53,045	
	\$ 260,000	\$ 593,800	\$ 800,115	\$ 900,368	\$ 989,979	
Total Staff People	5	9	11	14	15	
Total Contract People			2	2	2	

**General Operating**—the majority of the 19% increase in “Other” comes from higher audit expenses as our revenue streams and expenses continue to grow.

**Accounting** – as we grow have modest increases in our audit expenses.

**Capital Needs**

Traditionally capital expenditures have been funded by the BSA/AIA, but we may consider future sharing of these depreciated expenses. Our most significant 2020 capital needs are:

- **Deferred Maintenance:**
  - Technology—servers and support technology have not been replaced in 10 years and no longer have the capacity to meet demands.
  - Continual plan to replace 5-6 computers (laptops) annually. We do this on a rotating basis to avoid the outlay of significant cash to replace the entire fleet.
  - Committee/Meeting room furniture—wear and tear is taking a toll on public furniture. We recommend an assessment and, where necessary, replacements of worn furniture and equipment.
- **Renovation of front area known as Salt Gallery**—increasingly this area is useful for programming and rental for groups of 75 to 125 people. However, the acoustics are poor due to the HVAC system noise and the space is not fit out for AV, seating, or presentations. We recommend engaging consultants to provide a full assessment.

In closing we also recommend the BSA be prepared to invest in outside consultants who can help us address the changing needs, opportunities, and challenges facing the organization. While we cannot

predict all needs, we anticipate there may be needs in fundraising that go beyond major gifts, communication, programming, and governance.

### **BSA Foundation Detailed Operating Budget and Forecast (2020-24)**

2019 the BSA/AIA is tracking very close to our goals, which is to reduce the annual deficit, However there are several specific categories where the results are different than we originally budgeted. We anticipate the BSA/AIA to finish close to the Board approved \$319K deficit (this includes the \$250K deficit plus \$75K approved for consultants). We anticipate both BSA/AIA expenses and revenue ending the year 3% below budget.

The most significant red flags in BSA/AIA budget is:

1. **Integrated Marketing** (advertising, sponsorships) are down over 40% from revenue budget and this continues a dramatic trend since 2014. This includes revenue supporting *ArchitectureBoston*, *Currents*, website, Homeowner's Project Handbook, professional programs, and exhibitions.
2. **Professional Programs** are 21% below revenue budget and also continue to be a long-term trend that does not match what is happening in the rest of AIA. This will require investment moving forward.

Plans are currently underway to build up both our integrated marketing and professional programming. These are two areas of significant revenue focus. In addition, we look to continue concentrating on revenue streams from space rentals and classifieds. The plan also includes an annual 2% dues increase.

BSA Foundation	FY 2020							
	2018 YTD Actual	2019 Budget	2019 Reforecast	2020 Budget	2021 forecast	2022 Forecast	2023 Forecast	2024 Forecast
STATEMENT OF ACTIVITY								
Income Statement								
<b>Revenues</b>								
Fundraising	902,709	535,000	500,000	663,000	829,500	1,111,680	1,943,673	1,866,065
Capital Draw	95,000	135,000	135,000	112,632	124,201	119,336	149,979	168,748
BSA Support	427,935	427,935	427,935	427,935	427,935	427,935	427,935	427,935
Exhibitions	32,479	50,500	21,315	6,750	7,025	8,600	8,662	10,200
Programs	43,952	97,000	42,645	65,000	87,000	97,000	102,000	107,000
Grants								
Other Income	0	0	0	0	0	0	0	0
<b>Total Revenues</b>	<b>1,502,075</b>	<b>1,245,435</b>	<b>1,126,895</b>	<b>1,275,317</b>	<b>1,475,661</b>	<b>1,764,551</b>	<b>2,632,249</b>	<b>2,579,948</b>
<b>Expenses</b>								
Fundraising	75,550	134,000	110,000	191,300	191,400	149,200	146,600	175,200
Communications	263,148	20,000	3,000	30,000	44,000	48,500	49,000	51,000
Exhibitions	102,822	125,000	120,000	143,200	147,711	150,842	156,097	159,480
Programs	34,359	90,000	38,500	160,000	170,000	265,000	275,000	290,000
Compensation & Benefits	462,149	545,772	433,915	763,382	833,731	975,043	1,109,469	1,206,859
Other Expenses	91,627	63,330	61,490	73,950	78,225	83,150	82,200	83,300
<b>Total Expenses</b>	<b>1,029,655</b>	<b>978,102</b>	<b>766,905</b>	<b>1,361,832</b>	<b>1,465,067</b>	<b>1,671,735</b>	<b>1,818,366</b>	<b>1,965,839</b>
<b>Operating Surplus/Deficit Total</b>	<b>472,420</b>	<b>267,333</b>	<b>359,990</b>	<b>(86,515)</b>	<b>10,594</b>	<b>92,816</b>	<b>813,883</b>	<b>614,109</b>
Depreciation	813	81	0	0	0	0	0	0
<b>Operating Surplus/Deficit Total after Depr.</b>	<b>471,607</b>	<b>267,252</b>	<b>359,990</b>	<b>(86,515)</b>	<b>10,594</b>	<b>92,816</b>	<b>813,883</b>	<b>614,109</b>
<b>Investment Income</b>	<b>(135,530)</b>	<b>(10,364)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

BSA Foundation Budget 2020																		
		Expenses								Revenue								
		FY 2020								FY 2020								
Account #	Account Description	2018 YTD Actual	2019 Budget	2019 Reforecast	2020 Budget	2021 forecast	2022 forecast	2023 forecast	2024 forecast	2018 YTD Actual	2019 Budget	2019 Reforecast	2020 Budget	2021 forecast	2022 forecast	2023 forecast	2024 forecast	Notes
<b>Fundraising</b>																		
4125	Contributions			\$0	\$155,000	\$155,000	\$105,000	\$100,000	\$100,000	\$272,594		\$0	\$250,000	\$400,000	\$650,000	\$1,000,000	\$1,250,000	
4132/5130	Annual Appeal	\$2,553	\$1,000	\$0	\$1,500	\$1,500	\$1,700	\$2,000	\$2,000	\$20,901	\$30,000	\$30,000	\$33,000	\$36,000	\$39,930	\$43,923	\$48,315	Begin a public campaign to support operations
4133	Rising Philanthropist			\$0	\$800	\$900	\$1,000	\$1,100	\$1,200	\$2,250		\$0	\$5,000	\$5,500	\$6,750	\$7,750	\$8,750	
4180	Memorial Contribution																	
4115	Friends of BSA Space																	
4135	Legacy Circle/Endowment			\$0	\$3,000	\$3,000	\$3,500	\$5,500	\$4,000	\$609,370	\$400,000	\$390,000	\$240,000	\$240,000	\$255,000	\$720,000	\$380,000	renewal and new 5 year pledges all recognized in full but paid over time
5135	Fundraising (Ask Event)	\$62,938	\$15,000	\$15,000	\$0	\$0	\$0	\$0	\$0			\$0	\$0	\$0	\$0	\$0	\$0	Foundation Conversations, Development retreat, training, travel, cultivation
5160	Consulting		\$100,000	\$70,000	\$0	\$0	\$0	\$0	\$0									Fundraising consultant research and guide major gifts campaign and \$25K/yr for grant writing consulting
5140	Cultivation	\$2,978		\$0	\$0	\$0	\$0	\$0	\$0									(All part of fundraising line 5135)
4136	Discount on Endowment Contribution									(\$30,248)								
4350-5350	Fundraise Events -Ginger Bread/Ske/Trivia/Auction	\$7,080	\$18,000	\$25,000	\$30,500	\$30,500	\$37,500	\$37,500	\$67,500	\$16,343	\$45,000	\$20,000	\$60,000	\$63,000	\$65,000	\$67,000	\$69,000	Gingerbread, Auction, Fundraising event, etc
4170/5170	Grant awarded to Foundation				\$500	\$500	\$500	\$500	\$500	\$11,500	\$60,000	\$60,000	\$75,000	\$85,000	\$95,000	\$105,000	\$110,000	grants rely on programs, initiatives, and exhibitions
<b>Total Fundraising</b>		<b>\$75,550</b>	<b>\$134,000</b>	<b>\$110,000</b>	<b>\$191,300</b>	<b>\$191,400</b>	<b>\$149,200</b>	<b>\$146,600</b>	<b>\$175,200</b>	<b>\$902,709</b>	<b>\$535,000</b>	<b>\$500,000</b>	<b>\$663,000</b>	<b>\$829,500</b>	<b>\$1,111,680</b>	<b>\$1,943,673</b>	<b>\$1,866,065</b>	
<b>Capital Draw</b>																		
4150-6130	Capital Draw									\$95,000	\$135,000	\$135,000	\$112,632	\$124,201	\$119,336	\$149,979	\$168,748	5% of value of Endowment account or alternatively obtain line of credit if market drops significantly
<b>BSA</b>																		
4131	BSA Support									\$427,935	\$427,935	\$427,935	\$427,935	\$427,935	\$427,935	\$427,935	\$427,935	BSA Foundation assumed these costs in 2015 to do public programming. 2019-2021 Foundation adding \$50K expense from BSA/AIA on compensation line
<b>Communications</b>																		
6260	Website		\$2,500	\$0	\$0	\$0	\$0	\$0	\$0									
6215	General Marketing	\$1,524	\$5,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000									Youtube and other online platforms
6216	Advertising					\$30,000	\$35,000	\$35,000	\$35,000									Ad campaign WBUR and environmental
6214	E-Newsletter																	
6217	Collateral	\$1,541	\$2,500	\$1,000	\$4,000	\$3,000	\$2,500	\$3,000	\$5,000									
6218	Branding/Messaging	\$260,084	\$10,000	\$1,000	\$25,000	\$10,000	\$10,000	\$10,000	\$10,000									
<b>Total Communications</b>		<b>\$263,148</b>	<b>\$20,000</b>	<b>\$3,000</b>	<b>\$30,000</b>	<b>\$44,000</b>	<b>\$48,500</b>	<b>\$49,000</b>	<b>\$51,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>Exhibitions</b>																		
4805/5805	2nd floor	\$100,785	\$120,000	\$115,000	\$133,700	\$137,711	\$141,842	\$146,097	\$150,480	\$31,668	\$50,000	\$18,315	\$3,500	\$3,500	\$5,000	\$5,000	\$7,000	revenue from sponsorships, and traveling exhibitions
5810	1st floor	\$2,037	\$5,000	\$5,000	\$1,000	\$1,500	\$500	\$1,500	\$500									
4130	Donation Gallery/Exhibit fund									\$811	\$500	\$500	\$500	\$500	\$500	\$500	\$500	Donation boxes
5815	Sidewalk Competiton																	
	Photo Galleries				\$5,500	\$5,500	\$5,500	\$5,500	\$5,500			\$2,500	\$2,750	\$3,025	\$3,100	\$3,162	\$3,200	
	Gingerbread				\$3,000	\$3,000	\$3,000	\$3,000	\$3,000									
5820	Exhibition Programs																	
<b>Total Exhibitions</b>		<b>\$102,822</b>	<b>\$125,000</b>	<b>\$120,000</b>	<b>\$143,200</b>	<b>\$147,711</b>	<b>\$150,842</b>	<b>\$156,097</b>	<b>\$159,480</b>	<b>\$32,479</b>	<b>\$50,500</b>	<b>\$21,315</b>	<b>\$6,750</b>	<b>\$7,025</b>	<b>\$8,600</b>	<b>\$8,662</b>	<b>\$10,200</b>	
<b>Programs</b>																		
4400/5400	BSA Space Membership																	Programs expenses do not include staffing
<b>Policy</b>																		
4355/5355	Public Policy Programs/ General	\$2,907	\$2,500	\$0	\$5,000	\$5,000	\$10,000	\$10,000	\$10,000	\$3,139	\$5,000							Grow through program fees and sponsorships
	Fellowships (policy work)		\$35,000	\$0	\$75,000	\$75,000	\$150,000	\$150,000	\$150,000		\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	Fellowships advancing policy agenda. Seek grant/partner support. 2019 Rose Fellowship
	<b>Sub total for policy</b>	<b>\$2,907</b>	<b>\$37,500</b>	<b>\$0</b>	<b>\$80,000</b>	<b>\$80,000</b>	<b>\$160,000</b>	<b>\$160,000</b>	<b>\$160,000</b>	<b>\$3,139</b>	<b>\$55,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>Community Design</b>																		
4360/5560	Fee for service												\$20,000	\$40,000	\$50,000	\$50,000	\$55,000	Community design staff assume select number of fee for service programs
4315/5315	Civic Programs	\$2,826	\$10,000	\$500	\$10,000	\$10,000	\$10,000	\$10,000	\$15,000	\$2,241		\$645	\$0	\$0	\$0	\$0	\$0	
	<b>sub total for community design</b>	<b>\$2,826</b>	<b>\$10,000</b>	<b>\$500</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$15,000</b>	<b>\$2,241</b>	<b>\$0</b>	<b>\$645</b>	<b>\$20,000</b>	<b>\$40,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$55,000</b>	
<b>Youth Family Programs</b>																		
4330/5330	Youth Family Programs	\$8,592	\$22,500	\$18,000	\$40,000	\$50,000	\$60,000	\$70,000	\$80,000	\$25,945	\$30,000	\$30,000	\$33,000	\$35,000	\$35,000	\$40,000	\$40,000	Looking to grow financial through grants, sponsorships and support staff
	<b>sub total for youth family programs</b>	<b>\$8,592</b>	<b>\$22,500</b>	<b>\$18,000</b>	<b>\$40,000</b>	<b>\$50,000</b>	<b>\$60,000</b>	<b>\$70,000</b>	<b>\$80,000</b>	<b>\$25,945</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$33,000</b>	<b>\$35,000</b>	<b>\$35,000</b>	<b>\$40,000</b>	<b>\$40,000</b>	
<b>Other</b>																		
4105/6105	Common Boston																	Discontinued until able to support. Expenses do not include staffing costs
4340/5340	Boat Tours									\$12,627	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	
5357	Podcasts (CultureNOW)																	
5680-01	Grants Awarded from Foundation	\$20,034	\$20,000	\$20,000	\$30,000	\$30,000	\$35,000	\$35,000	\$35,000									
	<b>Sub total Other</b>	<b>\$20,034</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$35,000</b>	<b>\$35,000</b>	<b>\$35,000</b>	<b>\$12,627</b>	<b>\$12,000</b>	<b>\$12,000</b>	<b>\$12,000</b>	<b>\$12,000</b>	<b>\$12,000</b>	<b>\$12,000</b>	<b>\$12,000</b>	
<b>Total Programs</b>		<b>\$34,359</b>	<b>\$90,000</b>	<b>\$38,500</b>	<b>\$160,000</b>	<b>\$170,000</b>	<b>\$265,000</b>	<b>\$275,000</b>	<b>\$290,000</b>	<b>\$43,952</b>	<b>\$97,000</b>	<b>\$42,645</b>	<b>\$65,000</b>	<b>\$87,000</b>	<b>\$97,000</b>	<b>\$102,000</b>	<b>\$107,000</b>	
<b>Compensation &amp; Benefits</b>																		

BSA Foundation Budget 2020																			
		Expenses								Revenue									
		FY 2020								FY 2020									
Account #	Account Description	2018 YTD Actual	2019 Budget	2019 Reforecast	2020 Budget	2021 forecast	2022 forecast	2023 forecast	2024 forecast	2018 YTD Actual	2019 Budget	2019 Reforecast	2020 Budget	2021 forecast	2022 forecast	2023 forecast	2024 forecast	Notes	
6010	Salaries	\$376,974	\$421,875	\$361,056	\$632,239	\$711,411	\$834,754	\$953,146	\$1,038,741									Polly, Community design., Victoria, Michela, 1/2 Eric, Paige,	
	Staff Assumed from the BSA		\$50,000		\$0	\$0	\$0	\$0	\$0									add 1/2 Jenny in 2019, 1/2 Pamela 2020, 1/2 communications staff 2021	
	Increased staffing (including benefits)																	1 staff or 2 PT staff to support increased Education opp. Grant support	
6015	Payroll Tax	\$38,092	\$37,190	\$36,214	\$57,819	\$71,355	\$83,726	\$95,601	\$104,186										
6020	Bonuses	\$15,250	\$5,000	\$5,000	\$15,000	\$5,000	\$6,000	\$6,000	\$6,000										
6025	401K	\$8,151	\$12,536	\$11,518	\$15,967	\$21,342	\$25,043	\$28,594	\$31,162										
6030	Health, Dental LTD Insurance	\$25,800	\$27,233	\$25,120	\$27,322	\$29,455	\$30,339	\$31,250	\$32,186										
6035	Staff Insurance co-pay	(\$5,384)	(\$8,812)	(\$7,243)	(\$9,165)	(\$9,532)	(\$9,818)	(\$10,122)	(\$10,416)										
6040	Workers comp																		
6099	Misc HR				\$20,000													recruiting expense for COO	
6045	Staff Training	\$3,266	\$500	\$2,000	\$4,000	\$4,500	\$4,500	\$4,500	\$4,500										
6050	Staff meetings/reviews		\$250	\$250	\$200	\$200	\$500	\$500	\$500										
	<b>Total Compensation &amp; Benefits</b>	<b>\$462,149</b>	<b>\$545,772</b>	<b>\$433,915</b>	<b>\$763,382</b>	<b>\$833,731</b>	<b>\$975,043</b>	<b>\$1,109,469</b>	<b>\$1,206,859</b>										
	<b>Other Expenses</b>																		
	<b>Accounting &amp; Finance</b>																		
6120	Audit and Tax services	\$10,120	\$12,000	\$15,000	\$16,000	\$17,000	\$18,000	\$19,000	\$20,000									audit, tax return and supplies	
6310	Administrative Fee	\$8,600	\$8,600	\$8,600	\$8,600	\$8,600	\$8,600	\$8,600	\$8,600										
5671	Investment Committee																		
6130	Bank Fees																		
6125	Credit Card Fees	\$6,113	\$5,000	\$6,000	\$6,000	\$6,700	\$7,000	\$7,000	\$7,000										
	Fiscal Agency																		
6230	Tax Filing	\$630	\$630	\$500	\$500	\$500	\$500	\$500	\$500										
	<b>Total Accounting</b>	<b>\$25,463</b>	<b>\$26,230</b>	<b>\$30,100</b>	<b>\$31,100</b>	<b>\$32,800</b>	<b>\$34,100</b>	<b>\$35,100</b>	<b>\$36,100</b>										
	<b>Governance</b>																		
5670	Board meetings	\$8,621	\$5,000	\$3,500	\$5,000	\$5,000	\$6,000	\$6,000	\$6,000										
5672	New Trustees																		
5673/5650	Committees	\$65	\$500	\$250	\$500	\$500	\$500	\$500	\$500										
5674	Board Retreat																		
5675	Exhibit & Program Committee	\$447	\$200	\$200	\$500	\$500	\$500	\$500	\$500										
	<b>Total Governance</b>	<b>\$9,133</b>	<b>\$5,700</b>	<b>\$3,950</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>\$7,000</b>	<b>\$7,000</b>	<b>\$7,000</b>	<b>\$0</b>	<b>\$0</b>							\$ -	
	<b>Network &amp; Data Management</b>																		
6351	Hardware	\$824		\$0	\$0	\$0	\$0	\$0	\$0									2 iPads	
6352	Software	\$1,995		\$0	\$0	\$0	\$0	\$0	\$0										
6353	Technical Services	\$1,410		\$0	\$0	\$0	\$0	\$0	\$0									Network Solutions-bfagrants.org Domain name	
6045	Staff Training																		
6355	Network Consulting																		
	<b>Total Technology</b>	<b>\$4,229</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>							\$ -	
	<b>Supplies &amp; Operations</b>																		
6206	Consulting	\$7,322	\$10,000	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000										
6220	Stationery	\$434	\$500	\$500	\$500	\$500	\$3,000	\$500	\$500										
6210	Print/Mail/Postage	\$1,032	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000										
6160	Delivery/Shipping		\$100	\$100	\$100	\$100	\$100	\$100	\$100										
6110	ProfessionalDues	\$4,334	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500									Associated Grant Makers & AAO	
6145	Supplies	\$178	\$1,000	\$350	\$500	\$500	\$500	\$500	\$500										
6240	Telephone																		
6150	Copier	\$905	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000										
6121	Bad Debt	\$22,375	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500										
6204	Legal	\$768	\$1,000	\$1,100	\$1,400	\$1,500	\$1,500	\$1,500	\$1,500										
6205	Insurance	\$1,796	\$1,800	\$1,800	\$1,350	\$1,900	\$1,950	\$2,000	\$2,100										
6190	Miscellaneous	\$334		\$0	\$0	\$0	\$0	\$0	\$0										
	<b>Total Supplies</b>	<b>\$39,478</b>	<b>\$21,400</b>	<b>\$10,850</b>	<b>\$20,850</b>	<b>\$21,500</b>	<b>\$24,050</b>	<b>\$21,600</b>	<b>\$21,700</b>	<b>\$0</b>	<b>\$0</b>							\$ -	
6130	advisory fee expense	\$13,324	\$10,000	\$15,615	\$16,000	\$17,725	\$18,000	\$18,500	\$18,500										Balance left after 5% of value of portfolio
	<b>Total Other Expenses</b>	<b>\$91,627</b>	<b>\$63,330</b>	<b>\$61,490</b>	<b>\$73,950</b>	<b>\$78,225</b>	<b>\$83,150</b>	<b>\$82,200</b>	<b>\$83,300</b>	<b>\$0</b>	<b>\$0</b>							\$ -	
	<b>Total Expenses/Income</b>	<b>\$1,029,655</b>	<b>\$978,102</b>	<b>\$766,905</b>	<b>\$1,361,832</b>	<b>\$1,465,067</b>	<b>\$1,671,735</b>	<b>\$1,818,366</b>	<b>\$1,965,839</b>	<b>\$1,502,075</b>	<b>\$1,245,435</b>	<b>\$1,126,895</b>	<b>\$1,275,317</b>	<b>\$1,475,661</b>	<b>\$1,764,551</b>	<b>\$2,632,249</b>	<b>\$2,579,948</b>		
	<b>Total Surplus/(deficit)</b>									<b>\$472,420</b>	<b>\$267,333</b>	<b>\$359,990</b>	<b>(\$86,515)</b>	<b>\$10,594</b>	<b>\$92,816</b>	<b>\$813,883</b>	<b>\$614,109</b>	surplus returned to endowment	
6123	Depreciation Expense	\$813		\$975	\$975	\$200												Exhibit Pedestals	
	<b>Total Surplus/(deficit) after Depr.</b>									<b>\$471,607</b>	<b>\$267,333</b>	<b>\$359,015</b>	<b>(\$87,490)</b>	<b>\$10,394</b>	<b>\$92,816</b>	<b>\$813,883</b>	<b>\$614,109</b>		
4150	<b>Investment Income</b>									<b>\$204,763</b>	<b>\$0</b>								

BSA Foundation Budget 2020		Expenses								Revenue								
		FY 2020								FY 2020								
Account #	Account Description	2018 YTD Actual	2019 Budget	2019 Reforecast	2020 Budget	2021 forecast	2022 forecast	2023 forecast	2024 forecast	2018 YTD Actual	2019 Budget	2019 Reforecast	2020 Budget	2021 forecast	2022 forecast	2023 forecast	2024 forecast	Notes
	Check									\$207,430	\$267,333						\$ 319,576	
	Variance									\$264,990	\$0						\$ 294,533	
		\$ 1,030,565																
		\$ 910																

<b>Combined Budget Summary</b>		FY 2020									
		2018 YTD	2019		2020			2021	2022	2023	2024
STATEMENT OF ACTIVITY		Actual	Budget	Reforecast	Budget	Budget	Budget	Budget	Budget	Budget	
Income Statement		Income									
<b>Revenues</b>											
Membership		2,021,804	1,950,000	2,025,009	2,123,416	2,198,531	2,278,899	2,364,878	2,457,930		
Fundraising		902,710	535,000	500,000	663,000	829,500	1,111,680	1,943,673	1,866,065		
Programs		1,625,071	607,500	507,720	647,120	674,130	701,944	721,468	752,419		
Marketing/Communication		398,817	384,500	258,930	525,000	705,000	705,000	705,000	705,000		
AIA Component Management		234,299	585,535	580,039	593,785	581,285	580,785	580,785	580,285		
Governance		8,500	9,000	8,960	9,000	9,000	9,000	9,000	9,000		
Finance and Administrations		95,304	420,000	419,000	437,333	474,420	469,712	502,792	526,338		
Technology/IT		-	-	-	-	-	-	-	-		
Facilities		62,703	150,000	150,000	157,500	165,375	173,644	182,326	191,442		
Human Resources		4,397	-	-	-	-	-	-	-		
<b>Total Revenue</b>		<b>5,353,605</b>	<b>4,641,535</b>	<b>4,449,658</b>	<b>5,156,154</b>	<b>5,637,241</b>	<b>6,030,664</b>	<b>7,009,922</b>	<b>7,088,479</b>		
<b>Expenses</b>											
Membership		33,474	36,000	30,000	30,000	30,000	30,000	30,000	30,000		
Fundraising		75,549	134,000	110,000	191,300	191,400	149,200	146,600	175,200		
Programs		432,688	534,600	444,299	731,200	732,061	830,592	848,447	864,230		
Marketing/Communication		559,830	279,200	220,896	461,220	465,220	459,720	470,220	482,220		
AIA Component Management		618,269	588,185	585,212	600,285	596,285	597,285	595,785	595,785		
Governance		31,037	38,700	26,415	36,000	36,000	37,250	37,250	37,250		
Finance and Administrations		259,239	242,180	235,495	242,250	245,225	257,900	257,700	271,850		
Technology/IT		152,717	165,500	159,200	179,592	179,592	174,592	174,292	179,292		
Facilities		536,165	595,167	579,704	594,517	591,217	615,867	619,517	620,517		
Human Resources		2,043,353	2,079,219	2,003,657	2,379,503	2,411,974	2,597,592	2,777,775	2,923,392		
<b>Total Expenses</b>		<b>4,742,321</b>	<b>4,692,751</b>	<b>4,394,878</b>	<b>5,445,867</b>	<b>5,478,974</b>	<b>5,749,998</b>	<b>5,957,586</b>	<b>6,179,736</b>		
<b>Net Income</b>		<b>611,284</b>	<b>(51,216)</b>	<b>54,780</b>	<b>(289,713)</b>	<b>158,267</b>	<b>280,666</b>	<b>1,052,336</b>	<b>908,743</b>		
Check		5,353,605	4,641,535	4,449,658	5,156,154	5,637,241	6,030,664	7,009,922	7,088,479		
Variance		-	-	-	-	-	-	-	-		

Boston Society of Architects 2020 Budget		EXPENSES															
Acct #	Account Description	2018 actual	2019 Budget	2019 reforecast	2020 budget	2021 budget	2022 budget	2023 budget	2024 budget	2018 actual	2019 Budget	2019 reforecast	2020 budget	2021 budget	2022 budget	2023 budget	2024 budget
<b>MEMBERSHIP</b>																	
4001-01	AIA Members									1,357,157	1,325,000	1,394,926	1,481,160	1,564,600	1,651,901	1,743,840	1,841,697
4001-02	Associate Members									115,003	105,000	105,149	121,156	113,067	105,673	98,521	91,753
4001-03	Architectural Fans Member									1,439	1,000	839					
4001-04	Corporate Allied Members									99,285	100,000	89,519	107,100	114,704	122,848	131,570	140,912
4001-05	Firm Assessments - Members & Non-Members									428,742	400,000	400,000	392,000	384,160	376,477	368,947	361,568
4001-07	Student Affiliate Members																
4001-08	Professional Affiliates									19,387	19,000	17,727	19,000	19,000	19,000	19,000	19,000
4001-09	Institutional Membership												3,000	3,000	3,000	3,000	3,000
4001-11	BSA Space Membership																
4001-20	Donations to the BSA									485		16,564					
4155-00	Refund																
5082-00	Financial Aid -Volunteer Time	6,750	8,000	5,000	5,000	5,000	5,000	5,000	5,000								
5086-00	Financial Aid -Dues Forgiveness	20,870	16,000	16,000	15,000	15,000	15,000	15,000	15,000								
4033-02	Payment Plan Finance charge									306		285					
6510-99	Membership Marketing - Other	11	3,000														
6510-01	Membership Marketing-General	450	2,000	2,000.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00								
6511-00	Membership Renewal Services	4,481	5,000	5,000.00	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00								
6512-00	Membership Services	912	2,000	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00								
	<b>TOTAL MEMBERSHIP</b>	<b>33,474</b>	<b>36,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>2,021,804</b>	<b>1,950,000</b>	<b>2,025,009</b>	<b>2,123,416</b>	<b>2,198,531</b>	<b>2,278,899</b>	<b>2,364,878</b>	<b>2,457,930</b>
<b>FUNDRAISING</b>																	
	Major Gifts				155,000	155,000	105,000	100,000	100,000				250,000	400,000	650,000	1,000,000	1,250,000
4125	Contributions									272,594							
4132	Annual Fund/Appeal	2,553	1,000		1,500	1,500	1,700	2,000	2,000	20,901	30,000	30,000	33,000	36,000	39,930	43,923	48,315
4135	Legacy Circle/Endowment				3,000	3,000	3,500	5,500	4,000	609,370	400,000	390,000	240,000	240,000	255,000	720,000	380,000
4133	Rising Philanthropist				800	900	1,000	1,100	1,200	2,250			5,000	5,500	6,750	7,750	8,750
4350/5350	Fundraising Events	7,080	18,000	25,000	30,500	30,500	37,500	37,500	67,500	16,343	45,000	20,000	60,000	63,000	65,000	67,000	69,000
5140	Cultivation	2,978															
5160	Consulting		100,000	70,000													
5135	Ask Event	62,938	15,000	15,000													
4136	Discount on Endowment Contribution									(30,248)							
4170	Grants/Program Support				500	500	500	500	500	11,500	60,000	60,000	75,000	85,000	95,000	105,000	110,000
	<b>TOTAL FUNDRAISING</b>	<b>75,549</b>	<b>134,000</b>	<b>110,000</b>	<b>191,300</b>	<b>191,400</b>	<b>149,200</b>	<b>146,600</b>	<b>175,200</b>	<b>902,710</b>	<b>535,000</b>	<b>500,000</b>	<b>663,000</b>	<b>829,500</b>	<b>1,111,680</b>	<b>1,943,673</b>	<b>1,866,065</b>
<b>PROGRAMS</b>																	
<b>Foundation</b>																	
4330/5330	Youth Family Programs	8,592	22,500	18,000	40,000	50,000	60,000	70,000	80,000	25,945	30,000	30,000	33,000	35,000	35,000	40,000	40,000
4315/5315	Community Design/Civic Programs	2,826	10,000	500	10,000	10,000	10,000	10,000	15,000	2,241		645					
4340/5340	Boat Tours									12,627	12,000	12,000	12,000	12,000	12,000	12,000	12,000
see fundraising	Grants/Program Support																
5680-01	Grants awarded by Foundation	20,034	20,000	20,000	30,000	30,000	35,000	35,000	35,000								
4360/5560	Fee for service												20,000	40,000	50,000	50,000	55,000
	Other																
	<b>Total Foundation Programs</b>	<b>31,452</b>	<b>52,500</b>	<b>38,500</b>	<b>80,000</b>	<b>90,000</b>	<b>105,000</b>	<b>115,000</b>	<b>130,000</b>	<b>40,813</b>	<b>42,000</b>	<b>42,645</b>	<b>65,000</b>	<b>87,000</b>	<b>97,000</b>	<b>102,000</b>	<b>107,000</b>
<b>BSA</b>																	
4447/5440	Professional Dev. Seminars	4,627	10,000	4,000	24,000	48,000	48,000	48,000	48,000	12,350	25,000	8,000	29,750	59,500	59,500	59,500	59,500
4430-07/5430-00	YDPDI-Young Designer Prof. Dev. Institute	21,476	20,000	20,000	20,000	20,000	20,000	20,000	20,000	44,250	40,000	40,000	40,000	40,000	40,000	40,000	40,000
4855/6855	College Fair	7,774	8,000	8,000	22,000	22,000	24,000	24,000	24,000	23,900	25,000	25,000	44,000	44,000	44,000	44,000	46,000
6535-01	ARE Services	7,737	10,000	1,000	5,000	5,000	5,000	5,000	5,000	690	5,000	1,000	1,200	1,320	1,452	1,597	1,757
4405/5405	ABX	83,009	15,000	20,000	5,000	5,000	5,000	5,000	5,000	1,302,421	105,000	128,500	83,500	73,500	63,500	53,500	48,500
	Destination Tours																
4580/6580	Boutique Conferences	931	65,000	47,560	100,000	100,000	100,000	100,000	100,000	-	100,000	79,900	160,000	160,000	160,000	160,000	160,000
6649	Policy/Civic	3,176	2,000	2,000	42,000	2,000	3,000	3,000	3,000	2,241	-	20	65,000	50,000	75,000	100,000	125,000
	Fellowships (policy work) Foundation		35,000		75,000	75,000	150,000	150,000	150,000								
5355	Public Policy Programs/General	2,907	2,500		5,000	5,000	10,000	10,000	10,000	3,139	5,000						
	EDI				20,000	20,000	20,000	20,000	20,000								
	<b>Total BSA Programs</b>	<b>131,637</b>	<b>167,500</b>	<b>102,560</b>	<b>318,000</b>	<b>302,000</b>	<b>385,000</b>	<b>385,000</b>	<b>385,000</b>	<b>1,388,991</b>	<b>355,000</b>	<b>282,420</b>	<b>423,450</b>	<b>428,320</b>	<b>443,452</b>	<b>458,597</b>	<b>480,757</b>
<b>Exhibitions</b>																	
4805/5805	2nd floor	100,785	120,000	115,000	133,700	137,711	141,842	146,097	150,480	31,668	50,000	18,315	3,500	3,500	5,000	5,000	7,000
5810	1st floor	2,037	5,000	5,000	1,000	1,500	500	1,500	500								
	GingerBread				3,000	3,000	3,000	3,000	3,000								
	Photo Galleries				5,500	5,500	5,500	5,500	5,500								
4130	Gallery donations									811	500	2,500	2,750	3,025	3,100	3,162	3,200
4510-05/5465	BSA Exhibits	48,346	50,000	50,000	50,000	50,000	50,000	50,000	50,000			75					
	<b>Total Exhibits</b>	<b>151,168</b>	<b>175,000</b>	<b>170,000</b>	<b>193,200</b>	<b>197,711</b>	<b>200,842</b>	<b>206,097</b>	<b>209,480</b>	<b>32,479</b>	<b>50,500</b>	<b>21,390</b>	<b>6,750</b>	<b>7,025</b>	<b>8,600</b>	<b>8,662</b>	<b>10,700</b>
<b>Awards</b>																	
5205-00	Design Awards Gala	68,493	70,000	80,524	80,000	80,000	80,000	80,000	80,000	84,301	90,000	93,050	90,000	90,000	90,000	90,000	90,000
	Honorary Membership				250												
6751-00	Architecture Honor Awards (projects)	1,766	4,000	1,850	4,000	4,000	4,000	4,000	4,000	19,350	19,000	22,515	17,400	17,400	17,400	17,400	17,400
6752-00	Award of Honor (Individual)				1,000												
6753-00	Commonwealth Award				1,000												
6754-00	K-12 (Edu. Facilities) Design Awards		3,000			400		400			10,000	7,100		5,650		5,650	
6755-00	Harleston Parker Award	5,485	3,500	3,500	5,500	5,500	5,500	5,500	5,500								
6756-00	Accessible Design Awards		500	345		400		400			1,000	2,775		2,500		2,500	
6757-00	Client's Award																
6760-00	Healthcare Design Awards	174			400		400		400	1,600			1,760		1,936		2,130

6763-00	Education Design Award (Higher Ed Facilities Design+ K-12)			250													
6765-00	Honors and Awards Committee	25	100	225	100	100	100	100	100								
6766-00	Planning Awards	140			400		400		400	5,300			5,300		5,300		5300
6770-00	Housing Design Awards		3,000	3,000		3,000		3,000			13,000	10,000		9,000		9,000	
	Residential Design Awards				400		400		400				2,900		3,190		3509
6775-00	Interior Architecture Awards	45			400		400		400	13,500			13,500		13,500		13500
6781-00	Small Firms/Small Project Awards		1,000	370		400		400			4,500	7,200		7,000		7,000	
6785-00	Sustainable Design Awards	106			400		400		400	4,600			5,060		5,566		6123
6790-00	Unbuilt Architecture Awards	105	2,000	750	400	400	400	400	400	6,650	6,500	4,375	4,000	4,000	4,000	4,000	4,000
6777-00	Hospitality Design Awards	162					400		400	3,850				4,235		4,659	
6665-00	Rotch Scholarships/Studio	1,067	1,000	1,000	1,000	1,000	1,000	1,000	1,000	9,787	10,000	10,000	10,000	10,000	10,000	10,000	10,000
6675-00	Scholarships and Prizes	13	1,000	1,000						-	-	-	-	-	-	-	-
	<b>Total Awards</b>	<b>77,581</b>	<b>89,100</b>	<b>92,814</b>	<b>95,250</b>	<b>95,600</b>	<b>93,000</b>	<b>95,600</b>	<b>93,000</b>	<b>148,938</b>	<b>154,000</b>	<b>157,015</b>	<b>149,920</b>	<b>149,785</b>	<b>150,892</b>	<b>150,209</b>	<b>151,962</b>

**Knowledge Communities**

6951-00	Urban Design Committee	370	750	700	500	500	500	500	500								
6702-00	Access Committee	394	500	250	500	500	500	500	500								
6705-00	Codes and Regulations Cte.	151	500	175	500	500	500	500	500								
6860-00	Open Architecture Collaborative	485	500	300	500	500	500	500	500								
6851-00	Committee on the Environment (COTE)	360	500	500	500	500	500	500	500								
4535-03/6535-03	EPNet	2,304	5,000	5,000	2,000	2,000	2,000	2,000	2,000	1,700	4,000	2,250	2,000	2,000	2,000	2,000	2,000
6810-00	Ethics Committee	145	250	100	250	250	250	250	250								
??	Committee Output																
6802-00	Black Architects Forum BOSNOMA see 6836		500	-													
6533-00	Cape and Islands Network		1,000	150	500	500	500	500	500								
6840-00	Women in Design	10,189	3,500	3,500	3,500	3,500	3,500	3,500	3,500	9,650	2,000	2,000					
6536-00	Metro-West Network	379	500	500	500	500	500	500	500								
6537-00	Women Principals Network	176	500	200	500	500	500	500	500								
5480-00	Other Committee Meetings	171	1,000	100	500	500	500	500	500								
6509-00	Membership Committee	141	500	100	500	500	500	500	500								
6585-00	Marketing and P/R Wizards	191	500	350	500	500	500	500	500								
6603-00	BSA/SCUP Roundtable		500		500	500	500	500	500								
6605-00	K-12 Educational Facilities Cte	209	500	225	500	500	500	500	500								
6607-00	Placemaking	389	500	575	500	500	500	500	500								
6609-00	Design for Aging Cte.	288	500	1,000	500	500	500	500	500								
6610-00	Healthcare Facilities Cte	606	500	600	500	500	500	500	500								
6613-00	Research & Innovation Design	108	500	-	-	-	-	-	-								
6614-00	Design Visualization	337	500	500	500	500	500	500	500								
6620-00	Historic Resources Committee	350	500	400	500	500	500	500	500								
6839-00	Refugees Resiliency + Public Space		500	100	500	500	500	500	500								
6822-00	Global Practice Committee	97	500	100	500	500	500	500	500								
6730-00	Residential Design Cte	203	500	225	500	500	500	500	500								
6803-00	Construction Admin. Network	54	500	100	500	500	500	500	500								
6807-00	Architectural Photography Network		500	-	-	-	-	-	-								
6811-00	Finance Wizards/Business Mngmt & Finance	636	500	300	500	500	500	500	500								
6816-00	Infra/Tecture	144	500	200	500	500	500	500	500								
6819-00	DOCOMOMO	62	500	150	500	500	500	500	500								
6827-00	Admin Wizards/HR Wizard	594	500	625	500	500	500	500	500								
6829-00	Maker Manager (MKR MGR)		500	500	500	500	500	500	500								
6835-00	Small Practices Network (includes 6635)	504	500	500	500	500	500	500	500								
6836-00	BosNOMA	182	500	500	500	500	500	500	500								
6837-00	Committee on Resilient Environment	100	500	125	500	500	500	500	500								
6865-00	Housing Committee	33	500	100	500	500	500	500	500								
6907-00	IT Wizards	117	500	250	500	500	500	500	500								
6909-00	VectorWorks User Group	314	500	500	500	500	500	500	500								
6903-00	ArchiCAD Users	183	500	250	500	500	500	500	500								
6915-00	DataCAD Users Group		500	100	500	500	500	500	500								
6926-00	SketchUp users Group	346	500	500	500	500	500	500	500								
6927-00	BIM Roundtable	29	500	-													
6817-00	Revit Users Group	625	500	400	500	500	500	500	500	2,500							
6838-00	MakeTank	180	500	350	500	500	500	500	500								
6857-00	Sustainability Edu. Cte.	688	500	675	500	500	500	500	500								
6910-00	Building Enclosure Council	702	1,500	650	1,500	1,500	1,500	1,500	1,500								
5067	Kitchen Supplies	17,314	18,000	18,000	18,000	20,000	20,000	20,000	20,000								
	<b>Total Knowledge Communities</b>	<b>40,850</b>	<b>50,500</b>	<b>40,425</b>	<b>44,750</b>	<b>46,750</b>	<b>46,750</b>	<b>46,750</b>	<b>46,750</b>	<b>13,850</b>	<b>6,000</b>	<b>4,250</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
	<b>TOTAL PROGRAMS</b>	<b>432,688</b>	<b>534,600</b>	<b>444,299</b>	<b>731,200</b>	<b>732,061</b>	<b>830,592</b>	<b>848,447</b>	<b>864,230</b>	<b>1,625,071</b>	<b>607,500</b>	<b>507,720</b>	<b>647,120</b>	<b>674,130</b>	<b>701,944</b>	<b>721,468</b>	<b>752,419</b>

**MARKETING/COMMUNICATIONS**

4270/5270	Web Classified Services									165,450	140,000	165,000	165,000	165,000	165,000	165,000	165,000
5283	Web Hosting Fees	4,158	4,700	4,500	720	720	720	720	720								
4286/5286	Web sponsorship/advertising									15,900	20,000	12,000					
4240/5240	Homeowners Project Handbook	8,947	5,000	5,000						45,850	50,000	20,000					
5284	Web Content																
5288	Web Maintenance	22,663	16,000	16,000	50,000	40,000	30,000	40,000	50,000								
4299/5299	Other website revenue/expenses									3,370	2,500	500					
4265	BSA Sponsorship/Integrated Sales	-			180,000	180,000	180,000	180,000	180,000				360,000	540,000	540,000	540,000	540,000
	FullFunnel Revenue																
5285	Boston Arch. Diary/Calendar Web Design	7,020	7,000	4,000													
6215	Foundation General Marketing	1,524	5,000	1,000	1,000	1,000	1,000	1,000	1,000								
6260	Foundation Website	-	2,500														
	<b>Total Website</b>	<b>44,312</b>	<b>40,200</b>	<b>30,500</b>	<b>231,720</b>	<b>221,720</b>	<b>211,720</b>	<b>221,720</b>	<b>231,720</b>	<b>230,570</b>	<b>212,500</b>	<b>203,405</b>	<b>525,000</b>	<b>705,000</b>	<b>705,000</b>	<b>705,000</b>	<b>705,000</b>

<b>Architecture Boston</b>																	
	4301	Ad sales	(8,327)								147,882	150,000	45,000				
	4330-01	Magazine Subscriptions									3,665		525				
	5320	Editorial and Writing	23,350	30,000	25,000	30,000	30,000	30,000	30,000	30,000							
	5360	AB Photo Expense		5,000													
	5380	Administrative Expense	11,457	5,000	4,500	2,000	2,000	2,000	2,000	2,000							
	5390-00	Marketing AB		5,000													
	5395	Outsourced Operations (printing, design)	220,757	180,000	155,000	165,000	165,000	165,000	165,000	165,000							
	5399	Miscellaneous Mag.	383	500													
	5225	Publication Storage	4,095		1,296												
		<b>Total Architecture Boston</b>	<b>251,715</b>	<b>225,500</b>	<b>185,796</b>	<b>197,000</b>	<b>197,000</b>	<b>197,000</b>	<b>197,000</b>	<b>197,000</b>	<b>151,547</b>	<b>150,000</b>	<b>45,525</b>	-	-	-	
<b>Other Marketing/Communications</b>																	
6217		Printed Collateral	1,541	2,500	1,000	4,000	3,000	2,500	3,000	5,000							
		Digital & Social Marketing				500	500	500	500	500							
		Social Media															
	6510-10	Marketing General (BSA)	3,354	1,000	2,600	3,000	3,000	3,000	3,000	3,000							
	6510-11	Branding BSA??															
6218		Branding Foundation ( we are one)	260,084	10,000	1,000	25,000	10,000	10,000	10,000	10,000							
6216		Advertising				30,000	35,000	35,000	35,000	35,000							
	4287/5287	Currents and other Integrated sales	(1,176)								16,700	22,000	10,000				
		<b>Total other Marketing/Communications</b>	<b>263,803</b>	<b>13,500</b>	<b>4,600</b>	<b>32,500</b>	<b>46,500</b>	<b>51,000</b>	<b>51,500</b>	<b>53,500</b>	<b>16,700</b>	<b>22,000</b>	<b>10,000</b>	-	-	-	
<b>TOTAL MARKETING/COMMUNICATIONS</b>			<b>559,830</b>	<b>279,200</b>	<b>220,896</b>	<b>461,220</b>	<b>465,220</b>	<b>459,720</b>	<b>470,220</b>	<b>482,220</b>	<b>398,817</b>	<b>384,500</b>	<b>258,930</b>	<b>525,000</b>	<b>705,000</b>	<b>705,000</b>	<b>705,000</b>
<b>AIA /COMPONENT MANAGEMENT</b>																	
4111/5110-01		AIA Paper Documents	6,315	2,500	5,000	2,500	2,500	2,500	2,000	2,000	6,740	6,500	5,000	5,500	5,000	4,500	4,000
	4112	AIA National Revenue Share									125,310	127,000	125,064	125,000	125,000	125,000	
	7810	BSA Foundation	439,449	427,935	427,935	427,935	427,935	427,935	427,935	427,935	20,007	8,600	8,600	8,600	8,600	8,600	
	4131	BSA Support to Foundation										427,935	427,935	427,935	427,935	427,935	
	7820-00	AIA-MA	128,555	130,000	136,000	136,000	136,000	136,000	136,000	136,000	4,488	4,500	4,665	4,650	4,650	4,650	
	7830-00	AIA Central MA	38		50	50	50	50	50	50	4,037	4,000	4,050	4,050	4,050	4,050	
	7840-00	AIA Western MA	42		50	50	50	50	50	50	4,039	4,000	4,050	4,050	4,050	4,050	
6876-00		Community Design Resource Center (CDRC)															
	7850	AIANE (Dues) & Meetings	4,570	6,000	5,000	5,000	5,000	5,000	5,000	5,000	1,784	-					
	7860	AIA National Convention	5,268	7,000	1,700	10,000	8,000	8,000	8,000	8,000		1,000					
	7865	AIANE Conference	20,922	750	750	750	750	750	750	750	67,894	-					
	7870	CACE/Big Sibs	4,787	5,000	5,000	8,000	7,000	7,000	7,000	7,000		1,000	675	13,000	1,000	1,000	
	7875/4986	Grassroots Convention	8,323	9,000	3,727	10,000	9,000	10,000	9,000	9,000		1,000		1,000	1,000	1,000	
	4981	National AIA Grants															
	7855	ACD															
		<b>TOTAL AIA/COMPONENT MANAGEMENT</b>	<b>618,269</b>	<b>588,185</b>	<b>585,212</b>	<b>600,285</b>	<b>596,285</b>	<b>597,285</b>	<b>595,785</b>	<b>595,785</b>	<b>234,299</b>	<b>585,535</b>	<b>580,039</b>	<b>593,785</b>	<b>581,285</b>	<b>580,785</b>	<b>580,785</b>
<b>GOVERNANCE</b>																	
<b>BSA Board</b>																	
	5460	BSA Past Presidents Lunch	3,194	3,000	1,189	3,000	3,000	3,000	3,000	3,000							
4505/6505		Fellows Committee/Dinner	7,785	9,000	8,445	9,000	9,000	9,000	9,000	9,000	8,500	9,000	8,960	9,000	9,000	9,000	
	6501-01	Board/Committee Retreats	1,333	7,000	1,331	7,000	7,000	7,000	7,000	7,000							
	6501-02	Board Meetings	6,789	7,500	5,500	7,500	7,500	7,500	7,500	7,500							
	6501-03	President/Board Member expenses	460	1,000	500	1,000	1,000	1,000	1,000	1,000							
	6525	Nominating Committee/Ballot	2,343	2,500	2,500	2,500	2,500	2,750	2,750	2,750							
	5255	BSA Annual Report		3,000	3,000												
		<b>Total BSA Governance</b>	<b>21,904</b>	<b>33,000</b>	<b>22,465</b>	<b>30,000</b>	<b>30,000</b>	<b>30,250</b>	<b>30,250</b>	<b>30,250</b>	<b>8,500</b>	<b>9,000</b>	<b>8,960</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>	
<b>Foundation Board</b>																	
5670		Board meetings	8,621	5,000	3,500	5,000	5,000	6,000	6,000	6,000							
5675		Exhibit & Program Committee	447	200	200	500	500	500	500	500							
5650		Other Committees	65	500	250	500	500	500	500	500							
		Foundation annual report															
		<b>Total Foundation Governance</b>	<b>9,133</b>	<b>5,700</b>	<b>3,950</b>	<b>6,000</b>	<b>6,000</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>	-	-	-	-	-	-	
		<b>TOTAL GOVERNANCE</b>	<b>31,037</b>	<b>38,700</b>	<b>26,415</b>	<b>36,000</b>	<b>36,000</b>	<b>37,250</b>	<b>37,250</b>	<b>37,250</b>	<b>8,500</b>	<b>9,000</b>	<b>8,960</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>	
<b>FINANCE AND ADMINISTRATION</b>																	
<b>BSA</b>																	
	5020-00	Director/Staff Expenses	9,368	9,500	12,000	9,500	9,500	9,500	9,750	9,750							
	5032-01	Audit & Tax Services	20,877	11,000	16,093	25,000	18,000	27,000	19,000	30,000							
	6531-00	Investment Committee		100	50	50	50	50	50	50							
	6532-00	Audit Committee		100	42	50	50	50	50	50							
	5033-01	Bank Charges	13,587	13,000	13,000	13,250	13,250	13,500	13,500	13,500							
	5033-02	Credit Card Fees	53,867	52,000	52,000	53,000	54,000	55,000	56,000	56,000							
	5033-03	Payroll Service Charges	17,657	20,000	7,000	7,000	7,500	7,500	8,000	8,000							
	5033-05	Annual Report Filing		50	50	50	50	50	50	50							
	5033-00	Service Charges-Other															
	5034-00	Accounting Office Expenses	1,877	1,100	1,500	1,500	1,500	1,700	1,700	1,700							
	5035-00	Storage - Financial Records/Building Supplies	3,631	3,500	4,020	4,100	4,100	4,200	4,200	4,300							
	5084	Legal fees	6,291	2,500	2,500	2,500	2,500	2,500	2,500	2,500							
	5080	Bad Debt Expense	15,623	10,000	6,000	6,000	6,000	6,500	7,000	7,000							
	5083	Insurance - Prof Liab, Equipment	5,944	6,000	6,000	6,100	6,150	6,200	6,250	6,300							
	5050	Professional Dues/Subscriptions	4,599	3,000	4,000	3,000	3,000	3,000	3,000	3,000							
	5081	Contributions	4,000	4,000	5,500	4,000	4,000	4,000	5,000	5,000							
	6565	Communications/PR	25	100	25	50	50	50	50	50							
	6572	Consultants Public Relations															
<b>Investments</b>																	
	7991	Capital Draw/Unrestricted Funds										285,000	284,000	324,701	350,219	350,376	
4150-6130		Capital Draw Foundation									\$95,000	\$135,000	135,000	112,632	124,201	119,336	
	7991-10	Letter of credit									304						

7994	BPB Investment Advisory Fee	63,106	70,000	60,000	60,000	65,000	65,000	68,000	70,000								
6130	Fidelity Advisory Fee	13,324	10,000	15,615	16,000	17,725	18,000	18,500	18,500								
6120	Audit and Tax services	10,120	12,000	15,000	16,000	17,000	18,000	19,000	20,000								
6310	Administrative Fee	8,600	8,600	8,600	8,600	8,600	8,600	8,600	8,600								
5671	Investment Committee																
6125	Credit Card Fees	6,113	5,000	6,000	6,000	6,700	7,000	7,000	7,000								
	Fiscal Agency																
6230	Tax Filing	630	630	500	500	500	500	500	500								

**TOTAL FINANCE AND ADMINISTRATION 259,239 242,180 235,495 242,250 245,225 257,900 257,700 271,850 95,304 420,000 419,000 437,333 474,420 469,712 502,792 526,338**

**TECHNOLOGY/IT**

5040-01	Hardware	881	6,000	4,000	6,000	6,000	6,000	6,000	6,000								
5040-02	Software	1,106	7,000	4,000	7,000	7,000	7,000	7,000	7,000								
5040-03	Technical Service	16,747	25,000	20,000	25,000	25,000	20,000	20,000	25,000								
5040-04	Network Consulting	52,854	45,000	45,000	50,000	50,000	50,000	50,000	50,000								
5040-10	Network Supplies	1,509	2,500	1,200	1,500	1,500	1,500	1,200	1,200								
5040-20	Connection and Registration	22,948	22,000	22,000	23,000	23,000	23,000	23,000	23,000								
5040-30	Online service/ tools	10,888	10,000	15,000	15,000	15,000	15,000	15,000	15,000								
5040-99	Network Miscellaneous																
6520-02	Membership Technical Services (ACGI-database)	41,555	48,000	48,000	50,592	50,592	50,592	50,592	50,592								
6520-05	Staff Training (ACGI-database)				1,500	1,500	1,500	1,500	1,500								
6351	Hardware Foundation	824															
6352	Software Foundation	1,995															
6353	Technical Services Foundation	1,410															
6045	Staff Training Foundation																
6355	Network Consulting Foundation																
	<b>TOTAL TECHNOLOGY/IT</b>	<b>152,717</b>	<b>165,500</b>	<b>159,200</b>	<b>179,592</b>	<b>179,592</b>	<b>174,592</b>	<b>174,292</b>	<b>179,292</b>	-	-	-	-	-	-	-	-

**FACILITIES**

8515/7915	BSA Room Rental	9,944	69,000	69,000	69,000	69,000	69,000	69,000	69,000	62,703	150,000	150,000	157,500	165,375	173,644	182,326	191,442
8510-00	Insurance	35,970	36,000	37,338	38,000	39,000	40,000	41,000	41,500								
8520-00	Legal/Financial Fees																
8525-00	Atlantic Wharf ( Rent Expense)	413,765	430,000	425,000	425,000	425,000	450,000	450,000	450,000								
8526-00	Landlord Allow/ & Incentives	(65,032)	(65,033)	(65,033)	(65,033)	(65,033)	(65,033)	(65,033)	(65,033)								
8527-00	Landlord Operating expenses	19,074	17,000	23,030	24,000	25,000	25,000	26,000	26,000								
8530-00	Building Maintenance/AW Overhead	1,725	5,000	5,000	5,000	5,000	5,000	5,000	5,000								
8540-00	Building Security	146	1,000	250	250	250	250	250	250								
8550-00	Property Taxes	41,333	38,000	44,266	45,000	45,000	46,000	46,000	46,500								
8560-00	Building Supplies																
8570-00	Utilities	21,784	20,000	21,363	21,500	22,000	22,000	22,500	22,500								
8600-00	Misc. Building Expense				10,000												
5062-01	Furniture & Equipment-Small Items	3,390	3,000	1,000	5,000	5,000	5,000	5,000	5,000								
5063-00	Current Equipment Lease	2,840	2,900	2,840	2,900	2,900	3,000	3,000	3,000								
5064-00	Office Cleaning Expense	1,833	2,000	5,000	3,000	3,000	3,500	4,000	4,000								
5065-00	Printing/Stationery	348	1,000	1,000	1,000	4,000	1,000	1,000	1,000								
5066-00	Supplies - Office	4,451	7,000	6,000	5,500	6,000	6,000	6,500	6,500								
5068-00	Repairs/Maintenance-Furn./Equip.	174	1,000	250	500	500	1,000	1,000	1,000								
5071-00	Delivery/Shipping	961	1,500	1,100	1,100	1,200	1,200	1,300	1,300								
5072-01	Telephone & Fax	1,149	1,600	-	-	-	-	-	-								
5073-02	Copier costs (net all)	2,549	2,300	2,300	2,300	2,400	2,450	2,500	2,500								
5099-00	Miscellaneous	283	500	-	500	500	500	500	500								
6206	Consulting Foundation	7,322	10,000		10,000	10,000	10,000	10,000	10,000								
6220	Stationery Foundation	434	500	500	500	500	3,000	500	500								
6210	Print/Mail/Postage Foundation	1,032	1,000	1,000	1,000	1,000	1,000	1,000	1,000								
6160	Delivery/Shipping Foundation		100	100	100	100	100	100	100								
6110	Professional/Dues Foundation	4,334	2,500	2,500	2,500	2,500	2,500	2,500	2,500								
6145	Supplies Foundation	178	1,000	350	500	500	500	500	500								
6240	Telephone Foundation																
6150	Copier Foundation	905	1,000	1,000	1,000	1,000	1,000	1,000	1,000								
6121	Bad Debt Foundation	22,375	2,500	2,500	2,500	2,500	2,500	2,500	2,500								
6204	Legal Foundation	768	1,000	1,100	1,400	1,500	1,500	1,500	1,500								
6205	Insurance Foundation	1,796	1,800	1,800	1,350	1,900	1,950	2,000	2,100								
6190	Miscellaneous Foundation	334															
	<b>TOTAL FACILITIES</b>	<b>536,165</b>	<b>595,167</b>	<b>579,704</b>	<b>594,517</b>	<b>591,217</b>	<b>615,867</b>	<b>619,517</b>	<b>620,517</b>	<b>62,703</b>	<b>150,000</b>	<b>150,000</b>	<b>157,500</b>	<b>165,375</b>	<b>173,644</b>	<b>182,326</b>	<b>191,442</b>

**HUMAN RESOURCE**

BSA

5001-00	Salaries	1,209,071	1,098,355	1,112,747	1,138,293	1,124,565	1,157,289	1,192,008	1,227,768								
5002-01	Payroll Taxes	122,039	98,852	111,609	125,212	123,702	127,302	131,121	135,054								
5002-02	Annual Bonuses	34,500	50,000	50,000	60,000	50,000	50,000	50,000	50,000								
5002-25	Profit-Sharing Contribution/401k	26,080	34,451	28,126	34,149	33,737	34,719	35,760	36,833								
5002-31	Staff Health, Dental and LTD Insurance	214,543	235,413	229,666	244,830	254,623	262,262	270,130	278,234								
5002-32	Staff Insurance Co-pay	(52,580)	(52,824)	(50,957)	(54,937)	(57,134)	(58,848)	(60,613)	(62,431)								
5002-80	Workers compensation insurance	2,170	1,200	2,277	2,324	2,400	2,475	2,550	2,625								
5002-99	Employee Benefit Miscellaneous																
5009-00	Temporary office help	7,940	25,000	25,000	26,000	26,000	27,000	27,000	28,000								
5010-01	Advertising for Personnel	80	750	500	500	500	500	500	500								
5010-02	Staff Training/Retention	1,582	4,000	6,000	5,000	5,000	5,000	5,000	5,000								
5010-03	Staff Social events	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000								
5010-04	Staff Meetings/Reviews	3,596	2,500	2,500	2,500	2,500	2,500	2,500	2,500								
5010-05	Staff Contribution match	1,190	1,000	1,000	1,000	1,000	1,000	1,000	1,000								
5010-10	Management Consulting fees		75,000	40,000													
5010-11	Recruiting Expenses				20,000												
5010-20	Benefit Consulting and Administration	7,513	6,000	7,525	7,500	7,600	7,600	7,600	7,700								
5010-99	Miscellaneous HR Costs	480	750	750	750	750	750	750	750								
6526-00	Transition planning cte.																
7918-00	Misc Income									4,397	-	-	-	-	-	-	-
	<u>Foundation</u>																

6010	Salaries	376,974	421,875	361,056	632,239	711,411	834,754	953,146	1,038,741								
	Staff Assumed from the BSA																
	Increased staffing (including benefits)																
6015	Payroll Tax	38,092	37,190	36,214	57,819	71,355	83,726	95,601	104,186								
6020	Bonuses	15,250	5,000	5,000	15,000	5,000	6,000	6,000	6,000								
6025	401K	8,151	12,536	11,518	15,967	21,342	25,043	28,594	31,162								
6030	Health, Dental LTD Insurance	25,800	27,233	25,120	27,322	29,455	30,339	31,250	32,186								
6035	Staff Insurance co-pay	(5,384)	(8,812)	(7,243)	(9,165)	(9,532)	(9,818)	(10,122)	(10,416)								
6040	Workers comp																
6099	Misc HR				20,000												
6045	Staff Training	3,266	500	2,000	4,000	4,500	4,500	4,500	4,500								
6050	Staff meetings/reviews		250	250	200	200	500	500	500								
	<b>TOTAL HUMAN RESOURCES</b>	<b>2,043,353</b>	<b>2,079,219</b>	<b>2,003,657</b>	<b>2,379,503</b>	<b>2,411,974</b>	<b>2,597,592</b>	<b>2,777,775</b>	<b>2,923,392</b>	<b>4,397</b>	<b>-</b>						
	<b>Grand Total</b>	<b>4,742,321</b>	<b>4,692,751</b>	<b>4,394,878</b>	<b>5,445,867</b>	<b>5,478,974</b>	<b>5,749,998</b>	<b>5,957,586</b>	<b>6,179,736</b>	<b>5,353,605</b>	<b>4,641,535</b>	<b>4,449,658</b>	<b>5,156,154</b>	<b>5,637,241</b>	<b>6,030,664</b>	<b>7,009,922</b>	<b>7,088,479</b>
	<b>Net income before depreciation</b>			54,780	(289,713)	158,267	280,666	1,052,336	908,743								

## **BSA Foundation Insurance Coverage**

BSA Foundation carries insurance through Poole Professional Ltd for:

1. Directors, Officers & Employment practices
2. Umbrella coverage
3. Business Owners policy (including fine arts for the gallery)

## Succession planning

The primary purpose of this document is to prepare the BSA and BSA Foundation for an unplanned departure of the executive director. Key Board transition processes are identified in both the BSA and BSA Foundation by-laws. This document identifies the plans to address succession of the Executive Director in the event of either an unplanned absence or planned departure. The document includes:

- Identify the process for dealing with:
  - A temporary, unplanned short-term absence (3 months or less)
  - A temporary, unplanned long-term absence (longer than 3 months)
  - A permanent, unplanned departure
  - A permanent, planned departure
- Identify individuals who might stand in during an emergency situation.
  - A key component of the plan includes identifying those individuals who can stand in and providing the appropriate preparation for those people including training, readings, and familiarization with important job functions.

### Emergency Succession Planning

1. **What is the succession plan in the event of a *temporary, unplanned short-term absence (3 months or less)***
  - a. Who notifies the Board of the executive director's unplanned absence?
    - i. *The Executive Manager is responsible for notifying the BSA and BSA Foundation Boards. In the event s/ he is not available, the controller will notify the Boards.*
  - b. What process will the Board take to appoint an Acting Executive Director?
    - i. *We recommend the Boards each designate a key individual, outside of the President and Board Chair, to serve as an advisor to the and Acting Executive Director(s).*
  - c. Do we create a standing appointee to the position of Acting Executive Director? (Should Executive Director responsibilities be divided among several designated appointees?)
    - i. *We recommend Billy Craig, Operations Managing Director, the Acting Executive Director for the BSA; and Pamela de Oliveira-Smith, Communications Managing Director, be the Acting Executive Director for the BSA Foundation. The two will work together to oversee operations and supervision.*
  - d. Who are the first and second back-ups for the position should the stand-in be unable to assume the position?
    - i. *We recommend first back-up for the BSA is Ben Cohen, Managing Director of Finance / Controller, and backup for the BSA Foundation be Victoria McKay, Managing Director of Institutional Advancement.*
  - e. What is the plan by the Executive Director to provide training for appointees? Who is responsible for implementing this plan?

January 5, 2015

**DRAFT**

- i. The Executive Director meets periodically with the designees to familiarize them with primary responsibilities including work with the Board (working with Executive Assistant); strategic directions and planning; finances (working with the Controller); Fundraising (working with the Development Director); and important external relationships. The Executive Director is responsible for implementing the training.
    - f. What specific authority and restrictions will the appointee(s) have? Will appointee(s) have the same authority as the regular Executive Director or are certain authorities restricted?
      - i. The appointees will have the same authority as the Executive Director with caution around:
        - 1. Hiring/Firing – unless already in the works, or dire emergency
        - 2. Major unplanned MOU/partnership agreements, purchases or expenses
    - g. What is the compensation package for the Acting Executive Director during their interim role?
      - i. Standard practice is a temporary salary increase to the entry level salary of the E.D. or to 10% above his/her current salary, whichever is greater. Depending upon the length of time, this may be adjusted in their paychecks or paid as a bonus.
    - h. Board oversight and support of the Acting Executive Director
      - i. The Board will be alerted to any special support needs of the Acting E.D.s as well as monitoring their work.
    - i. What is the communication plan and who should be notified in the event of an unplanned absence?
      - i. Board members from both the BSA and Foundation will be notified by the executive manager. Staff will be notified by the Acting Executive Directors.
      - ii. Key government and civic leaders and officials, foundation, donors and supporters, and press will be reviewed annually by the executive director and a list will be maintained in the BSA Shared drive “governance” “succession planning”
- 2. What is the succession plan in the event of a *temporary, long-term, unplanned absence* (longer than 3 months)**
- o The procedures are the same as the short-term absence. The Boards should meet with the Acting Executive Directors to give consideration to temporarily back-filling the management position(s) left vacant by the Acting Executive Directors? This recognizes the Acting Executive Director may not reasonably be expected to perform the duties of both positions.
- 3. What is the succession plan in the event of a *permanent unplanned absence*?**

- The procedures are the same as the long-term temporary absence. The Boards should appoint a Transition and Search Committee to plan and carry out a transition to a new executive director.
- 4. All plans should be approved by the Boards of both the BSA and the BSA Foundation.**
- The plan should be signed by the BSA President, BSA Foundation Chair, the Executive Director and the appointees designated in the plan.
  - The plan should be reviewed annually by the BSA and Foundation Boards to identify any personnel changes.
  - Copies of the plan should be made available on the BSA and BSA Foundation Boards webpages, the Executive Director, and the Controller.

### **Departure-Defined Succession Planning**

Typically succession planning for a longer-termed E.D. should begin two to three years before the departure date (most successful search firms require 18 months to complete a good transition). Key elements to successful “departure-defined succession” planning are:

1. Deal with personal and professional barriers for the departing ED, for example:
  - Future employability concerns;
  - Inadequate retirement savings;
  - Unfinished business in the current job; and/or
  - Loss of identity and status attached to current job.
2. Set the departure date.
3. Form a Succession Planning Committee.
4. Prepare a communications plan (how soon to tell whom and by what means).
5. Identify agency vulnerabilities via a “sustainability audit.”
6. Design and implement strategies to address the vulnerabilities.
7. Identify the agency’s broad strategic directions three to five years out.
8. Solidify the management team in light of agency vulnerabilities and skills demanded by the strategic directions.
9. Build the Board’s leadership abilities.
10. Back-up key executive relationships.
11. Put finances in order.
12. Build financial reserves and secure multi-year program funding.
13. Agree on the parameters of the ED’s emeritus role-if one is set up.
14. Set the executive search strategy, i.e., decide whether or not to use an executive recruiter.

Finding the successor

- Are there any internal candidates with the interest and ability to take on the role?
- Does the organization need an interim executive director to address the transitional needs?

## Strategic leader development

- Create a strategic vision and clear sense of long-term goals and directions
  - Identify the leadership competencies necessary to achieve the vision, goals and directions
  - Create professional develop plans to assemble a pool of talented staff members who can meet future leadership needs
- Job Descriptions
  - Include core skills required for each position
  - Develop personal skill-building plans to fill gaps in skill sets
  - Create professional development plans for those who have the potential to assume greater responsibilities.

## Succession Plan Check List:

- A strategic plan is in place with goals and objectives for the near term (up to three years), including objectives for leadership talent development.
- The board evaluates the executive director annually on general performance and achievement of strategic goals.
- The board, based on its annual self-evaluation, is satisfactorily performing its major governance jobs—financial oversight, executive support and oversight, policy development, and strategic planning.
- The executive’s direct reports, based on annual evaluations, are judged as solidly skilled for their positions.
- The top management cohort, as a high performing team:
  - Has a solid team culture in place in which members support one another and can reach decisions as a group efficiently and harmoniously;
  - Shares leadership of the organization with the executive in having significant input to all major agency decisions;
  - Can lead the organization in the absence of the executive; and
  - Has authority to make and carry out decisions within their respective areas of responsibility.
- Another staff person or board member shares important external relationships (major donors, funders, community leaders) maintained by the executive.
- A financial reserve is in place with a minimum of three months’ operating capital.
- Financial systems meet industry standards. Financial reports are up to date and provide the data needed by the board and senior managers responsible for the agency’s financial strength and viability.
- Operational manuals exist for key administrative systems and are easily accessible and up to date.
- Top program staff has documented their key activities in writing and have identified another staff person who can carry their duties in an emergency.



## Process for evaluating the BSA and BSA Foundation Executive Director

Created 3/21/16. 2019 BSA Foundation activities as of 9/26/19 in italics.

### **1. The Executive Director review process will become a yearly process marked by the following milestones:**

- a. The January BSA and BSA Foundation Board packets will include the Executive Director's key areas of responsibility and the goals that have been agreed upon. The goals will be measurable and based upon the ED's primary areas of responsibility.
  - *2019 ED goals created in December 2018 and updated June 2019.*
  - *2019 ED goals and primary areas of responsibility not shared in board packet.*
- b. Throughout the year the BSA President and BSA Foundation Chair will provide feedback to share with the Executive Director.
  - *Executed.*
- c. The Executive Director will complete a self-evaluation to share with the two Boards for their October meeting.
  - *Forthcoming. ED will complete a self-evaluation using the same survey that will be distributed to the board in October.*
- d. At the October BSA and BSA Foundation Board meetings, the President and Chair will seek input from the Boards for the Executive Director's review.
  - *Forthcoming. Evaluation process and survey will be reviewed at the October board meeting. Results of the survey will be discussed and summarized in a November Executive Committee meeting and again at the December board meeting.*
- e. In October/November the President and Chair will seek staff input for a 360 assessment.
  - *Pending inclusion in a potential 360 review by the BSA Board.*
- f. The BSA President and President-elect, along with the BSA Foundation Chair and Vice-Chair will meet with the Executive Director to assess performance and set goals for the coming year.
  - *Forthcoming. Planned for December.*

### **2. Performance standards**

- a. Performance standards will be built upon two critical areas:
  - The goals set out from the previous year
    - *The board survey includes the June 2019 goals verbatim.*
  - The six key areas of ED responsibility – delivery on mission, strategy and goals; administrative and HR oversight; Community relations; Financial/Legal management; Fundraising; and Governance.
    - *The board survey includes an update to the 2016 version of the areas of responsibility. This update was created by the Governance Committee, Board Chair, and Executive Director.*

### **3. Follow up**

- a. Copies of all written evaluations are given to the ED and to the Controller who maintains all personnel records.
  - *Forthcoming. Planned for December/January.*
- b. Boards will discuss how/if salary increases/bonuses will be tied to the evaluation.
  - *Forthcoming. Discussion planned for December board meeting. Approach to collaboration with BSA Board still to be determined.*
- c. Process will be evaluated and improved upon through discussions between the Boards, Board leadership and ED.
  - *Evaluation of the survey component of the process is included in the board survey. Further evaluation and improvements forthcoming. Approach still to be determined.*

## **Key areas for assessment of the Executive Director**

*2016 Version updated 9/24/19 by for BSA Foundation's evaluation purposes.*

### **1. Overall Organizational Performance**

- a. Provides leadership in ensuring the delivery of the mission, strategy and goals
- b. Demonstrates quality of analysis and judgment related to progress and opportunities, and need for changes
- c. Maintains and utilizes a working knowledge of developments and trends in the field
- d. Works with the board and management staff to develop strategies for achieving mission goals and financial viability; keeps the board informed of progress, concerns, and needs
- e. Appropriately provides both support and leadership to board
- f. Establishes ambitious goals for excellence and impact and initiates, maintains, and adapts programs with excellence and impact

### **2. Administration and Human Resources Management**

- a. Establishes and leads an effective management team and system
- b. Ensures compliance with relevant workplace and employment laws and regulation
- c. Attracts and retains diverse and high quality staff; leads staff in maintaining a climate of excellence, accountability, and respect
- d. Maintains appropriate balance between programs and administration
- e. Ensures that procedures and organizational culture maximize volunteer involvement

### **3. Community Relations and Public Policy**

- a. Serves as an effective spokesperson for the organization
- b. Builds respect and profile for the organization in its various constituencies
- c. Establishes, builds, and makes use of collaborative partnerships and cooperative working relationships
- d. Sees that communication vehicles are well developed and utilized, including media, public events and programs, exhibitions and services

### **4. Financial Sustainability and Mission Impact**

- a. Assures adequate control and accounting of all funds, including maintaining sound financial practices
- b. Works with the staff, finance committee, and the board to prepare a budget that is reasonable and realistic, monitor progress, and initiate changes as appropriate
- c. Maintains, executes and ensures compliance with federal, state and local regulations and requirements including all necessary legal documents
- d. Sees that programs and activities are developed, executed, modified, and dismantled to maximize mission impact
- e. Develops realistic, ambitious strategies for acquiring funds; fosters an entrepreneurial spirit developing diverse revenue streams; and meets or exceeds revenue goals ensuring that funds are available for the organization to carry out work
- f. Establishes and maintains positive relationships with individual donors as well as institutional funders, such as firms, foundations, government agencies, etc.; successfully involves others in fundraising and in earned income generation

### **5. Board of Trustees**

- a. Sees that board members are kept fully informed in a timely way on the condition of the organization and important factors influencing it
- b. Sees that board committees are appropriately supported
- c. With the Board Chair, appropriately involves/does not involve board members in decisions
- d. Provides appropriate leadership to the board
- e. Works with the board officers to ensure that the board is effective as a body and that recruitment, involvement, and departures of individual board members are effective

## Key areas for assessment of the Executive Director

Created 3/21/16

Below are the key areas of responsibility for the BSA/BSA Foundation Executive Director. These responsibilities cover strategy, external affairs, financial oversight, fundraising, staff and governance.

### 1. Development & Delivery (Mission, strategy, goals)

- a. Provide leadership in ensuring the delivery of the mission, strategy and goals.
- b. Meets or exceeds annual goals
- c. Provides analysis, evaluation and assessment of activities to achieve goals
- d. Maintains and utilizes a working knowledge of developments and trends in the field.
- e. Keeps the Boards informed of progress, concerns and needs related to mission, strategy and goals.

### 2. Administration and Human Resources management

- a. Establishes and uses an effective management team and system.
- b. Ensures compliance with personnel policies and state/federal regulations.
- c. Provides clear work assignments, delegating appropriate levels of authority and encourages staff development.
- d. Attracts, keeps and motivates diverse and high quality staff.

### 3. Community Relations and Public Policy

- a. Serves as an effective spokesperson for the organizations.
- b. Serves as the face of the BSA Foundation.
- c. Establishes and builds strong collaborative partnerships and cooperative working relationships with AEC and design community, funders, civic and government leaders and related organizations.
- d. Fosters strong communication tools including media, public events and programs, exhibitions and services.

### 4. Financial Management and Operations

- a. Assures adequate control and accounting of all financial systems
- b. Prepares a budget that is reasonable and realistic in coordination with staff and Boards
- c. Maintains, executes and ensures compliance with federal, state and local regulations and requirements including all necessary legal documents.

### 5. Revenue Generation and Fundraising

- a. Develops realistic, ambitious fundraising plans.
- b. Develops and fosters an entrepreneurial spirit developing diverse revenue streams.
- c. Meets or exceeds revenue goals ensuring that funds are available for the organization to carry out work.
- d. Establishes positive relationships with donors, funders, foundations and others involved in fundraising.

### 6. Governance

- a. Works well with the Boards providing appropriate, adequate and timely information.
- b. Provides support to Boards' committees.
- c. Keeps the Boards informed on the condition of the organization.

## 2018 BSA Foundation Board Assessment

As this is the last meeting of the 2018 BSA Foundation Board (other than the annual meeting) and some members will be transitioning off the Board and new members will be joining, we thought it would be useful to get your feedback on a few items including your experience on the Board, and thoughts on the future work of the BSA Foundation. Please complete the following survey questions:

The BSA Foundation Board, like most non-profit Boards, has four main responsibilities:

- Strategic – Set the organization direction
- Position & Policy – articulate the organization’s stance
- Fiduciary – Ensure the necessary resources
- Governance – Provide appropriate oversight

In assessing the BSA Foundation Board’s performance this year, consider the following questions:

1. Was my role as a BSA Foundation Trustee clearly defined so I could contribute effectively?
2. Were Board meetings productive to setting the future direction of the organization?
3. Was I sufficiently involved in the decision-making process?
4. Were the strategic priorities relevant to the organization?
5. Was the Board fully engaged in the development, planning and implementation of strategy?
6. Are BSA Foundation financial matters being properly overseen and managed?
7. What recommendations do I have to improve the process?
8. What was the BSA Foundation’s most significant accomplishment in 2018?
9. What is the most important area of concern for the future of the Foundation?
10. What recommendations do you have for 2019?

## **BSA Policies**

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### **BSA Conflict of Interest Policy**

The Board of Directors of the Boston Society of Architects (BSA) believe that effective governance depends on deliberate, thoughtful, and unbiased decision-making by the Board on matters of organizational policy, approval of major transactions or initiatives, wise investment of BSA funds, and other policy issues. The directors also recognize that the ability to make good decisions for the BSA is affected by an individual's personal and professional interests.

The directors believe that they and the Society's employees have a duty of loyalty to the BSA. This duty requires that directors and employees avoid conflicts of interest and, in their roles as directors and employees, demonstrate an allegiance to the BSA's mission. A conflict may exist, for example, when a director or employee of the BSA participates in the deliberation and resolution of an issue important to the BSA while that director or employee at the same time has professional, business, volunteer or other interests and responsibilities that could inappropriately bias that individual's decision-making. It is important to avoid apparent conflicts of interest as well as actual conflicts. Although most such potential conflicts are and will be deemed inconsequential, the directors and employees should be aware of situations that could be perceived as conflicts.

The BSA is dependent upon its directors who serve as volunteers. Accordingly, the BSA values, supports and encourages its directors as well as its employees to play active roles in our communities directly and through a variety of other public-sector and private-sector organizations. In such a culture, potential conflicts of interest or the appearance of such conflicts no doubt may arise. It is the BSA's policy to address such conflicts in as open and appropriate a way as possible.

Circumstances that may result in a potential conflict of interest include, but are not limited to:

- the hiring of vendors and consultants;
- the investment of BSA funds;
- acceptance of fees, gifts, or gratuities for speaking, consulting, or providing other services related to the work of the BSA or which conflict with the BSA's mission or operations.

In the case of such conflicts or the appearance thereof, it is the responsibility of the directors and employees to disclose the conflict prior to making any related decisions. Once such a disclosure has been made by a director, the remaining directors shall determine whether or not

there is a potential conflict of interest. If a conflict of interest exists for a director, that director shall not remain present for the discussion of or vote on any related issue, but may be counted for purpose of determining a quorum, and shall remain available to answer questions of a factual nature that may assist the other directors in their deliberations. The minutes of all related meetings should clearly indicate that the director involved did not vote on the issue at hand. In cases involving paid employees, the BSA President shall determine whether or not there is a conflict of interest.

Each director and employee should sign a copy of this document, acknowledging its existence and agreement with the policy described.

Adopted by the Boston Society of Architects Board of Directors, June 6, 2013

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## Who Speaks for the BSA?

### A Policy Statement

#### Overview

The executive leadership of the BSA is structured as a collaborative relationship between the annually elected President and the continuing Executive Director, both of them acting within the policy framework established by the BSA Board. Every year this relationship changes with the installation of a new President who brings fresh perspective to an organization with an ongoing program of strategic objectives and business goals, which the Executive Director is charged with implementing.

As the two primary spokespersons for the BSA, the President and Executive Director must collaborate so that the interests of the BSA membership are consistently and ethically communicated. A strict division of communication responsibilities would not serve this end; rather, each individual must consider the issue(s) and work with the other, and with the directors and committee chairs who may also be dealing with the issue, to achieve the most effective approach.

The communication domain of the President will ordinarily include serving as the voice of the BSA to public audiences on matters of professional practice, especially to advance vital issues that affect the profession and/or the built environment. Because the BSA Board comprises the elected representatives of the membership, the President should generally represent the position of the Board as regards the membership when it is appropriate to do so.

The communication domain of the Executive Director will ordinarily include: serving as the primary media contact, either responding directly where the Board has determined a position, or connecting the media to the President or another appropriate spokesperson; and serving as the primary spokesperson for issues relating to ongoing BSA business operations and implementation of Board-determined strategies.

In addition to the President and the Executive Director, Board members and other officers, committee chairs and members, BSA nominees/appointees to other bodies, and BSA staff members, all represent the BSA in numerous informal and formal capacities.

From time to time, any one of us – the President or another officer, a director, a committee chair or member, the Executive Director, or BSA staff may be asked by virtue of his or her position to speak for the BSA on matters ranging from design to public policy to the BSA's membership activities. It is expected that each BSA member will be an articulate, forceful voice for the profession and the communities we serve as each of us draws on the strength of personal convictions, training, experience and insights.

Of course, BSA members are urged to cherish the right to free expression by employing, it by speaking out whenever appropriate as citizens and professionals. This BSA policy statement is meant only to clarify how BSA institutional points of view may be expressed.

### *Policy*

None of us speaks formally for the BSA unless so empowered by the Board of Directors. To speak for the BSA, to represent "the BSA's position" to the public, or to obligate or commit the BSA to undertake certain actions, we must secure Board endorsement and be delegated by the Board to speak on its behalf.

This does not mean that every such statement requires express Board authorization. When the BSA has previously taken a position on an issue, Board authorization would not typically be required for statements by the President, the Executive Director, or the relevant Board member or committee chair under whose purview the issue falls, unless there is a change from the BSA's previous position.

If time does not permit seeking Board endorsement of a new or changed point of view any one of us wishes to express, and that is subject to this policy, we then are required to be clear about whom we represent ("I'm speaking as chair of the Urban Design Committee" or "I'm speaking as an individual architect", etc.). It is worth noting that committee members do not speak for their committees unless empowered to do so by the appropriate committee chairs.

In applying this policy, special care should be given to situations in which there is a higher expectation that a person could be understood to speak formally on behalf the BSA. This would include statements made "on the record" to newspapers, radio, and television stations; to written comments submitted to government agencies; and to other documents that may be widely disseminated through the internet and other electronic media. Conversely, comments made in conferences, panel discussions, and the like, would not typically be subject to the same expectation.

The BSA board adopted this policy on November 9, 1984, reaffirmed it on September 8, 1994, and revised and reaffirmed it on September 2, 2010.

# **EQUITY, DIVERSITY, AND INCLUSION COMMISSION EXECUTIVE SUMMARY**

January 25, 2017



**The American  
Institute  
of Architects**

# The value proposition

Equitable practice has the potential to foster success on multiple levels—equity in the workplace, plus socially just access to basic resources, healthier communities and resilient public space in our urban centers. The value proposition of equity at all these levels is rooted in empathy, transparency, education, collaboration, and trust.

The lack of equity in architectural practice and allied professions has made architects prone to lose talent to other more lucrative career paths. The factors that challenge retention include long hours, modest pay, work that is misaligned with professional goals, and lack of transparency in promotion and compensation practices.

In order to achieve equity in the built environment, the architecture workforce needs to reflect the rapidly changing demographics of those people we are charged to serve. Architecture is also susceptible to some public misunderstanding of the value or potential of what architects can bring to the table.

In terms of social impact, design has the power to inform more equitable, resilient, sustainable, and relevant built environments for the increasingly multicultural population of our nation.

Rosa Sheng, AIA  
Author, *AIA Resolution 15-1*, May 2015

# Introduction

In late 2015, the American Institute of Architects issued a call to action for the profession. After 14 months of work, the AIA Equity in Architecture Commission released a report with its recommendations for expanding and strengthening the profession's commitment to equity, diversity, and inclusion (EDI) in every practice.

The Commission and its goals were products of AIA's 2015 *Resolution 15-1: Equity in Architecture*. That resolution was born from yet an earlier industry-wide initiative, in 2014. Architectural organizations had come together then to address the concern of architects about a disproportionate mix among the profession's members.

What emerged from that 2014 effort was a study, *Diversity in the Profession of Architecture*. It examined the impact of demographics on success in the field. The intent was to create greater urgency surrounding the need for a profession that more accurately reflected the varied faces of our nation.

There has been progress in achieving that goal in past years, but there is still much work to be done. Equity, diversity, and inclusion is a priority of the American Institute of Architects. The Institute believes the need to foster a more inclusive workforce is both a professional and societal imperative.

The AIA Equity in Architecture Commission, a blue-ribbon panel of leading architects, educators, and diversity experts, was formed to meet those challenges. Following is a summary of the five "keystone" areas of focus it identified, and within those areas the 11 priority recommendations, or action items, that it selected for implementation over the next three years.

Emily Grandstaff-Rice, FAIA  
Chair, Equity in Architecture Commission

# Keystones

**Keystone** [kee-stohn]; 1. The wedge-shaped piece at the summit of an arch that holds the other pieces in place. 2. Something on which associated things depend for support: *The keystone of one's philosophy.*

**“Diversity may be both the hardest thing to live with—and the most dangerous thing to be without.”**

—William Sloane Coffin, clergyman, civil right activist

The Commission focused its work on the future implications of increased equity, diversity, and inclusion within the profession, including impact on the architecture it provides our society. It identified five themes or areas—which it called “keystones”—that would reflect those implications.

## **Leadership development**

Strongly restating the AIA’s commitment to equity, diversity, and inclusion will reinforce its goal to be a leader in that societal quest. This effort needs to permeate every level of the AIA, from the Board to local chapters. It also must transcend the conventional year-to-year focus of individual leadership.

Leadership excellence action items should include EDI training; the addition of an EDI impact statement to all new Board resolutions; strategic engagement of allied organizations to share resources and develop initiatives; sufficient resources for AIA Diversity and Inclusion staff; and expressed commitments from every level of membership.

## **Firms/workplace/studio culture**

Attracting, developing, and retaining the best talent is a priority for the entire national workforce, not just architecture.

Many young and emerging professionals prefer to work in teams that reflect the global and demographic richness of our population. Plus, studies have shown that a diverse range of people creates greater innovation and creativity. Therefore, demonstrating a commitment to EDI in recruitment efforts is imperative. And, as workforce demographics change, the AIA and the profession need to plan for and embrace an expanded range of workplace models, including benefits.

## **Excellence in architecture**

Collecting data on projects that succeed through EDI. Greater recognition must be awarded to projects that honor EDI, both in the architects’ practices and in their products.

The creative ethos within an innovative team offering a variety of perspectives and priorities is a powerful force. Architecture will go beyond physical, technical, and aesthetic distinction—it will reflect awareness and empathy. It will serve the best of humanity.

## **Education and career development**

The industry-wide study, *Diversity in the Profession of Architecture*, identified gaps in the future workforce pipeline, as well as “pinch points” in career development for women and minorities.

There must be a focus on K–12 education; resources for higher education, including transitions from two-year programs to NAAB-accredited programs; a clearer path to licensure; leadership training in continuing education for under-represented groups; and support for emerging professionals and re-emerging professionals that highlights engagement and retention.

## **Marketing, branding, public awareness, and outreach**

An equity, diversity, and inclusion lens must be applied to every form of communication by and for the profession. Special focus must be made on messages that increase the visibility of underrepresented groups and expand practice opportunities. Visual images used in communications vehicles should be carefully considered for their representation of the face of the profession.

In addition, continued emphasis should be made on how architects contribute to communities through cultural engagement and volunteerism.

Guided by these five keystones, the Commission developed 32 recommendations for action. Then, using an impact analysis process, it narrowed the list to 11 priority recommendations for near-term implementation.

## Priority recommendations for action

### **1. Make equity, diversity, and inclusion a core value for the Board of Directors**

The AIA Board of Directors and Strategic Council should consider equity, diversity, and inclusion among the evaluation criteria for future actions. Those actions include resolutions, business items, and member-led initiatives that make the AIA an even more relevant and socially-conscious organization. By consistently considering EDI, the Board and Council will ensure that future efforts are evaluated for their societal impact and ability to bring people together.

### **2. Measure and report how EDI permeates the AIA**

As well as embracing EDI as a core value, the Institute must measure and report how that value is influencing demographics, behavior, attitudes, awareness, retention, recruitment, culture, and engagement within the AIA. The Commission urges that compilation of the data start with AIA staff, volunteers, and elected and appointed leaders on national, regional, local, and component levels.

### **3. Launch EDI training for AIA volunteers and components**

In order to elevate awareness of the societal and business case for greater equity, diversity, and inclusion in the profession of architecture, the Commission recommends that the Institute create customized EDI training for AIA volunteers and leadership. This could be a combination of in-person sessions at large AIA events such as the AIA Conference on Architecture, Grassroots Leadership Conference, and Knowledge Leadership Assembly; materials and guides for interested groups to facilitate local sessions; and on-demand learning that can be used for components.

### **4. Create guides for equitable, diverse, and inclusive practice**

The Commission recommends that the Institute create and provide members and their firms with guides on best practices in observance of equity, diversity, and inclusion principles, and how those principles can be a part of any architectural practice. The guides would address such issues as career progression, work culture, leadership development, talent recruitment and more. The guides could be accessible on-demand publications.

### **5. Create a position paper on EDI and the profession**

The Institute now has extensive data on demographic trends within the profession. But it can't always answer the question of *why* those trends occur. There's a need for more specific understanding of the issues and implications in the quest for full equity, diversity, and inclusion. The Commission recommends that the AIA commission an academic study to document and research the impact of EDI in architecture. This study would rigorously analyze and interpret available data and provide qualitative evidence to support a broader knowledge base.

### **6. Develop a firm self-assessment tool**

It is the responsibility of the AIA to provide members and their firms with the means to measure their engagement with EDI principles. The Commission recommends development of a firm self-assessment tool on EDI issues. Examples of criteria to assess include EEO policies, internal and external diversity issues, scope of diversity initiatives, family-friendly benefits, and overall firm commitment. Further, it's recommended that the data be collected nationally and included in the biannual AIA Firm Survey.

### **7. Require EDI data as part of AIA awards submissions**

Based on studies within other industries, the more the profession of architecture reflects the society we serve, the better the product of our work will be. It will incorporate greater sensitivity to and empathy for cultural, societal, and environmental concerns. What's needed is more proof—a data set that illustrates the connection between equity, diversity, inclusion, and architecture excellence. The Commission recommends the collection of demographic data on teams submitting for AIA awards.

### **8. Advocate for a more accessible path to higher education**

It's been determined that creating an accessible route for architecture students enrolled in two- and four-year programs to move to NAAB-accredited programs is a successful strategy for increasing the number of under-represented individuals. The Commission recommends that the AIA advocate strongly for support of existing bridge programs, and the creation of new ones. Suggested tactics include sharing of articulation agreements among institutions, and raising awareness of bridge opportunities within under-represented communities. The Commission also recommends the Institute make an annual fundraising commitment to the Diversity Advancement Scholarship Program administered by the AIA Foundation.

### **9. Engage children with K-12 architecture programs**

Building a more equitable, diverse, and inclusive architecture workforce needs to start early. We must engage children and their families with more exposure to the profession through K-12 programs within all demographic communities. The Commission endorses the work of the AIA 2016 K-12 Task Force, and recommends that it includes EDI considerations in developing new curricula, and in its plan to enlist architects to volunteer in communities.

### **10. Tell our stories**

Increasingly, the face of our profession reflects a cross-section of America. But more needs to be done to communicate that expanding profile. The Commission recognizes the good work being done through the *I Look Up* campaign and urges the AIA to continue developing messaging that highlights the equity, diversity and inclusion within the profession. Those communications also serve to humanize and personalize architects as a welcoming community, and one sensitive to the built environment.

### **11. Ensure that AIA publications reflect EDI**

The Commission recognizes public comments indicating that visual images in AIA publications reflect limited multicultural and gender representation. It recommends that the AIA ensure that it makes broader depictions in its media of the full range of communities represented in the ranks of architects. It should also urge component publication editors to do the same—and those efforts can be celebrated through the Institute's national channels.

## Concluding comments

The thoughtful decision by the AIA to re-emphasize its commitment to equity, diversity and inclusion is more than fitting and appropriate. It is an ethical and moral obligation.

We are a profession in need of some re-design. On one hand, our member profile is improving. Studies by the Institute and other industry organizations are reporting growing evidence of EDI within our ranks.

On the other hand, as the findings of both the AIA and other groups point out—there is more work to be done.

- Women and minorities are under-represented in the profession.
- Aligned with the perceptions on representation of women, half of the surveyed women respondents report that women are less likely to achieve their career advancement objectives.
- Women and minorities say they are less likely to be promoted or compensated at rates equal to their peers.
- Minorities reported that their barriers to entering the profession included fewer education financing opportunities; a perceived low “return” on the expense of schooling; a lack of role models; and low awareness of the career path.

To be better professionals in the face of a complex world, we need collaboration and cooperation within our practices. We need innovation and ingenuity. And we need the energy and engagement of our *best* people—whatever they are, whatever their heritage, wherever they call home.

Time and again, studies by global talent management organizations have validated the bottom line: The most productive and successful businesses and organizations also happen to be the most committed to the principles of equity, diversity, and inclusion.

As a community working to improve the world around us, we also seek a workplace free of discrimination in any form. A workplace rich with flexibility and fairness. A place where team members have a sense of pride, a sense of connection...and a sense of passion.

Our vision is more than communities transformed and enhanced by innovative architecture. It’s also a place where we celebrate, and take full advantage of, our *differences*. A rich mix of our ethnic, cultural, religious and societal influences. A place where every person can realize his or her goals.

Working with clients, we use the impact of innovative design to strengthen and transform communities, boosting their vibrancy and enhancing the quality of life they offer.

The impact of equity, diversity, and inclusion is no less powerful.

As a community ourselves, our goal must be to meet the challenge presented us by the Commission’s recommendations. If we do, we will become a model profession that is diverse, robust, responsive, and sensitive.

This is a continuing journey, one AIA members take with pride and passion. Because our work here can help change the world.

# AIA 2017 Equity, Diversity and Inclusion Statement

The American Institute of Architects, as part of the global community, champions a culture of equity, diversity, and inclusion within the profession of architecture to create a better environment for all.

Achieving this vision has a direct impact on the relevance of our profession and the world's prosperity, health, and future.

# Commission members and contributors

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## Commission members

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[aia.org](http://aia.org)

2018



BOSTON SOCIETY OF  
ARCHITECTS/  
AIA

# [EMERGENCY ACTION PLAN]

Created November 2018



# EMERGENCY ACTION PLAN

Facility Name: Boston Society of Architects/ AIA

Facility Address: 290 Congress Street, Suite 200,  
Boston, MA 02210

DATE PREPARED: November 2018

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# EMERGENCY RESPONSE TEAM

The following personnel have been trained to ensure a safe and orderly emergency evacuation of other employees:

NAME	TITLE	RESPONSIBILITY	DATE
<b>Ben Cohen</b>			NOV 2018
<b>Susan Green</b>			NOV 2018
<b>Sean Mulcahy</b>			NOV 2018
<b>Kali Larsson</b>			NOV 2018

\*Responsible for overall coordination; collecting head counts/missing personnel info from team leaders after evacuation

## EVACUATION ROUTES

- Evacuation route maps have been posted in each work area. The following information is marked on evacuation maps:
  1. Emergency exits
  2. Primary and secondary evacuation routes
  3. Locations of fire extinguishers
  4. Fire alarm pull stations' location
    - a. Assembly points
  
- Site personnel should know at least two evacuation routes

## EMERGENCY PHONE NUMBERS

SECURITY (If applicable): (617) 603-7190 Atlantic Wharf Security

POLICE: (617) 343-4730 District C-6

FIRE DEPARTMENT: (617) 343-2880 Engine 10 Tower 3

PARAMEDICS: (617) 636-5566 Tufts Medical Center, Emergency Line

AMBULANCE: (617) 636-5566 Tufts Medical Center, Emergency Line

FEDERAL PROTECTIVE SERVICE: (617) 565-1212

BUILDING MANAGER (If applicable): (617) 603-7180 Boston Properties

**IN CASE OF EMERGENCY, DIAL 911**

## EMERGENCY REPORTING AND EVACUATION PROCEDURES

Types of emergencies to be reported by site personnel are:

- MEDICAL
- FIRE
- SEVERE WEATHER
- BOMB THREAT
- CHEMICAL SPILL
- STRUCTURE CLIMBING/DESCENDING
- EXTENDED POWER LOSS
- THEFT
- PHYSICAL ATTACK OR THREAT

## MEDICAL EMERGENCY

- Call medical emergency phone number (check applicable):
  - Paramedics
  - Ambulance
  - Fire Department
  - Other

Provide the following information:

- a. Nature of medical emergency,
  - b. Location of the emergency (address, building, room number)
  - c. Your name and phone number from which you are calling.
- Do not move victim unless absolutely necessary.

If personnel trained in First Aid are not available, as a minimum, attempt to provide the following assistance:

1. Stop the bleeding with firm pressure on the wounds (note: avoid contact with blood or other bodily fluids).
  2. Clear the air passages using the Heimlich maneuver in case of choking.
- In case of rendering assistance to personnel exposed to hazardous materials, consult the Material Safety Data Sheet (MSDS) and wear the appropriate personal protective equipment. Attempt first aid ONLY if trained and qualified.

## FIRE EMERGENCY

### When fire is discovered:

- Activate the nearest fire alarm (if installed).
- Notify the local Fire Department by calling 911.
- If the fire alarm is not available, notify the site personnel about the fire emergency by the following means:

- Voice Communication
- Phone Paging

### Fight the fire ONLY if:

- The Fire Department has been notified.
- The fire is small and is not spreading to other areas.
- Escaping the area is possible by backing up to the nearest exit.
- The fire extinguisher is in working condition and personnel are trained to use it.

### Upon being notified about the fire emergency, occupants must:

- Leave the building using the designated escape routes.
- Assemble in the designated area (specify location):
- Remain outside until the competent authority announces that it is safe to reenter.

### Designated Official, Emergency Coordinator or supervisors must:

- Disconnect utilities and equipment unless doing so jeopardizes his/her safety.
- Coordinate an orderly evacuation of personnel.
- Perform an accurate head count of personnel reported to the designated area.
- Determine a rescue method to locate missing personnel.
- Provide the Fire Department personnel with the necessary information about facility.
- Perform assessment and coordinate weather forecast office emergency closing procedures

### Area/Floor Monitors must:

- Ensure that all employees, members and guests have evacuated the area/floor.
- Report any problems to the Emergency Coordinator at the assembly area.

## EXTENDED POWER LOSS

In the event of extended power loss to a facility certain precautionary measures should be taken depending on the geographical location and environment of the facility:

- Unnecessary electrical equipment and appliances should be turned off in the event that power restoration would surge causing damage to electronics and effecting sensitive equipment.
- Facilities with freezing temperatures should turn off and drain the following lines in the event of a long term power loss.
  - Fire sprinkler system
  - Standpipes
  - Potable water lines
  - Toilets
- Add propylene-glycol to drains to prevent traps from freezing
- Equipment that contains fluids that may freeze due to long term exposure to freezing temperatures should be moved to heated areas, drained of liquids, or provided with auxiliary heat sources.

### Upon Restoration of heat and power:

- Electronic equipment should be brought up to ambient temperatures before energizing to prevent condensate from forming on circuitry.
- Fire and potable water piping should be checked for leaks from freeze damage after the heat has been restored to the facility and water turned back on.

## SEVERE WEATHER AND NATURAL DISASTERS

### Tornado:

- When a warning is issued by sirens or other means, seek inside shelter.

Consider the following:

- Small interior rooms on the lowest floor and without windows,
  - Hallways on the lowest floor away from doors and windows, and
  - Rooms constructed with reinforced concrete, brick, or block with no windows.
- Stay away from outside walls and windows.
  - Use arms to protect head and neck.
  - Remain sheltered until the tornado threat is announced to be over.

### Earthquake:

- Stay calm and await instructions from the Emergency Coordinator or the designated official.
- Keep away from overhead fixtures, windows, filing cabinets, and electrical power.
- Assist people with disabilities in finding a safe place.
- Evacuate as instructed by the Emergency Coordinator and/or the designated official.

### Flood:

*If indoors:*

- Be ready to evacuate as directed by the Emergency Coordinator and/or the designated official.
- Follow the recommended primary or secondary evacuation routes.

*If outdoors:*

- Climb to high ground and stay there.
- Avoid walking or driving through flood water.
- If car stalls, abandon it immediately and climb to a higher ground.

### Hurricane:

- The nature of a hurricane provides for more warning than other natural and weather disasters. A hurricane watch is issued when a hurricane becomes a threat to a coastal area. A hurricane warning is issued when hurricane winds of 74 mph or higher, or a combination of dangerously high water and rough seas, are expected in the area within 24 hours.

Once a hurricane **watch** has been issued:

- Stay calm and await instructions from the Emergency Coordinator or the designated official.
- Continue to monitor local TV and radio stations for instructions.
- Move early out of low-lying areas or from the coast, at the request of officials.
- If you are on high ground, away from the coast and plan to stay, secure the building, moving all loose items indoors and boarding up windows and openings.
- Collect drinking water in appropriate containers.

Once a hurricane **warning** has been issued:

- Be ready to evacuate as directed by the Emergency Coordinator and/or the designated official.
- Leave areas that might be affected by storm tide or stream flooding.

During a hurricane:

- Remain indoors and consider the following:
  - Small interior rooms on the lowest floor and without windows,
  - Hallways on the lowest floor away from doors and windows, and
  - Rooms constructed with reinforced concrete, brick, or block with no windows.

Blizzard:

*If indoors:*

- **Stay indoors!**

*If there is no heat:*

- Close off unneeded rooms or areas.
- Stuff towels or rags in cracks under doors.
- Cover windows at night.
- Eat and drink. Food provides the body with energy and heat. Fluids prevent dehydration.
- Wear layers of loose-fitting, light-weight, warm clothing, if available.

*If outdoors:*

- Find a dry shelter. Cover all exposed parts of the body.

*If shelter is not available:*

- Prepare a lean-to, wind break, or snow cave for protection from the wind.
- Build a fire for heat and to attract attention. Place rocks around the fire to absorb and reflect heat.

- Do not eat snow. It will lower your body temperature. Melt it first.

*If stranded in a car or truck:*

- **Stay in the vehicle!**

- Run the motor about ten minutes each hour. Open the windows a little for fresh air to avoid carbon monoxide poisoning. Make sure the exhaust pipe is not blocked.
- Make yourself visible to rescuers.
  - Turn on the dome light at night when running the engine.
  - Tie a colored cloth to your antenna or door.
  - Raise the hood after the snow stops falling.
- Exercise to keep blood circulating and to keep warm.

**\*In the case of severe weather and natural disasters, if given enough notice, office will close**

1. Given the bad weather prediction – please bring work home so you can work from the safety of your home if we need to close.
2. We close the gallery and office only if the Governor or Mayor declare a state of emergency and/or request non-essential businesses to close.
3. If the Governor or Mayor declare a state of emergency we will close:
  - a. We will send you an announcement message via email (please check email) and if possible through text. In addition to a general email to all staff, I will also ask Managing Directors to be in touch with those who report to them.
  - b. Susan and Communications (or a designee) will post a message on the BSA website and on the phones announcing our closing.
  - c. If you're not sure and you haven't heard from us – check our website or the Massachusetts Alerts website to see if the Governor has declared a state of emergency. If either the MA Governor or Boston Mayor make such a statement, you can assume we will be closed. If there is no statement, you can assume we are open.
4. If you have a program, activity or event scheduled that you are in charge of, you are responsible for working with Communications and Susan to make sure the word gets out about the program postponement/cancellation.
5. Committees and programs may be cancelled even if we are open. Susan will contact committee chairs to let them know they can decide to postpone their meeting. The program manager is responsible to decide if a program will/not be held and working with Communications notifying interested attendees.
6. If it is bad weather and we are open, but you do not feel safe coming to work, you may work from home. If you are concerned about an impending storm, bring your computer and work home with you.
7. If it is bad weather and do not have work with you, then you may take a vacation or personal day.

## **ACTIVE SHOOTER EMERGENCY**

- **Avoid:** Building occupants should evacuate the facility if safe to do so; evacuees should leave behind their belongings, visualize their entire escape route before beginning to move, and avoid using elevators or escalators.
- **Barricade:** If evacuating the facility is not possible, building occupants should hide in a secure area (preferably a safe room), lock the door, barricade the door with heavy furniture, cover all windows, turn off all lights, silence any electronic devices, lie on the floor, and remain silent.
- **Confront:** If evacuating the facility or seeking shelter is not possible, building occupants should attempt to disrupt and/or incapacitate the active shooter by using improvised weapons, using aggressive force, and yelling.

**Call 911.** Be prepared to provide the dispatcher with as much information as possible, such as the following:

- What is happening.
- Where you are located, including building name and room numbers.
- Number of people at your specific location.
- Injuries if any, including the number of injured and types of injuries.
- Your name and other information as requested.

*What to report-* Try to note as much as possible about the assailant, including:

- What exactly did you hear – e.g., gunshots, explosions, etc.
- Specific location of the assailant.
- Number of assailants.
- Gender, race, and age of the assailant.
- Language of commands used by the assailant.
- Clothing color and style.
- Physical features- e.g., height, weight, facial hair, glasses.
- Type of weapons- e.g., handguns, rifle, shotgun, explosives.
- Description of any backpack or bag.
- Do you recognize the assailant? Do you know his/her name?

*Take appropriate steps to reduce your vulnerability:*

- Close blinds or curtains.
- Close and block windows.
- Turn off radios and computers.
- Silence cell phones.
- Place signs in exterior windows to identify your location and the location of injured persons.
- Keep people calm and quiet.

After securing the room, people should be positioned out of sight and behind items that might offer additional protection – walls, desks, file cabinets, bookshelves, etc.

- Wait for the "all-clear" message from authorities

*Unsecured Areas-* If you find yourself in an open area, immediately seek protection:

- Put something between you and the assailant.
- Consider trying to escape, if you know where the assailant is and there appears to be a safe escape route immediately available to you. Escape routes may include the surrounding neighborhood.
- If in doubt, find the safest area available and secure it the best way you can.

## **THEFT**

### **When you discover the break-in**

- If you're the first person on the scene and there are signs of a break-in, don't enter the premises - the intruder may still be inside. Report the break-in to police. If you're not the owner of the business, contact them or the manager and report the incident.
- If you've entered the building before realizing a break-in may have occurred, leave immediately if damage to the building, equipment or infrastructure makes the area unsafe.
- Take care not to disturb the scene and try to preserve the evidence until the police arrive. It's also really important to make a note of what you may have touched.
- Talk to the police about when you can reopen the business for usual trading.
- Make sure you provide support for any staff, contractors or visitors who may be impacted or distressed by the incident.

### **You need complete documentation**

- Take photos of the scene and any damage before you start cleaning up
- Make note of what items, if any, have been stolen and make sure you have the details of any stolen equipment, such as serial numbers, photos, receipts etc.
- Contact your insurance provider so you can begin the claims process.

### **Review and upgrade**

- Once the dust settles, make sure you undertake an in-depth review of your security measures. Find out how the intruder broke in and take steps to address any weaknesses.
- While you're at it, review how your business responded to the break-in. Did you or your involved know what to do?
- Review your policies and procedures and make adjustments where necessary and include them in your staff training.
- Check that your equipment is properly documented and up-to-date and review your insurance policy to make sure you're adequately covered. You can use Insurance Tracker to help register your equipment for easy access in the future.

# TELEPHONE BOMB THREAT

INSTRUCTIONS: BE CALM, BE COURTEOUS. LISTEN. DO NOT INTERRUPT THE CALLER.

YOUR NAME: \_\_\_\_\_ TIME: \_\_\_\_\_ DATE: \_\_\_\_\_  
 CALLER'S IDENTITY SEX: Male \_\_\_\_\_ Female \_\_\_\_\_ Adult \_\_\_\_\_ Juvenile \_\_\_\_\_ APPROXIMATE AGE: \_\_\_\_\_  
 ORIGIN OF CALL: Local \_\_\_\_\_ Long Distance \_\_\_\_\_ Telephone Booth \_\_\_\_\_

VOICE CHARACTERISTICS	SPEECH	LANGUAGE
___ Loud                    ___ Soft ___ High Pitch        ___ Deep ___ Raspy                ___ Pleasant ___ Intoxicated        _____ Other	___ Fast                    ___ Slow ___ Distinct            ___ Distorted ___ Stutter              ___ Nasal ___ Slurred              _____ Other	___ Excellent        ___ Good ___ Fair                ___ Poor ___ Foul                _____ Other
ACCENT	MANNER	BACKGROUND NOISES
___ Local                ___ Not Local ___ Foreign            ___ Region ___ Race	___ Calm                ___ Angry ___ Rational          ___ Irrational ___ Coherent          _____ Incoherent ___ Deliberate        _____ Emotional ___ Righteous        ___ Laughing	___ Factory            ___ Trains ___ Machines        ___ Animals ___ Music              ___ Quiet ___ Office             ___ Voices ___ Machines        ___ Airplanes ___ Street             ___ Party ___ Traffic            ___ Atmosphere

## BOMB FACTS

PRETEND DIFFICULTY HEARING - KEEP CALLER TALKING - IF CALLER SEEMS AGREEABLE TO FURTHER CONVERSATION, ASK QUESTIONS LIKE:

- When will it go off? Certain hour? \_\_\_\_\_
- Time remaining? \_\_\_\_\_
- Where is it located? Building area? \_\_\_\_\_
- What kind of bomb? \_\_\_\_\_
- What kind of package? \_\_\_\_\_
- How do you know so much about the bomb? \_\_\_\_\_
- What is your name and address? \_\_\_\_\_

Call Security at (617) 603-7190 and relay information about call.  
 Did the caller appear familiar with plant or building (by his/her description of the bomb location)?  
 Write out the message in its entirety and any other comments on a separate sheet of paper.  
 Notify your supervisor immediately.

Revision History

Revision No.	Date

### ***Equity, diversity, inclusion: In the interest of the greater good***

Equity, diversity, and inclusion are fundamental to the values reflected in our code of professional ethics and must be fostered throughout our organization, the profession, our workplaces, and communities. We strive to cultivate a sense of safety and belonging for all individuals while creating an atmosphere of deep collaboration that cuts across demographic and hierarchical lines.

*Approved by BSA/AIA Board in 2020*

### ***BSA Statement on Equity, Diversity & Inclusion (EDI) and Sexual Harassment***

Architecture, along with the entire building-industry, has been plagued by longstanding patterns of racial and gender discrimination and inequity. The domination of one culture in leadership and power positions has resulted in an imbalanced and unjust system. While we believe that the overwhelming majority of architects and firms care deeply about rectifying these imbalances and inequities of the current culture, change is painfully slow. As an organization comprising nearly 4,000 members, the Boston Society of Architects/AIA (BSA/AIA) acknowledges our responsibility for how this culture has affected and continues to affect everyone in and around the profession. We, the BSA, have a duty to help make our profession more equitable, diverse and inclusive.

We bear an obligation to ensure that every workplace and design school is safe from sexual harassment and similar abuses – an issue that is both unique and interconnected with equity, diversity and inclusion. Recent events reveal disturbing and deplorable conditions that some have faced. We applaud the courage of those who come forward to challenge abuses and the lack of diversity within their workplaces and schools, because doing so brings personal risks calculable only by those who take them. We support the recent [statement](#) of AIA President Carl Elefante FAIA that “sexual harassment — in any form and in any workplace — should not be tolerated and must be addressed swiftly and forcefully” and the recent AIA [statement](#), “Where we stand: sexual harassment & the architectural profession.”

On both these issues there is much work to be done. To that end, we are engaging our members and staff, with the help of external experts, to help us identify and take actions that will change this culture. We will focus on specific actions that improve individual opportunities, the culture of firms and schools, and the operations and culture of the BSA itself. The BSA Board has authorized the creation of a task force to oversee two charges:

1. Review the [AIA Equity, Diversity & Inclusion Report](#), identify any proposed enhancements to the report, review diversity within the BSA relative to other cities, and recommend:
  - a. Actionable steps the BSA can take to increase equity, diversity and inclusion in the profession and the BSA. The steps should include tools for individual as well as firm development.
  - b. Appropriate written BSA policies and position statements including visionary equity goals that will support these actions.

2. Develop a BSA action plan around the following issues of sexual misconduct, harassment and inappropriate professional conduct:
  - a. Support for those who are or may be victims of workplace abuse or misconduct.
  - b. Support for firms and schools in creating positive environments for all employees, consultants, clients and the public.
  - c. Appropriate procedures relating to allegations of BSA member misconduct or abuse.
  - d. Examination of the BSA's internal employee procedures around misconduct, to ensure the staff is provided a safe environment free from harassment.

We will be fully transparent in this initiative, and will provide regular communications to members highlighting specific actions we are taking to advance this work. If you are interested in

We ask that each Board member sit on at least one of the committees below. The BSA Foundation board committees are:

## **Finance Committee**

Meets quarterly

- Oversee/monitor adherence of finances and budget
- Review budget and make recommendations to the Board
- Oversee financial policies, procedures, systems
- Select auditors and review audit report
- Operates as investment committee

## **Joint BSA / BSA Foundation Strategic Committee**

Typically meets twice a year

- Comprised of BSA and BSA Foundation Executive Committee members the committee works to ensure appropriate collaboration between the two organizations
- Makes recommendations to the Boards over key strategic directions and decisions
- Helps arbitrate any potential conflict or disagreements in strategic directions between BSA and BSA Foundation

## **Governance Committee**

Meets quarterly plus

- Leads in assessing current and anticipated needs and identifies prospective Board and committee candidates to be recommended to the Board.
- Leads the Board review and assessments. Counsels Board Chair and leadership on ways to enhance Board effectiveness.
- Assists with planning the Board orientation and ongoing Board education.
- Leads review of Bylaws, policies and procedures of the Board and organization.

## **Institutional Advancement Committee**

Meets monthly plus

- Work with Development staff to set and implement fundraising strategy
- Assist in leadership of the Meet the BSA Foundation programs
- Serve as table captains and leaders at the BSA Foundation breakfast

## **Education Programs Committee**

Meets quarterly

- Advisory committee to observe, evaluate and recommend opportunities to fulfill potential of Goal #1.
- Identify and connect Foundation with potential community partners and collaborators
- Identify national/international trends and issues in public design education
- Help spread the word about the Foundation education programs

## **Community Resources Committee**

Meets quarterly

- Advisory committee to observe, evaluate and recommend opportunities to fulfill potential of Goal #2.
- Identify and connect Foundation with potential community partners and collaborators
- Identify national/international trends and issues in community design
- Help spread the word about the Foundation community design programs

## **Public Policy Committee**

Meets quarterly

- Advisory committee to observe, evaluate and recommend opportunities to fulfill potential of Goal #3 and the BSA's policy agenda.
- Comprised of BSA and BSA Foundation Board members the committee identifies the key policy agenda including themes and direction
- Identify and connect the BSA and Foundation with community partners and collaborators
- Identify national/international trends and issues in public design policies
- Help spread the word about the BSA / BSA Foundation policy agenda

## **BSA Space Exhibitions Committee**

Meets quarterly

- Advisory committee to observe and evaluate existing and potential new exhibitions
- Assist in the selection of guest curators and/or exhibition themes
- Identify and connect Foundation with potential community partners and collaborators
- Identify national/international trends and issues in design exhibitions
- Help spread the word about the Foundation exhibitions

## **BSA Foundation Grants Committee**

Meets 3-4 times/year

- Works with Foundation staff, and under the approval of the Board, to define grant goals and agenda.
- Selects grant recipients and identifies amounts based upon the Board established criteria.

## 2020 BSA Board Representatives to Committees & Task Forces

### Joint BSA/BSA Foundation Strategic Cte

*Both Executive Committees:*

Eric White – Chair      Jean Carroon FAIA  
Meera Deean            Natasha Espada AIA  
Bennet Heart            Eric Krauss  
Gregory Minnot AIA     Diana Nicklaus AIA  
Dan Perruzzi AIA       Ted Touloukian AIA  
Laura Wernick FAIA

### Communications Task Force

David Silverman AIA  
Peter Kuttner FAIA

### Strategy Task Force

Ted Touloukian AIA  
Laura Wernick FAIA  
(also serve as Business Plan TF?)

### Foundation Finance Committee

Eric Krauss - Chair  
Ted Touloukian AIA (ex officio)  
*Kenneth Willis*  
*Laura Wernick FAIA*

### Foundation Governance Committee Bennet

Heart – Chair  
Ted Touloukian (ex officio)  
*Meera Deean*

### Institutional Advancement Committee

*Peter Kuttner FAIA*  
*Ted Touloukian AIA (ex officio)*  
*Laura Wernick FAIA*  
*Patrick McCafferty PE*  
*David Silverman AIA*

### Education Programs Advisory Committee

Kelly Sherman / Polly Carpenter FAIA - Chair  
*Patrick McCafferty PE*  
*David Silverman AIA*  
*Peter Kuttner FAIA*

### Community Resources Advisory Committee

Ben Peterson - Chair  
*Meera Deean*  
*Kenneth Willis*

### Public Policy Advisory Committees

(set up as series of task forces) –

- Housing
- EDI
- Design City
- Professional

### BSA Space Exhibitions Committee

*Ted Touloukian AIA*  
*Laura Wernick FAIA*

### Foundation Grants Committee

*Kenneth Willis*

### BSA/AIA Ethics Committee

Lynne Deninger AIA, Chair

### BSA/AIA Honors & Awards Committee

Katherine Faulkner AIA, Co-chair  
Eric Howeler AIA, Co-chair

### Fellows Nominating Committee

Peter Kuttner FAIA

### BSA/AIA Nominating Committee

Josiah Stevenson FAIA Chair  
Jean Carroon FAIA  
Gregory Minott AIA

### BSA/AIA Investment Committee

George Metzger AIA, Chair

### Boutique Conference Task Force

Billy Craig – Chair

### New Task Forces

## **BSA Foundation Committee Job Descriptions** **Finance Committee**

**Who:** The committee is comprised of four to six members who include BSA Foundation Board members and, if appropriate, other members appointed by the Chair of the Board.

**When:** The committee meets 2-4 times a year and additionally if necessary. In the Fall the committee meets to review the budget prior to the Board meeting.

**Responsibilities:** The Finance Committee is responsible for the ongoing review and recommendations to enhance the financial quality and future of the BSA Foundation. The work of the committee revolves around the following major areas:

### **1. Budget**

- To oversee and monitor adherence of the BSA Foundation's finances and budget
- Assist staff in drafting the annual operating budget and make the recommendation to the Board

### **2. Financial Planning**

- To help set long-range financial goals and the strategies to achieve the Foundations mission, vision and goals.

### **3. Fiduciary Oversight**

- To draft and oversee financial policies, procedures, and systems
- To select the auditors and review annual audit review/report
- To assist staff with financial reporting to the board

### **4. Investment Committee**

- Additionally, this committee shall operate as the Investment Committee until the board decides to create another committee; responsibilities include:
  - To establish and periodically assess the BSA Foundations investment strategy, policy, and oversee our investment portfolio
  - To hire and oversee our outside investment manager
  - To set performance goals for our portfolio
  - To follow markets for trends and understand regulations affecting invested assets
  - To assist staff with investment reporting to the board

## BSA Foundation Committee Job Descriptions

### Governance Committee

**Who:** The committee is comprised of three to five members who include BSA Foundation Board members and, if appropriate, other members appointed by the Chair of the Board.

**When:** The committee meets at least quarterly and additionally as necessary. The first meeting the committee reviews the five major areas and identifies a plan for the year. The second and third meetings the committee focuses on areas 2, 3 and 5. The fourth meeting focuses on areas 2, 4 and 5.

**Responsibilities:** The governance committee is responsible for ongoing review and recommendations to enhance the quality and future viability of the board of directors. The work of the committee revolves around the following five major areas:

#### 1. Board Role and Responsibilities

- Leads the board in regularly reviewing and updating the board's statement of its roles and areas of responsibility, and what is expected of individual board members.
- Assists the board in periodically updating and clarifying the primary areas of focus for the board, shapes the board's agenda for the next year or two - based on the strategic plan.

#### 2. Board Composition

- Leads in assessing current and anticipated needs related to board composition, determining the knowledge, attributes, skills, abilities, influence, and access to resources the board will need to consider in order to accomplish future work of the board.
- Develops a profile of the board as it should evolve over time.
- Identifies potential board member candidates and explores their interest and availability for board service.
- Nominates individuals to be elected as members of the board.
- In cooperation with the board chair, contacts each board member to assess his or her continuing interest in board membership and term of service and works with each board member to identify the appropriate role he or she might assume on behalf of the organization.

#### 3. Board Knowledge

- Designs and oversees a process of board orientation, including gathering information prior to election as board member and information needed during the early stage of board service.
- Designs and implements an ongoing program of board information and education.

#### 4. Board Effectiveness

- Initiates periodic assessment of the board's performance. Proposes, as appropriate, changes in board structure and operations.
- Provides ongoing counsel to the board chair and other board leaders on steps they might take to enhance board effectiveness.

- Regularly reviews the board's practices regarding member participation, conflict of interest, etc., and suggests improvements as needed.
- Periodically reviews and updates the board's policy guidelines and practices.

**5. Board Leadership**

- Takes the lead in succession planning, taking steps to recruit and prepare future board members.
- Nominates board members for election as board officers.

## **Board of Trustees**

### **Institutional Advancement Committee – A Sustainable Funding Engagement Program**

Members are Trustees and Volunteers

Two subcommittees – Pipeline and Cultivation

**Pipeline subcommittee** meets monthly on the 4<sup>th</sup> Wednesday at 9am

- Purpose – to introduce new people to the BSA Foundation by bringing them to a BSA Foundation Conversations event, formerly Meet the BSA Foundation and ultimately fill the pipeline of Ambassadors. (Ambassadors are short term Foundation volunteers who agree to bring 8-15 people to a BSA Foundation Conversations within three months.)
- Aim for 8-15 attendees at each introduction/conversation session
- Staff follows-up with each attendee of a Foundation introduction/conversation to gather their thoughts, interest in being involved, etc.
- Goal of each session is that one person will want to invite others to learn about the Foundation, to attend an introduction event and become an Ambassador for the Foundation

**Cultivation subcommittee** meets quarterly with the Pipeline subcommittee on a 4<sup>th</sup> Wednesday at 9am; much of the planning for this group can be done by phone and email

- Purpose – to ensure all existing Legacy Circle members and high donors are engaged and ultimately increase and/or renew their multi-year pledge.
  - Ensure two in-person or telephone conversations with each Legacy Circle member each year, where the donor has the opportunity to ask questions and provide input
- Identify opportunities for increase in pledge support, renew pledge support; participate in meetings and cultivation events
- Invite high donors, multi-year donors and Legacy Circle to at least two receptions/coffees/events related to mission per year

#### **IAC Commitments:**

- We ask for a one year commitment to the IAC, though many people choose to continue
- Approx. one meeting per month, 1.5 hours each
- Participate in Benevon coaching sessions, usually as part of a monthly meeting
- Learn and present stories at BSA Foundation Conversations; help create new stories, improve introductions
- Be an Ambassador and invite your colleagues to a Foundation introduction, host at least one introduction (per year)
- Attend receptions as your schedule allows; other cultivation events as appropriate
- Consider playing a role in the annual BSA Foundation Breakfast
- Participate in BSA Foundation orientation

## **AMENDED AND RESTATED COLLABORATION AGREEMENT**

This Amended and Restated Collaboration Agreement (this “Agreement”) effective as of \_\_\_\_\_ 2019 (the “Effective Date”), is made by and between the BSA Foundation (the “Foundation”), a Massachusetts non-profit corporation, and the Boston Society of Architects, a Massachusetts non-profit corporation (the “BSA”). The Foundation and the BSA are sometimes referred to herein, individually, as a “Party” and, collectively, as the “Parties.” This Agreement amends and restates in its entirety the Collaboration Agreement executed by the Parties as of May 7, 2015 (the “Original Agreement”).

### **BACKGROUND**

- A. The Foundation works to make Boston a model of a resilient, equitable and architecturally vibrant city and region. The Foundation shares an appreciation for the built environment with the BSA and the public, and it is recognized as a charitable educational organization under Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (the “Code”).
- B. The BSA is the local chapter of the American Institute of Architects in the Boston metropolitan area. Its membership is drawn from Eastern Massachusetts and includes over 4,000 architects, associate members and building industry affiliates. The BSA is committed to professional development for its members, advocacy on behalf of great design, and, through support of the Foundation, sharing an appreciation for the built environment with the public at large. The BSA is a professional organization under Section 501(c)(6) of the Code.
- C. Since the execution of the Original Agreement in 2015, the BSA and Foundation boards and staff have successfully addressed the logistical, programmatic and legal considerations involved in the ongoing collaboration between the BSA and the Foundation, including by having the Foundation serve as the primary overseer of public educational programs that were historically developed and operated by the BSA.
- D. Recognizing the synergies that have been created by collaboration between the BSA and Foundation, the Parties agree to continue this collaboration to allow the BSA and Foundation to maximize their impact while making effective and efficient use of their combined resources, staff and facilities. All activities undertaken via this collaboration shall be in furtherance of the Foundation’s charitable mission, while recognizing that both organizations are independent.
- E. The Parties desire to enter into this Agreement to set forth their agreements and understandings with respect to their continuing collaboration.

## AGREEMENT

The Parties hereby agree as follows:

1. Administration of the Collaboration.

- a. Administrative Structure. To facilitate the administration of the collaboration, the Parties shall employ a governance model as generally described below. This model is intended to provide timely feedback, guidance and direction on the overall collaboration.
- b. Joint Strategic Collaboration Process. The BSA and Foundation boards shall engage in a joint strategic collaboration process. The BSA/Foundation Joint Strategic Collaboration Committee is responsible for coordinating the missions, visions and goals of the Parties. The Parties will prepare a shared strategic plan, with each of the Parties responsible for defined goals in keeping with their unique missions and strengths. Potential initial areas of collaboration include civic initiatives, exhibitions and lectures/forums/symposiums. Other collaborative advisory committees can be appointed as necessary.
- c. BSA/Foundation Joint Strategic Collaboration Committee. The BSA/Foundation Joint Strategic Collaboration Committee will serve as an advisory committee to the BSA and Foundation boards. The BSA/Foundation Joint Strategic Collaboration Committee shall consist of the then-current members of the Executive Committees of each of the BSA and the Foundation boards and the BSA/Foundation Board Liaison. The Executive Director of the BSA and the Foundation shall be an *ex officio* member of the committee. The BSA/Foundation Joint Strategic Collaboration Committee shall identify strategic directions that align the missions and goals of the BSA and the Foundation and shall present these to both the BSA and the Foundation boards for approval. Approval of both boards is required for implementation. Upon the approval of both boards, the composition of the BSA/Foundation Joint Strategic Collaboration Committee may be modified, without the need to amend this Agreement.
- d. Additional Committees. Additional advisory committees may be formed as necessary, upon the approval of the BSA/Foundation Joint Strategic Collaboration Committee.
- e. Personnel. The BSA personnel shall perform certain administrative, program, financial, fundraising and other tasks for the Foundation.

- f. Status of Personnel. For the avoidance of doubt, the parties agree that all BSA employees shall remain employees of the BSA and shall not be deemed to be employees of the Foundation unless specifically identified through written agreement. The BSA shall be solely responsible for the terms of employment of all such employees, including their salary and benefits and other forms of compensation. The Foundation shall compensate the BSA for staff who work fulfilling the Foundation’s mission in accordance with section 2.a. All staff report to the Executive Director who shall have the sole right to make decisions regarding hiring and termination of such employees and engaging or terminating the engagement of contractors. The Executive Director is employed by the BSA and half his salary and benefits is paid for by the Foundation — as such, he reports to both the BSA and Foundation boards. The Foundation shall have no control over such terms and no responsibility to make any payment directly to employees. Nothing contained in this Agreement shall be construed to constitute either the Foundation or the BSA as a partner or agent of the other.
  - g. Coordinated Communications. The BSA and the Foundation agree to coordinate all forms of communication to their members and the broader community, whenever possible and appropriate. In their coordinated communications, the parties will collaborate to describe the goals of both organizations, and the professional and public impacts and benefits of their work.
  - h. Equity, Diversity, Inclusion and Harassment. The BSA and the Foundation are committed to work together and independently in advancing, promoting and advocating for equity, diversity and inclusion within the workplaces and Boards of both organizations, the architectural profession, and broader communities. The parties will work to ensure that both organizations are free of any harassment of staff, members, and guests, and that they adhere all applicable laws and policies.
2. Expense-Sharing Arrangement.
- a. Personnel. As set forth above and on Exhibit A, and based on BSA/Foundation approved strategic plan, BSA staff will, on behalf of the Foundation, perform administrative, program, financial, fundraising and other tasks. The expected percentage of the Foundation Allocated Employee Time is set forth in Exhibit A. The aggregate costs of all the BSA personnel, including costs of benefits and salaries, incurred by the BSA are hereinafter referred to as “BSA Personnel Costs.” Exhibit A may be modified from time to time, upon the budgetary approval of both the BSA and the Foundation boards, without the need to amend this Agreement.
  - b. Facilities. To the extent permitted under any applicable lease agreement, the BSA shall permit the Foundation to occupy a portion of space leased by the BSA. The aggregate costs incurred by the BSA under such leases or otherwise with



BSA/Foundation Joint Strategic Collaboration Committees and shall participate in initiatives identified by the BSA/Foundation Joint Strategic Collaboration Committee and approved by the BSA and Foundation boards. In addition, the Foundation shall pursue initiatives to engage the public in appreciating design, including for example through its exhibitions, websites, public programs, grants, and fundraisers. The Foundation agrees to pay the BSA for services rendered by the BSA.

- b. BSA Obligations. The BSA shall focus its attention on the professional engagement role of the organization; serve as an advocate for the profession; and support the collaboration with the Foundation including shared staff and operational integration. The BSA shall participate in necessary meetings as established by the BSA/Foundation Joint Strategic Collaboration Committees and shall participate in initiatives identified by the BSA/ Foundation Joint Strategic Collaboration Committee and approved by the BSA and Foundation boards. In addition, the BSA shall pursue its professional programs that support the creation of architecture, including for example through the Architecture Boston Expo, BSA committees, websites, and design awards.
  - c. Implementation of Strategic Plans. The BSA/Foundation Joint Strategic Collaboration Committee and both boards shall become familiar with the current strategic plans of both organizations, and shall work cooperatively to implement these strategic plans.
  - d. Annual Budget Coordination Process. The BSA and the Foundation shall use best efforts to coordinate their annual budgets with each other, while recognizing that the two organizations shall remain independent, and that each organization's board owes a fiduciary duty toward that organization alone. To implement this goal, the preliminary draft budgets of the BSA and the Foundation will be shared within the BSA/Foundation Joint Strategic Collaboration Committee, allowing sufficient time for the Committee to review and discuss both budgets and explore opportunities for coordination, prior to the formal adoption of the budgets by the two boards.
5. Intellectual Property. The following rules will govern the Parties' use and creation of intellectual property in connection with their joint activities:
- a. Each of the Foundation and the BSA will retain sole ownership of any intellectual property that such Party owns prior to the Effective Date of this Agreement and any intellectual property that such Party creates on its own or acquires from a third party outside the scope of their joint activities.
  - b. Intellectual Property that exists prior to the effective date of this agreement can be used by either the BSA or Foundation unless the sole proprietor objects.

6. Confidentiality. For the Term of this Agreement and following its termination, both Parties shall undertake to treat any Confidential Information received in confidence from the other Party in a confidential manner, and shall neither convey nor disclose such data or information to third parties nor to use it for purposes other than for the performance of this Agreement. This obligation of confidentiality shall not apply to information which is proven to be general public knowledge or which, through no action on the part of the recipient, becomes public knowledge. "Confidential Information" shall mean any non-public information, data, or documents disclosed or otherwise obtained under this Agreement, including without limitation any information and data relating to any or all of one of the Parties' business.
7. Non-Exclusive Relationship. Nothing contained in this Agreement shall be deemed as a restriction or limitation of any kind on the ability of any Party to apply for or accept funding from any government funding agency or any other not-for-profit funding agency.
8. Termination.
  - a. Either Party may terminate this Agreement at any time and without cause upon at least one hundred eighty (180) days prior written notice to the other Party. In the event that any Party shall materially breach the terms of this Agreement, and such breach is not cured within a period of thirty (30) days after written notice thereof has been given to such Party by the non-breaching Party, the non-breaching Party may immediately terminate this Agreement upon notice to the other Party.
  - b. Upon termination or expiration of this Agreement, all of the FOUNDATION's and the BSA's respective rights, responsibilities, and obligations as set forth herein shall terminate, provided that Sections 6 and 7 shall survive in perpetuity, and the Foundation shall be responsible for any unpaid Quarterly Payments.
9. Assignment and Delegation. Neither Party may assign this Agreement in its entirety or assign or delegate any of its rights or obligations hereunder, whether voluntarily, involuntarily or by operation of law, in whole or in part.
10. Notices. Any notice, demand or request which may be permitted, required or desired to be given in connection with this Agreement shall be given in writing and directed to the Parties hereto as follows:

If to the BSA:  
BSA, 290 Congress Street, Suite 200  
Attn: Secretary to the Board of Directors  
Fax: 617-951-0845  
E-mail: [bsa@architects.org](mailto:bsa@architects.org)

If to the BSA Foundation:  
BSA Foundation, 290 Congress Street, Suite 200  
Attn: Secretary to the Board of Trustees  
Fax: 617-951-0845  
E-mail: foundation@architects.org

- a. All notices and other communications given or made pursuant to this Agreement shall be in writing and shall be deemed effectively given upon the earlier of actual receipt or: (a) personal delivery to the Party to be notified; (b) when sent, if sent by confirmed electronic mail or confirmed facsimile during normal business hours of the recipient and, if not sent during normal business hours, then on the recipient's next business day; or (c) one (1) business day after deposit with an internationally recognized overnight courier, freight prepaid, specifying next business day delivery, with written verification of receipt. All communications shall be sent to the respective Parties at their address as set forth above, or to such e-mail address, facsimile number or address as subsequently modified by written notice given in accordance within this Section 10.
11. Binding on Successors. This Agreement shall be binding upon the Parties hereto and their respective successors and permitted assigns.
12. Waiver of Provisions. Any waiver of any terms and conditions hereof must be in writing and must be signed by the Party against which the waiver is sought to be enforced. The waiver of any of the terms and conditions of this Agreement on any one occasion shall not be construed as a waiver of any other term and condition hereof or the waiver thereof on any other occasion.
13. Independent Relationship. By entering into this Agreement, the Parties are not creating or forming a joint venture, partnership, or agency relationship, and nothing in this Agreement shall be interpreted as creating a joint venture, partnership, or agency relationship between the Parties.
14. Severability. The provisions of this Agreement shall be deemed severable, and if any portion shall be held invalid, illegal or unenforceable for any reason, the remainder of this Agreement shall be effective and binding upon the Parties.
15. Additional Documents. Each of the Parties agrees to execute and deliver any document or documents that may be reasonably requested from time to time by the other Party to implement or complete such Party's obligations pursuant to this Agreement, in a manner that is compatible with its legal status and its internal rules and regulations.
16. Remedies Cumulative. No remedy set forth in this Agreement or otherwise conferred upon or reserved to any Party shall be considered exclusive of any other remedy available

to any Party, but the same shall be distinct, separate and cumulative and may be exercised from time to time as often as occasion may arise or as may be deemed expedient.

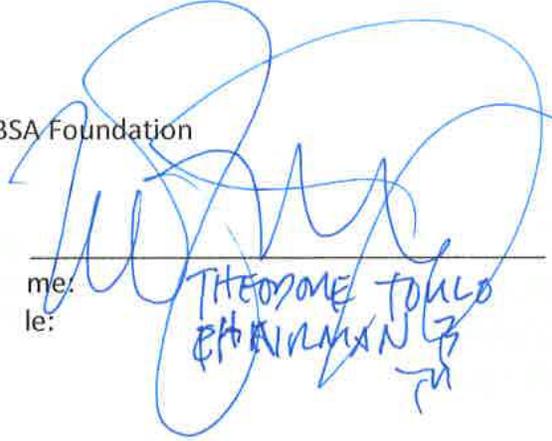
17. Entire Agreement. This Agreement supersedes all prior and contemporaneous agreements and understandings, oral or written, between the Parties with respect to the subject matter hereof.
18. No Obligation to Third Parties. None of the obligations and duties of the Parties shall in any way or in any manner be deemed to create any obligation of the Parties to, or any rights in, any person or entity not a party to this Agreement.
19. Amendments/Modifications. This Agreement may not be amended or modified in any manner except by an instrument in writing signed by the Parties. The Parties agree that in the event that any state or federal laws or regulations, now existing or hereafter enacted or promulgated, are interpreted by judicial decision, a regulatory agency having jurisdiction over the Parties or the subject matter of this Agreement, or by legal counsel to a Party hereto, in such a manner as to indicate that the terms, structure or effect of this Agreement may be in violation of such laws or regulations, or otherwise be illegal or be deemed unethical by any recognized agency, or may reasonably be expected to jeopardize the tax-exempt status of either Party, the Parties shall use their best efforts in good faith to amend this Agreement as necessary. To the maximum extent possible, any such amendment shall preserve the underlying arrangements between the Parties.
20. Governing Law. This Agreement will be governed by and construed in accordance with the laws of the Commonwealth of Massachusetts, without regard to the conflicts of laws principles thereof.
21. Authorization of Agreement. Each Party represents and warrants that this Agreement has been duly and lawfully authorized by its Board of Directors, Board of Trustees, or other authorized representative, and that this Agreement constitutes a valid and binding obligation of such Party enforceable against such Party in accordance with its terms.
22. Counterpart Signatures. This Agreement may be executed in multiple counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument. Facsimile, .pdf and other electronic signatures shall have the same force and effect as original signatures.

*[Signature page follows]*

IN WITNESS WHEREOF, the undersigned Parties have executed this Agreement as of the Effective Date.

Boston Society of Architects

By:   
Name: REBECCA BERRY  
Title: SECRETARY

BSA Foundation  
  
me: THEODORE TOLLO  
le: CHAIRMAN  
2/20/19  
SAF



## Seeking Board Action and Making Board Reports

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This memo is meant to provide basic guidelines for anyone offering a report of any kind to the BSA board of directors, and for anyone seeking board review, approval or other action on a committee or task force recommendation or proposal.

Board agendas tend to fill up quickly and meeting time is limited. That means that reports to the board and solicitations for board action must be succinct and clear or they're not likely to get the attention they deserve.

The BSA board is a policy-making body, not a committee. It is important the materials that come before it for action, clearly state what kind of action is being sought: approval or modification of a policy proposal, advice on committee dilemmas, or other action. The board, because it deals with such a broad range of issues that affect the BSA's architect members and our public and allied professional constituencies, is interested to learn as much as possible about what is transpiring in the BSA, the profession-at-large, and the building industry in general, and enabling effective committee and constituent engagement.

When making a report to or request of the board, in writing or in person, it may be helpful to follow this format:

- Identify yourself and any others (committees or groups or other individuals) for whom you are speaking
- Identify the purpose of your presentation (an informational report, a solicitation of board action/approval, or other purpose)
- State clearly what it is you want from the board: a vote, advice, encouragement, etc.
- Summarize the key issues (and provide back-up materials/handouts as appropriate)
- Describe the options you believe present themselves to the board; that is, describe the available courses of action as you perceive them and, if appropriate, tell the board which you think is the most appropriate alternative and why.

Please call **Eric White at 617-391-4005** for details on board agendas and how to get on them, how and when to provide handouts, and any other questions.



# Ethics

FROM THE OFFICE OF GENERAL COUNSEL

## 2012 Code of Ethics & Professional Conduct

### Preamble

Members of The American Institute of Architects are dedicated to the highest standards of professionalism, integrity, and competence. This Code of Ethics and Professional Conduct states guidelines for the conduct of Members in fulfilling those obligations. The Code is arranged in three tiers of statements: Canons, Ethical Standards, and Rules of Conduct:

- Canons are broad principles of conduct.
- Ethical Standards (E.S.) are more specific goals toward which Members should aspire in professional performance and behavior.
- **Rules of Conduct (Rule) are mandatory; violation of a Rule is grounds for disciplinary action by the Institute.** Rules of Conduct, in some instances, implement more than one Canon or Ethical Standard.

The **Code** applies to the professional activities of all classes of Members, wherever they occur. It addresses responsibilities to the public, which the profession serves and enriches; to the clients and users of architecture and in the building industries, who help to shape the built environment; and to the art and science of architecture, that continuum of knowledge and creation which is the heritage and legacy of the profession.

Commentary is provided for some of the Rules of Conduct. That commentary is meant to clarify or elaborate the intent of the rule. The commentary is not part of the **Code**. Enforcement will be determined by application of the Rules of Conduct alone; the commentary will assist those seeking to conform their conduct to the **Code** and those charged with its enforcement.

### Statement in Compliance With Antitrust Law

The following practices are not, in themselves, unethical, unprofessional, or contrary to any policy of The American Institute of Architects or any of its components:

- (1) submitting, at any time, competitive bids or price quotations, including in circumstances where price is the sole or principal consideration in the selection of an architect;
- (2) providing discounts; or
- (3) providing free services.

Individual architects or architecture firms, acting alone and not on behalf of the Institute or any of its components, are free to decide for themselves whether or not to engage in any of these practices. Antitrust law permits the Institute, its components, or Members to advocate legislative or other government policies or actions relating to these practices. Finally, architects should continue to consult with state laws or regulations governing the practice of architecture.

## CANON I

### General Obligations

Members should maintain and advance their knowledge of the art and science of architecture, respect the body of architectural accomplishment, contribute to its growth, thoughtfully consider the social and environmental impact of their professional activities, and exercise learned and uncompromised professional judgment.

- E.S. 1.1 Knowledge and Skill:  
Members should strive to improve their professional knowledge and skill.

**Rule 1.101** In practicing architecture, Members shall demonstrate a

consistent pattern of reasonable care and competence, and shall apply the technical knowledge and skill which is ordinarily applied by architects of good standing practicing in the same locality.

*Commentary: By requiring a "consistent pattern" of adherence to the common law standard of competence, this rule allows for discipline of a Member who more than infrequently does not achieve that standard. Isolated instances of minor lapses would not provide the basis for discipline.*

- E.S. 1.2 Standards of Excellence:  
Members should continually seek to raise the standards of aesthetic excellence, archi-

tectural education, research, training, and practice.

- E.S. 1.3 Natural and Cultural Heritage:  
Members should respect and help conserve their natural and cultural heritage while striving to improve the environment and the quality of life within it.

- E.S. 1.4 Human Rights:  
Members should uphold human rights in all their professional endeavors.

**Rule 1.401** Members shall not discriminate in their professional activities on the basis of race, religion, gender, national origin, age, disability, or sexual orientation.

E.S. 1.5 Allied Arts & Industries:  
Members should promote allied arts and contribute to the knowledge and capability of the building industries as a whole.

## CANON II

### Obligations to the Public

Members should embrace the spirit and letter of the law governing their professional affairs and should promote and serve the public interest in their personal and professional activities.

E.S. 2.1 Conduct:  
Members should uphold the law in the conduct of their professional activities.

**Rule 2.101** Members shall not, in the conduct of their professional practice, knowingly violate the law.

*Commentary: The violation of any law, local, state or federal, occurring in the conduct of a Member's professional practice, is made the basis for discipline by this rule. This includes the federal Copyright Act, which prohibits copying architectural works without the permission of the copyright owner. Allegations of violations of this rule must be based on an independent finding of a violation of the law by a court of competent jurisdiction or an administrative or regulatory body.*

**Rule 2.102** Members shall neither offer nor make any payment or gift to a public official with the intent of influencing the official's judgment in connection with an existing or prospective project in which the Members are interested.

*Commentary: This rule does not prohibit campaign contributions made in conformity with applicable campaign financing laws.*

**Rule 2.103** Members serving in a public capacity shall not accept payments or gifts which are intended to influence their judgment.

**Rule 2.104** Members shall not engage in conduct involving fraud or wanton disregard of the rights of others.

*Commentary: This rule addresses serious misconduct whether or not related to a Member's professional practice. When an alleged violation of this rule is based on a violation of a law, or of fraud, then its proof must be based on an independent finding of a violation of the law or a finding of fraud by a court of competent jurisdiction or an administrative or regulatory body.*

**Rule 2.105** If, in the course of their work on a project, the Members become aware of a decision taken by their employer or client which violates any law or regulation and which will, in the Members' judgment, materially affect adversely the safety to the public of the finished project, the Members shall:  
(a) advise their employer or client against the decision,  
(b) refuse to consent to the decision, and  
(c) report the decision to the local building inspector or other public official charged with the enforcement of the applicable laws and regulations, unless the Members are able to cause the matter to be satisfactorily resolved by other means.

*Commentary: This rule extends only to violations of the building laws that threaten the public safety. The obligation under this rule applies only to the safety of the finished project, an obligation coextensive with the usual undertaking of an architect.*

**Rule 2.106** Members shall not counsel or assist a client in conduct that the architect knows, or reasonably should know, is fraudulent or illegal.

E.S. 2.2 Public Interest Services:  
Members should render public interest professional services, including pro bono services, and encourage their employees to render such services. Pro bono services are those rendered without expecting compensation, including those rendered for indigent persons, after disasters, or in other emergencies.

E.S. 2.3 Civic Responsibility:  
Members should be involved in civic activities as citizens and

professionals, and should strive to improve public appreciation and understanding of architecture and the functions and responsibilities of architects.

**Rule 2.301** Members making public statements on architectural issues shall disclose when they are being compensated for making such statements or when they have an economic interest in the issue.

## CANON III

### Obligations to the Client

Members should serve their clients competently and in a professional manner, and should exercise unprejudiced and unbiased judgment when performing all professional services.

E.S. 3.1 Competence:  
Members should serve their clients in a timely and competent manner.

**Rule 3.101** In performing professional services, Members shall take into account applicable laws and regulations. Members may rely on the advice of other qualified persons as to the intent and meaning of such regulations.

**Rule 3.102** Members shall undertake to perform professional services only when they, together with those whom they may engage as consultants, are qualified by education, training, or experience in the specific technical areas involved.

*Commentary: This rule is meant to ensure that Members not undertake projects that are beyond their professional capacity. Members venturing into areas that require expertise they do not possess may obtain that expertise by additional education, training, or through the retention of consultants with the necessary expertise.*

**Rule 3.103** Members shall not materially alter the scope or objectives of a project without the client's consent.

## E.S. 3.2 Conflict of Interest:

Members should avoid conflicts of interest in their professional practices and fully disclose all unavoidable conflicts as they arise.

**Rule 3.201** A Member shall not render professional services if the Member's professional judgment could be affected by responsibilities to another project or person, or by the Member's own interests, unless all those who rely on the Member's judgment consent after full disclosure.

*Commentary: This rule is intended to embrace the full range of situations that may present a Member with a conflict between his interests or responsibilities and the interest of others. Those who are entitled to disclosure may include a client, owner, employer, contractor, or others who rely on or are affected by the Member's professional decisions. A Member who cannot appropriately communicate about a conflict directly with an affected person must take steps to ensure that disclosure is made by other means.*

**Rule 3.202** When acting by agreement of the parties as the independent interpreter of building contract documents and the judge of contract performance, Members shall render decisions impartially.

*Commentary: This rule applies when the Member, though paid by the owner and owing the owner loyalty, is nonetheless required to act with impartiality in fulfilling the architect's professional responsibilities.*

## E.S. 3.3 Candor and Truthfulness:

Members should be candid and truthful in their professional communications and keep their clients reasonably informed about the clients' projects.

**Rule 3.301** Members shall not intentionally or recklessly mislead existing or prospective clients about the results that can be achieved through the use of the Members' services, nor shall the Members state that they can achieve results by means that violate applicable law or this Code.

*Commentary: This rule is meant to preclude dishonest, reckless, or illegal representations by a Member either in*

*the course of soliciting a client or during performance.*

## E.S. 3.4 Confidentiality:

Members should safeguard the trust placed in them by their clients.

**Rule 3.401** Members shall not knowingly disclose information that would adversely affect their client or that they have been asked to maintain in confidence, except as otherwise allowed or required by this Code or applicable law.

*Commentary: To encourage the full and open exchange of information necessary for a successful professional relationship, Members must recognize and respect the sensitive nature of confidential client communications. Because the law does not recognize an architect-client privilege, however, the rule permits a Member to reveal a confidence when a failure to do so would be unlawful or contrary to another ethical duty imposed by this Code.*

**CANON IV****Obligations to the Profession**

Members should uphold the integrity and dignity of the profession.

## E.S. 4.1 Honesty and Fairness:

Members should pursue their professional activities with honesty and fairness.

**Rule 4.101** Members having substantial information which leads to a reasonable belief that another Member has committed a violation of this Code which raises a serious question as to that Member's honesty, trustworthiness, or fitness as a Member, shall file a complaint with the National Ethics Council.

*Commentary: Often, only an architect can recognize that the behavior of another architect poses a serious question as to that other's professional integrity. In those circumstances, the duty to the profession's calling requires that a complaint be filed. In most jurisdictions, a complaint that invokes professional standards is protected from a libel or slander action if the complaint was made in good faith. If in doubt, a Member*

*should seek counsel before reporting on another under this rule.*

**Rule 4.102** Members shall not sign or seal drawings, specifications, reports, or other professional work for which they do not have responsible control.

*Commentary: Responsible control means the degree of knowledge and supervision ordinarily required by the professional standard of care. With respect to the work of licensed consultants, Members may sign or seal such work if they have reviewed it, coordinated its preparation, or intend to be responsible for its adequacy.*

**Rule 4.103** Members speaking in their professional capacity shall not knowingly make false statements of material fact.

*Commentary: This rule applies to statements in all professional contexts, including applications for licensure and AIA membership.*

## E.S. 4.2 Dignity and Integrity:

Members should strive, through their actions, to promote the dignity and integrity of the profession, and to ensure that their representatives and employees conform their conduct to this Code.

**Rule 4.201** Members shall not make misleading, deceptive, or false statements or claims about their professional qualifications, experience, or performance and shall accurately state the scope and nature of their responsibilities in connection with work for which they are claiming credit.

*Commentary: This rule is meant to prevent Members from claiming or implying credit for work which they did not do, misleading others, and denying other participants in a project their proper share of credit.*

**Rule 4.202** Members shall make reasonable efforts to ensure that those over whom they have supervisory authority conform their conduct to this Code.

*Commentary: What constitutes "reasonable efforts" under this rule is a common sense matter. As it makes sense to ensure that those over whom the*

*architect exercises supervision be made generally aware of the Code, it can also make sense to bring a particular provision to the attention of a particular employee when a situation is present which might give rise to violation.*

## CANON V

### Obligations to Colleagues

Members should respect the rights and acknowledge the professional aspirations and contributions of their colleagues.

E.S. 5.1 Professional Environment: Members should provide their associates and employees with a suitable working environment, compensate them fairly, and facilitate their professional development.

E.S. 5.2 Intern and Professional Development: Members should recognize and fulfill their obligation to nurture fellow professionals as they progress through all stages of their career, beginning with professional education in the academy, progressing through internship and continuing throughout their career.

**Rule 5.201** Members who have agreed to work with individuals engaged in an architectural internship program or an experience requirement for licensure shall reasonably assist in proper and timely documentation in accordance with that program.

E.S. 5.3 Professional Recognition: Members should build their professional reputation on the merits of their own service and performance and should recognize and give credit to others for the professional work they have performed.

**Rule 5.301** Members shall recognize and respect the professional contributions of their employees, employers, professional colleagues, and business associates.

**Rule 5.302** Members leaving a firm shall not, without the permission of their employer or partner, take designs, drawings, data, reports, notes, or other materials relating to the firm's work, whether or not performed by the Member.

**Rule 5.303** A Member shall not unreasonably withhold permission from a departing employee or partner to take copies of designs, drawings, data, reports, notes, or other materials relating to work performed by the employee or partner that are not confidential.

*Commentary: A Member may impose reasonable conditions, such as the payment of copying costs, on the right of departing persons to take copies of their work.*

## CANON VI

### Obligations to the Environment

Members should promote sustainable design and development principles in their professional activities.

E.S. 6.1 Sustainable Design: In performing design work, Members should be environmentally responsible and advocate sustainable building and site design.

E.S. 6.2 Sustainable Development: In performing professional services, Members should advocate the design, construction, and operation of sustainable buildings and communities.

E.S. 6.3 Sustainable Practices: Members should use sustainable practices within their firms and professional organizations, and they should encourage their clients to do the same.

## RULES OF APPLICATION, ENFORCEMENT, AND AMENDMENT

### Application

The **Code of Ethics and Professional Conduct** applies to the professional activities of all members of the AIA.

### Enforcement

The Bylaws of the Institute state procedures for the enforcement of the **Code of Ethics and Professional Conduct**. Such procedures provide that:

- (1) Enforcement of the **Code** is administered through a National Ethics Council, appointed by the AIA Board of Directors.
- (2) Formal charges are filed directly with the National Ethics Council by Members, components, or anyone directly aggrieved by the conduct of the Members.
- (3) Penalties that may be imposed by the National Ethics Council are:
  - (a) Admonition
  - (b) Censure
  - (c) Suspension of membership for a period of time
  - (d) Termination of membership.
- (4) Appeal procedures are available.
- (5) All proceedings are confidential, as is the imposition of an admonishment; however, all other penalties shall be made public.

*Enforcement of Rules 4.101 and 4.202 refer to and support enforcement of other Rules. A violation of Rules 4.101 or 4.202 cannot be established without proof of a pertinent violation of at least one other Rule.*

### Amendment

The **Code of Ethics and Professional Conduct** may be amended by the convention of the Institute under the same procedures as are necessary to amend the Institute's Bylaws. The **Code** may also be amended by the AIA Board of Directors upon a two-thirds vote of the entire Board.

**\*2012 Edition.** *This copy of the Code of Ethics is current as of September 2012. Contact the General Counsel's Office for further information at (202) 626-7348.*

# Why Design Matters

## Get involved in design excellence

We are living in a fast-paced profit oriented time. This societal ethos values a skin-deep world where effects are immediate and short lived. Architecture is the opposite of this. It is unmoving and eternal. How can we cope? Perhaps in the elegance of timelessness and beauty in our city.



When we think of the great societies of history, we refer to their architecture. When we talk about the great work of today, we look elsewhere. We see our own architects designing buildings around the world that the world sees as examples of great civilization. The world discusses the great institutions in our area, the cutting edge research and our great medical facilities. It is our collective responsibility to bring our skyline and our buildings into this discussion. We have been there in periods of our history, we must be there again. [Read more.](#)

Josiah Stevenson FAIA  
Principal, Leers Weinzapfel Associates  
2017 BSA President

<https://www.architects.org/about/why-design-matters>

## BOSTON SOCIETY OF ARCHITECTS STATEMENT OF POLICY PRINCIPLES

### Introduction

Public policy advocacy reflects our core values as architects. As professionals, we have a duty to behave in a thoughtful way. We are supposed to put the interests of our clients ahead of our own interests – but most of all, we are supposed to put the interests of the public ahead of both. The BSA’s Constitution underscores these fundamental values; our organization exists “to promote the artistic, scientific and administrative competence of the profession; to encourage civic, educational and cultural activities; to forward the objects of the American Institute of Architects and to urge adherence to its ethical standards.”

The AIA code of ethics identifies certain key responsibilities for our public role:

- To respect and conserve our natural and cultural heritage, and strive to improve the environment and the quality of life within it [Ethical Standard 1.3].
- To uphold human rights in all of our professional endeavors [Ethical Standard 1.4].
- To use our professional knowledge and skill to design buildings and spaces that enhance human dignity and the public health, safety, and welfare [Ethical Standard 1.5].
- To act as stewards of the earth, by promoting sustainable design and development principles [Canon VI].

The need for clarity about our policy principles and agenda is especially pressing today. Major policy issues are facing the nation, Massachusetts, and Greater Boston. These include the implementation of Imagine Boston 2030 and Climate Ready Boston; and working on laws, regulations, and policies that will maintain Massachusetts’ role as a national leader in climate change, affordable housing, mass transit, social equity, and other issues critical to our buildings and communities.

The following policy principles represent and articulate the BSA’s positions and goals. They draw upon a range of documents, including the “Weave” (BSA / Foundation Strategic Plan), the Civic Task Force Statement of Principles, and consultation with current and past presidents, committee chairs, the executive director, and many other BSA members. They are intended to:

- Help the BSA become a more effective advocacy organization, so the outside world knows what we stand for.
- Provide clarity to BSA officers, board members, committee chairs, and staff in representing our positions. This will foster both continuity and innovation from year to year; as new leaders come on board, they will get the chance to revisit and reaffirm the principles, and set the next year’s agenda.

- Prioritize the use of BSA resources, and help the BSA coordinate more effectively with its partners – the Foundation and AIA-Massachusetts.
- Provide understanding and “ownership” among BSA members about our advocacy and civic engagement work: what we stand for, and what we have accomplished.

### **BSA policy principles**

Two over-arching principles inform all of the BSA’s policy and advocacy activities:

1. **Design Excellence.** Common principles of excellent design include: a strong relationship to landscape and context; enlivening open spaces; details and materials that bring designs to life and scale them to the human body; and interiors shaped by the uses they accommodate and connecting to the surrounding community. Design excellence broadens our perceptions of personal and social possibilities, and it inspires our thinking about the world around us.
2. **Social Cohesion and Equity.** Our work aims to build communities that address needs for social cohesion and equity. It is clear how profoundly the built environment shapes the inequities we see throughout the region. Planning and design can help communities make informed choices that address those inequities. Design excellence in the service of social cohesion and equity creates flourishing spaces and flourishing people.

Informed by these over-arching principles, we commit to using our professional knowledge and skill to address the following challenges:

3. **Environment and Climate Change:** Meet the challenges of environmental degradation and global climate change, and radically reduce and ultimately eliminate the carbon emissions associated with building construction and operation.
4. **Resiliency:** Plan and design for environmental resiliency, especially the risks of flooding caused by climate change and sea level rise that threaten all coastal communities in greater Boston.
5. **Housing:** Increase housing supply and reduce housing costs in greater Boston, especially at affordable levels, and thereby address inequality and strengthen our region’s economic future.
6. **City and regional planning:** Participate in replanning the physical form of the Greater Boston region for economic and social changes in the next 10 - 30 years, with emphasis on jobs housing, transportation, education, and the civic realm.
7. **Improving practice:** Help architects and firms navigate the changing nature of practice; remedy patterns of racial and gender inequality within the profession; and expand public interest / pro bono design services.

## **Implementation**

Each year the incoming VP / President-elect, working with the VP for Advocacy and a small task force, will (1) review, update, and reaffirm the BSA's policy principles, (2) review progress against the previous year's policy agenda, and (3) define the BSA's policy agenda for the following year. This will institutionalize the tradition of the BSA's "president's agenda," so that each agenda will have a continuing vitality, and it will embed that agenda within the organization's articulated policies.

The reviewed and confirmed policy principles and annual agenda will be submitted to the BSA Board for review and approval in the fall, to provide guidance for the incoming officers and board in the following year. The VP / President-elect and the VP for Advocacy will also be charged with coordinating the BSA's policy agenda with the agenda for the Foundation and the annual advocacy agenda of AIA-Massachusetts. There are three areas of activity in which public policy is put into action by the BSA and its partners, the Foundation and AIA-Massachusetts.

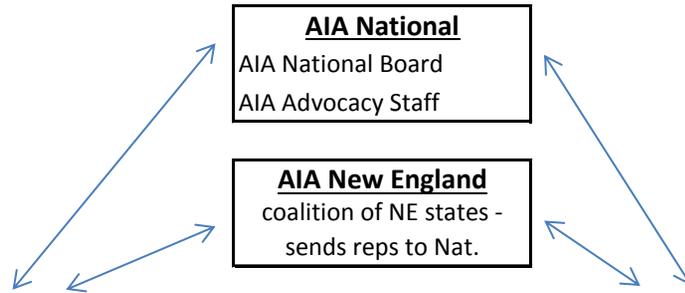
- **Advocacy:** Advocating for changes in government laws, regulations, programs, and policies, consistent with our core ethical values, within the nation, the state, and Greater Boston. ***BSA is the lead organization within Greater Boston; AIA-Mass is the lead organization state-wide, with the BSA playing a supportive role.***
- **Civic Engagement:** Convening groups, panels, talks, and competitions that show how design thinking can address the challenges facing the Greater Boston region. ***BSA and Foundation are the joint lead organizations.***
- **Community Projects:** Carrying out hands-on projects, charrettes, and workshops that apply design resources to assist the neighborhoods and communities of Greater Boston. ***Foundation is the lead organization, with the BSA playing a supportive role.***

During the course of each following year, the President, the VP for Advocacy, and the Executive Director will periodically evaluate the BSA's progress toward that year's policy agenda, and report to the Board.

*Adopted by the BSA Board of Directors, November 16, 2017*

**Advocacy, Civic and Community Chart**

**Advocacy:** To advance the interests of the profession and to promote creating a better world through design.  
**Civic:** To bring design thinking to address the challenges facing Greater Boston region and cities.  
**Community:** To apply design resources to the the neighborhoods and communities of Greater Boston



	<b><u>AIA Massachusetts</u></b>	← together →	<b><u>BSA</u></b>	← together →	<b><u>BSA Foundation</u></b>
<b>Leadership</b>	AIA MA Board		BSA Board		BSA Found. Board
<b>Leadership 2</b>	Executive Committee		Executive Committee	Joint Exec. Comms.	Executive Committee
<b>Drivers</b>		3 BSA Board Reps	President's Agenda	The WEAVE	Strategic Plan
<b>Purpose</b>	To advocate for the profession		To empower the profesion	To build better communities through design	To deepen public understanding of design
<b>Implementers</b>		Government Affairs Committee	BSA Committees	Civic Design Task Force	CDRC (becoming part of Foundation)
	AIA MA Staff	AIA MA + BSA Staff	BSA BSAF Staff	BSA BSAF Staff	BSA BSAF Staff

<b><u>Arenas of Impact</u></b>	<b><u>AIA Massachusetts</u></b>		<b><u>BSA</u></b>		<b><u>BSA Foundation</u></b>
<b>National Agenda</b>	<i>input</i>		<i>input</i>		
<b>State Agenda</b>	<b>Direct</b>		<i>input</i>		
<b>Regional</b>	<i>input</i>		<b>Direct</b>		<b>Direct</b>
<b>City/local</b>			<b>Direct</b>		<b>Direct</b>
<b>Communities</b>			<i>input</i>		<b>Direct</b>
<b>Individuals</b>			<b>Direct</b>		<b>Direct</b>



Boston Society of Architects/AIA P: 617-391-4000  
290 Congress Street, Suite 200 F: 617-951-0845  
Boston, MA 02210-1024 architects.org

## Sustainability statement

Architects have a unique responsibility for the sustainability of the built environment. This responsibility extends beyond the design of high-performance buildings to include project siting and impacts on transportation, water, land, air and habitat.

All projects can and should minimize energy and resource demands to combat climate change and provide healthier communities.

We advocate laws and standards that promote not only sustainability but also improved integration of the built and natural environments.

The BSA will be a leader in educating designers, contractors, owners and the public about inspiring and environmentally responsible design, construction, operation and renovation of the built environment.



December 16, 2016

**Statement: Recommendation from the BSA regarding the AIA Advocacy Agenda – 2017 and beyond**

The American Institute of Architects, the national professional organization of 89,000 licensed American architects and the 700,000 people we employ, is dedicated to the highest standards of professionalism, integrity, and public service. We bind our members to abide by a Code of Ethics and Professional Conduct that addresses our obligations to our clients and to the public.

In addition, the AIA Board of Directors has adopted Public Policies and Position Statements which are “statements of belief on issues of public policy affecting the Membership”. They obligate us to collectively represent our core values and principles as professionals to elected and appointed policy-makers and to the general public. These policies state that:

- Architects, as the leaders in design of the built environment, *are responsible to act as stewards of the earth*. Consequently, we encourage communities to join with us in stewarding the course of the planet’s future by supporting governmental and private sector policy programs . . . that promote the design, preservation, and construction of sustainable communities and high-performance buildings.
- As members of their communities, architects are professionally *obligated to use their knowledge, skill, and experience to engage in civic life*. The AIA recognizes that planning and design that integrates transportation, housing, and land-use policies at the neighborhood, community, and regional scales are prerequisites to the creation of safe, attractive, and sustainable communities.
- The AIA supports *the promotion of human and civil rights*, universal respect for human dignity, and the unbiased treatment of all persons in employment, civic, and business transactions. The AIA recognizes that diversity is a cultural ethos that fosters inclusion and enhances our membership, and our profession.

We ask you – our sister organizations and colleagues – to reaffirm our shared and explicitly stated core values and beliefs and to advocate on behalf of public policies that will have a positive impact on our profession, our employees, our communities, and our world. Furthermore, we ask you to reaffirm our opposition to any appointments, public policies, executive or legislative acts or regulatory initiatives that threaten these core values and principles in fundamental ways. These values include:

1. Support for the **Environmental Protection Agency’s** work to reduce environmental degradation and the production of greenhouse gasses, and the implementation of the Clean Power Plan - *to improve our nation’s air and water.*
2. Support for the **United Nations Framework Convention on Climate Change** and the continued United States leadership in reversing threats to our planet - *to protect the world’s ecosystems and citizens.*
3. Support the Federal investment in **NASA** and **NOA’s** earth science division that produces satellite data on climate change and provides our profession and many others with critical planetary information – *to make decisions that are based on evidence.*

4. Support for the **Department of Energy's** funding of renewable energy research, the National Renewable Energy Lab, Commercial Buildings Energy Consumption Survey, Energy Star Portfolio Manager, and their partnership in the AIA 2030 Commitment - to make better use of our limited energy resources.
5. Support for the **Department of Housing and Urban Development** programs that support community development and increase access to affordable housing free from discrimination, including the HOPE VI housing revitalization grants, Community Development Block Grants (CDBG), HOME Investment Partnerships (HOME), American Dream Down payment Initiative (ADDI), Housing Opportunities for Persons with AIDS (HOPWA), and Emergency Shelter Grants (ESG) - to ensure that all Americans have decent housing.
6. Support the **US Treasury Department's** Community Development Financial Institutions (CDFI) Fund and the New Market Tax Credit Program and the National Park Service Federal Historic Tax Credit that spur revitalization efforts in low-income and impoverished communities – to bring every neighborhood back to life, preserve and expand traditional trades and create local jobs.
7. Support the **US Department of Transportation's** development and improvement of transit systems through the Transit-Oriented Development (TOD) Planning Pilot Program under the Fixing America's Surface Transportation (FAST) Act - to ensure that Americans have the mobility they need to pursue their goals.
8. Support the **Department of Health and Human Services** programs to secure affordable health care insurance that includes women's' reproductive health care and ready access to pregnancy planning services – to ensure every citizen's right to a healthy life.
9. Support the **US Department of Labor's** protection of all employees who are temporary workers or nonimmigrant visa holders to fully enjoy the Constitutional and legal rights and benefits of our communities and our workplaces – so that everyone receives equal protection under the law.
10. Support the creation of well-paying jobs for a broad spectrum of Americans by rebuilding our infrastructure – bridges, rail lines, , water supply and drainage systems, photovoltaic and wind power generation and the associated distribution grids – harnessing the energy and ingenuity of the American people.
11. Support the 115<sup>th</sup> Congress's ratification of the **UN Convention on the Rights of Persons with Disabilities** – to promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all Americans with disabilities, and to promote respect for their inherent dignity.

We believe that these values are shared by an overwhelming number of architects and citizens, regardless where they live, the work they do, their socioeconomic status, or their race, gender, religion, sexual orientation, nationality, ethnicity, or physical disability. With a new President beginning a four year term on January 20<sup>th</sup>, 2017, we encourage the American Institute of Architects leadership to continue to advocate for these shared values and beliefs. This advocacy may take a variety of forms:

- Provide support for any nominee or appointment whose previous experience, initiatives, and stated opinions indicate adherence to these core values, and oppose those who do not.
- Provide support for public policies, executive or legislative acts or regulatory initiatives that adhere to these core values, and oppose those that do not.

- Coordinate the efforts of local and regional AIA affiliates across the country in these advocacy efforts at local, regional, state and national levels.
- Join forces with allied professional groups across the country, labor unions, academic institutions, and governmental organizations that share our goals and values.
- Encourage our membership to understand the impact that their professional decisions have on our communities, nation and world, and leverage their work to promote the values at the core of our profession and Code of Ethics.
- Advocate for public infrastructure improvements that advance the interests of citizens and businesses by making America safer and more competitive – and ensure that there are jobs for everyone.

Thank you for providing support for these efforts, both as regional chapters, and through your efforts to implement them at the national level. We look forward to working with you to build a better world for everyone, and uphold and promote the values we share.

A handwritten signature in black ink, appearing to read 'Josiah Stevenson', with a stylized flourish at the end.

Josiah Stevenson FAIA  
2017 BSA President

And the BSA Board of Directors

# **EQUITY, DIVERSITY, AND INCLUSION COMMISSION EXECUTIVE SUMMARY**

January 25, 2017



**The American  
Institute  
of Architects**

# The value proposition

Equitable practice has the potential to foster success on multiple levels—equity in the workplace, plus socially just access to basic resources, healthier communities and resilient public space in our urban centers. The value proposition of equity at all these levels is rooted in empathy, transparency, education, collaboration, and trust.

The lack of equity in architectural practice and allied professions has made architects prone to lose talent to other more lucrative career paths. The factors that challenge retention include long hours, modest pay, work that is misaligned with professional goals, and lack of transparency in promotion and compensation practices.

In order to achieve equity in the built environment, the architecture workforce needs to reflect the rapidly changing demographics of those people we are charged to serve. Architecture is also susceptible to some public misunderstanding of the value or potential of what architects can bring to the table.

In terms of social impact, design has the power to inform more equitable, resilient, sustainable, and relevant built environments for the increasingly multicultural population of our nation.

Rosa Sheng, AIA  
Author, *AIA Resolution 15-1*, May 2015

# Introduction

In late 2015, the American Institute of Architects issued a call to action for the profession. After 14 months of work, the AIA Equity in Architecture Commission released a report with its recommendations for expanding and strengthening the profession's commitment to equity, diversity, and inclusion (EDI) in every practice.

The Commission and its goals were products of AIA's 2015 *Resolution 15-1: Equity in Architecture*. That resolution was born from yet an earlier industry-wide initiative, in 2014. Architectural organizations had come together then to address the concern of architects about a disproportionate mix among the profession's members.

What emerged from that 2014 effort was a study, *Diversity in the Profession of Architecture*. It examined the impact of demographics on success in the field. The intent was to create greater urgency surrounding the need for a profession that more accurately reflected the varied faces of our nation.

There has been progress in achieving that goal in past years, but there is still much work to be done. Equity, diversity, and inclusion is a priority of the American Institute of Architects. The Institute believes the need to foster a more inclusive workforce is both a professional and societal imperative.

The AIA Equity in Architecture Commission, a blue-ribbon panel of leading architects, educators, and diversity experts, was formed to meet those challenges. Following is a summary of the five "keystone" areas of focus it identified, and within those areas the 11 priority recommendations, or action items, that it selected for implementation over the next three years.

Emily Grandstaff-Rice, FAIA  
Chair, Equity in Architecture Commission

# Keystones

**Keystone** [kee-stohn]; 1. The wedge-shaped piece at the summit of an arch that holds the other pieces in place. 2. Something on which associated things depend for support: *The keystone of one's philosophy.*

**“Diversity may be both the hardest thing to live with—and the most dangerous thing to be without.”**

—William Sloane Coffin, clergyman, civil right activist

The Commission focused its work on the future implications of increased equity, diversity, and inclusion within the profession, including impact on the architecture it provides our society. It identified five themes or areas—which it called “keystones”—that would reflect those implications.

## **Leadership development**

Strongly restating the AIA’s commitment to equity, diversity, and inclusion will reinforce its goal to be a leader in that societal quest. This effort needs to permeate every level of the AIA, from the Board to local chapters. It also must transcend the conventional year-to-year focus of individual leadership.

Leadership excellence action items should include EDI training; the addition of an EDI impact statement to all new Board resolutions; strategic engagement of allied organizations to share resources and develop initiatives; sufficient resources for AIA Diversity and Inclusion staff; and expressed commitments from every level of membership.

## **Firms/workplace/studio culture**

Attracting, developing, and retaining the best talent is a priority for the entire national workforce, not just architecture.

Many young and emerging professionals prefer to work in teams that reflect the global and demographic richness of our population. Plus, studies have shown that a diverse range of people creates greater innovation and creativity. Therefore, demonstrating a commitment to EDI in recruitment efforts is imperative. And, as workforce demographics change, the AIA and the profession need to plan for and embrace an expanded range of workplace models, including benefits.

## **Excellence in architecture**

Collecting data on projects that succeed through EDI. Greater recognition must be awarded to projects that honor EDI, both in the architects’ practices and in their products.

The creative ethos within an innovative team offering a variety of perspectives and priorities is a powerful force. Architecture will go beyond physical, technical, and aesthetic distinction—it will reflect awareness and empathy. It will serve the best of humanity.

## **Education and career development**

The industry-wide study, *Diversity in the Profession of Architecture*, identified gaps in the future workforce pipeline, as well as “pinch points” in career development for women and minorities.

There must be a focus on K–12 education; resources for higher education, including transitions from two-year programs to NAAB-accredited programs; a clearer path to licensure; leadership training in continuing education for under-represented groups; and support for emerging professionals and re-emerging professionals that highlights engagement and retention.

## **Marketing, branding, public awareness, and outreach**

An equity, diversity, and inclusion lens must be applied to every form of communication by and for the profession. Special focus must be made on messages that increase the visibility of underrepresented groups and expand practice opportunities. Visual images used in communications vehicles should be carefully considered for their representation of the face of the profession.

In addition, continued emphasis should be made on how architects contribute to communities through cultural engagement and volunteerism.

Guided by these five keystones, the Commission developed 32 recommendations for action. Then, using an impact analysis process, it narrowed the list to 11 priority recommendations for near-term implementation.

## Priority recommendations for action

### **1. Make equity, diversity, and inclusion a core value for the Board of Directors**

The AIA Board of Directors and Strategic Council should consider equity, diversity, and inclusion among the evaluation criteria for future actions. Those actions include resolutions, business items, and member-led initiatives that make the AIA an even more relevant and socially-conscious organization. By consistently considering EDI, the Board and Council will ensure that future efforts are evaluated for their societal impact and ability to bring people together.

### **2. Measure and report how EDI permeates the AIA**

As well as embracing EDI as a core value, the Institute must measure and report how that value is influencing demographics, behavior, attitudes, awareness, retention, recruitment, culture, and engagement within the AIA. The Commission urges that compilation of the data start with AIA staff, volunteers, and elected and appointed leaders on national, regional, local, and component levels.

### **3. Launch EDI training for AIA volunteers and components**

In order to elevate awareness of the societal and business case for greater equity, diversity, and inclusion in the profession of architecture, the Commission recommends that the Institute create customized EDI training for AIA volunteers and leadership. This could be a combination of in-person sessions at large AIA events such as the AIA Conference on Architecture, Grassroots Leadership Conference, and Knowledge Leadership Assembly; materials and guides for interested groups to facilitate local sessions; and on-demand learning that can be used for components.

### **4. Create guides for equitable, diverse, and inclusive practice**

The Commission recommends that the Institute create and provide members and their firms with guides on best practices in observance of equity, diversity, and inclusion principles, and how those principles can be a part of any architectural practice. The guides would address such issues as career progression, work culture, leadership development, talent recruitment and more. The guides could be accessible on-demand publications.

### **5. Create a position paper on EDI and the profession**

The Institute now has extensive data on demographic trends within the profession. But it can't always answer the question of *why* those trends occur. There's a need for more specific understanding of the issues and implications in the quest for full equity, diversity, and inclusion. The Commission recommends that the AIA commission an academic study to document and research the impact of EDI in architecture. This study would rigorously analyze and interpret available data and provide qualitative evidence to support a broader knowledge base.

### **6. Develop a firm self-assessment tool**

It is the responsibility of the AIA to provide members and their firms with the means to measure their engagement with EDI principles. The Commission recommends development of a firm self-assessment tool on EDI issues. Examples of criteria to assess include EEO policies, internal and external diversity issues, scope of diversity initiatives, family-friendly benefits, and overall firm commitment. Further, it's recommended that the data be collected nationally and included in the biannual AIA Firm Survey.

### **7. Require EDI data as part of AIA awards submissions**

Based on studies within other industries, the more the profession of architecture reflects the society we serve, the better the product of our work will be. It will incorporate greater sensitivity to and empathy for cultural, societal, and environmental concerns. What's needed is more proof—a data set that illustrates the connection between equity, diversity, inclusion, and architecture excellence. The Commission recommends the collection of demographic data on teams submitting for AIA awards.

### **8. Advocate for a more accessible path to higher education**

It's been determined that creating an accessible route for architecture students enrolled in two- and four-year programs to move to NAAB-accredited programs is a successful strategy for increasing the number of under-represented individuals. The Commission recommends that the AIA advocate strongly for support of existing bridge programs, and the creation of new ones. Suggested tactics include sharing of articulation agreements among institutions, and raising awareness of bridge opportunities within under-represented communities. The Commission also recommends the Institute make an annual fundraising commitment to the Diversity Advancement Scholarship Program administered by the AIA Foundation.

### **9. Engage children with K-12 architecture programs**

Building a more equitable, diverse, and inclusive architecture workforce needs to start early. We must engage children and their families with more exposure to the profession through K-12 programs within all demographic communities. The Commission endorses the work of the AIA 2016 K-12 Task Force, and recommends that it includes EDI considerations in developing new curricula, and in its plan to enlist architects to volunteer in communities.

### **10. Tell our stories**

Increasingly, the face of our profession reflects a cross-section of America. But more needs to be done to communicate that expanding profile. The Commission recognizes the good work being done through the *I Look Up* campaign and urges the AIA to continue developing messaging that highlights the equity, diversity and inclusion within the profession. Those communications also serve to humanize and personalize architects as a welcoming community, and one sensitive to the built environment.

### **11. Ensure that AIA publications reflect EDI**

The Commission recognizes public comments indicating that visual images in AIA publications reflect limited multicultural and gender representation. It recommends that the AIA ensure that it makes broader depictions in its media of the full range of communities represented in the ranks of architects. It should also urge component publication editors to do the same—and those efforts can be celebrated through the Institute's national channels.

## Concluding comments

The thoughtful decision by the AIA to re-emphasize its commitment to equity, diversity and inclusion is more than fitting and appropriate. It is an ethical and moral obligation.

We are a profession in need of some re-design. On one hand, our member profile is improving. Studies by the Institute and other industry organizations are reporting growing evidence of EDI within our ranks.

On the other hand, as the findings of both the AIA and other groups point out—there is more work to be done.

- Women and minorities are under-represented in the profession.
- Aligned with the perceptions on representation of women, half of the surveyed women respondents report that women are less likely to achieve their career advancement objectives.
- Women and minorities say they are less likely to be promoted or compensated at rates equal to their peers.
- Minorities reported that their barriers to entering the profession included fewer education financing opportunities; a perceived low “return” on the expense of schooling; a lack of role models; and low awareness of the career path.

To be better professionals in the face of a complex world, we need collaboration and cooperation within our practices. We need innovation and ingenuity. And we need the energy and engagement of our *best* people—whoever they are, whatever their heritage, wherever they call home.

Time and again, studies by global talent management organizations have validated the bottom line: The most productive and successful businesses and organizations also happen to be the most committed to the principles of equity, diversity, and inclusion.

As a community working to improve the world around us, we also seek a workplace free of discrimination in any form. A workplace rich with flexibility and fairness. A place where team members have a sense of pride, a sense of connection...and a sense of passion.

Our vision is more than communities transformed and enhanced by innovative architecture. It’s also a place where we celebrate, and take full advantage of, our *differences*. A rich mix of our ethnic, cultural, religious and societal influences. A place where every person can realize his or her goals.

Working with clients, we use the impact of innovative design to strengthen and transform communities, boosting their vibrancy and enhancing the quality of life they offer.

The impact of equity, diversity, and inclusion is no less powerful.

As a community ourselves, our goal must be to meet the challenge presented us by the Commission’s recommendations. If we do, we will become a model profession that is diverse, robust, responsive, and sensitive.

This is a continuing journey, one AIA members take with pride and passion. Because our work here can help change the world.

# AIA 2017 Equity, Diversity and Inclusion Statement

The American Institute of Architects, as part of the global community, champions a culture of equity, diversity, and inclusion within the profession of architecture to create a better environment for all.

Achieving this vision has a direct impact on the relevance of our profession and the world's prosperity, health, and future.

# Commission members and contributors

## Chair

- Emily Grandstaff-Rice, FAIA, Senior Associate, Arrowstreet Inc.

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- William Bates, FAIA, Vice President of Real Estate, Eat'n Park Hospitality Group
- Jorge Bermudez, President and CEO, Byebrook Group
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November 7, 2013

The Honorable Martin Walsh  
Mayor-elect, City of Boston  
Statehouse Room 527A  
Boston, MA 02133

**Re: Improving Boston's Public Design Review Process**

Dear Mayor-elect Walsh,

On behalf of the Boston Society of Architects (BSA) I would like to congratulate you on your election as next Mayor. For those of us who live and work in Boston, it was gratifying to see your deep love for our City come through so clearly in your campaign. We applaud you for sharing your compelling vision of our city's values and potential.

In no small part, Boston is a great city because of design. Each individual building and every tree-lined street work together in harmony to make Boston beautiful, livable, and sustainable. Design also plays a critical role in our region's economy. Our architecture and design community is at the center of the state's "creative economy" driving job creation and contributing to our quality of life. With our advocacy work and many civic initiatives the BSA is well-positioned to help your administration address such urgent needs as housing affordability, climate change adaptation, job creation, transportation planning, and building better neighborhoods.

To that end, we would be honored to work with you and your team to streamline and improve the City's public design review process. We know the Boston Redevelopment Authority and Article 80 from both sides of the table. Five of our members (myself included) serve on the Boston Civic Design Commission. Many of our members have first-hand experience with major project design review in Boston as well as other cities across the country. We have practical recommendations on how design review can help strengthen communities, bring neighbors together, and protect the quality of our shared public realm without becoming an impediment to development and growth.

We ask your transition team to consider the following:

1. We can help you make the Article 80 design review a more efficient and impactful process, ensuring that everyone has a voice, and to reform the BRA in order to improve the quality of design and the benefits of economic development.
2. We recommend you include a BSA member architect on your transition team. As much as developers, builders and union representatives, architects have been active participants in the BRA's current review process. Our members can add a unique and complimentary perspective to the question of how to further develop an already thriving, beautiful city.

3. We ask you to look closely at how thoughtful planning, community engagement, economic development AND design review have recently combined to produce successful projects in places like Ashmont Square and outer Boylston Street in the Fenway. These growth areas provide important lessons about what is working and, just as importantly, what needs reforming.

We are eager to meet and help implement changes making Boston a model of livability, sustainability, economic vitality, health and beauty. We will be in touch with your transition leadership to set up a meeting, but in the meantime – congratulations again! We are excited to work with you to build a stronger Boston.

Sincerely,



Michael R. Davis FAIA  
President

PS. We would be very pleased to have you to join us at ABX, November 19 through 21, the largest regional design and construction convention in the country. Here you can see the creativity, intellectual power and vitality that makes Boston the leading design city in the country. We welcome the opportunity for you to share your thoughts on building a better Boston with our audience.



Ashmont TOD Residence  
Designed by The Architectural Team  
Photo by RWS



Fenway Triangle Project  
Architect & Rendering by Elkus Manfredi

April 27, 2012

Peter Meade, Director  
Kairos Shen, Chief Planner  
Boston Redevelopment Authority  
1 City Hall Square # 9  
Boston, MA 02201

**RE: SOUTH BOSTON INNOVATION DISTRICT  
BSA POSITION PAPER**

The Urban Design Committee of the Boston Society of Architects (BSA) is one of the largest and oldest of the BSA's committees, offering professional perspectives and community engagement surrounding design and development in the public realm of the city. Over the past few decades, it has facilitated dialogues on critically important urban planning issues that have helped educate the public about excellence in urban design.

From time to time, the Urban Design Committee has established "Focus Teams" to evaluate urban plans with significance for the city's future and contributed their insights to the civic dialogue. Through public meetings, presentations and other outreach efforts, the teams have helped shape public policy on urban design. For example, in 1998 the Seaport Focus Team was actively engaged with the Boston Redevelopment Authority, advocacy groups, and local residents to help define a vision for the area and provide sustained input into individual development proposals as they evolved. This work culminated in prominent exhibits and programs at the Build Boston Exposition the following year.

In 2011 the Innovation District Focus Team was formed to support the Menino Administration's vision for the Seaport area. Kairos Shen, Matt Kiefer, Jim Doolin, David Hacin FAIA, Janne Corneil Assoc. AIA and others presented their ideas in a series of well-attended presentations from March through May. These ideas continue to inform our discussions.

Focus Team participants understand that planning and development are taking place within a challenging environment. The ongoing economic malaise means that both the public and private sectors have limited resources to provide the urban amenities that everyone desires. This is exacerbated by the absence of a strong institutional presence – the kind that propelled Kendall Square and the Longwood Medical Area forward, and provides the well-financed, mission-driven development agenda and accessible urban fabric that sustains a culture of knowledge creation and innovation.

In response to these challenges, the Innovation District Focus Team has put together a set of **design, program, and policy recommendations** that are detailed below. We believe that they will help the City fulfill the promise of the Innovation District, adding value to individual properties and helping innovation in business, science, and the arts to flourish.

**A. INNOVATIVE DESIGN THAT ESTABLISHES DISTRICT CHARACTER:** Designing a new innovation district is a challenge because life science and technology companies--the heart of the seaport development--require large floor-plate buildings that do not have the **finely scaled urban texture** of older parts of cities. Key to the future build-out of Boston's Innovation District will be clever planning and **well-crafted guidelines** that ameliorate the effect of large single-use buildings and provide the pedestrian-friendly environment everyone wants.

But amelioration is not enough. The character of the Innovation District is largely determined by the design of its buildings and public spaces. **Design excellence will establish an inventive spirit** that will attract tenants and residents and help the area live up to its brand. Cornell's short list of architects, landscape architects and urban planners for its innovative Roosevelt Island campus included six of the most imaginative architectural firms in the world. Spain's 22@Barcelona Innovation District includes buildings and spaces with truly inventive characters. And China's Vanke Center and Linked Hybrid research facilities create a model of what innovation can look like. We encourage the City, Innovation District property owners, developers and potential tenants to consider **design excellence one of the most effective investments** they can make in the future of Boston and their own success. A **Designer Recommendation Committee** can bring design professionals together to help them achieve the kind design innovation the district deserves.

**B. ACTIVE PUBLIC SPACES THAT FOSTER INNOVATION:** Inventive public spaces are critically important in helping the District assert its identity as a home for the dynamic, multivalent, ever-changing group of people, companies and institutions it seeks to attract. The BRA has a long history of successful city building efforts that reinforce a sense of **vitality, accessibility, and permeability**-- the recent Atlantic Wharf development and planned Innovation Center being just the latest examples.

Boston's Innovation District should continue this effort through the creation of a **network of active public spaces**, at the exterior and interior of buildings, and at street level and on upper floors or roofs that foster opportunities for public interaction. These spaces should connect the district to the larger system of public spaces in the city and activate interstitial and underutilized spaces in between buildings and adjacent to infrastructure. The best spaces use **thought-provoking design** to make them destinations in their own right.

The BRA should consider identifying a public space that could be a **testing ground for provocative installations, challenging events and constantly changing interventions** that engage people of all ages. This space should have a "crossroads" location that centers the Innovation District symbolically and reflects the edgy, chaotic and multifaceted nature of

Boston's version of innovation. The Hubway bike share, a test platform for MIT robotics projects and the experiments of MassChallenge entrepreneurs could all find a home here.

The public realm could be further enriched by a **public art requirement for large-scale projects**, with input provided by the ICA and the Children's Museum and in collaboration with the BRA as well as other civic agencies such as the Mayor's Office of Arts, Tourism and Special Events. Leadership by the Children's Museum and the ICA will ensure that new media will be encouraged and successfully implemented. The expansion of the institutional presence of the cultural institutions in the area can only help in defining the Innovation District brand.

The public realm of the District is also defined by its relationship to downtown and the harbor. **Maintaining view corridors** is critically important. D Street and the eastern portion of Congress Street have landmark views back to the downtown; the western portion of Congress Street has views of Summer Street beyond the Convention Center, and from Congress Street east of the Children's Museum, one can see the marquee at the BCEC and the buildings beyond. These views should be retained as new buildings are created.

**C. GROUND FLOOR USES THAT CREATE VIBRANCY:** Article 80 rightly encourages an activation of the public realm through non-office ground floor uses, but economics tend to favor medium and large scale retail, national brands, and out-sized building-scale lobbies. The kind of vital urban neighborhood the BRA envisions also needs **small scale, locally owned stores and services** that meet typical day-to-day needs while providing a dose of **unpredictable urban charm**.

Setting aside a certain percentage of the ground floor of new buildings for local retail tenants would attract the "creative class" companies and workers that are looking for a rich and variegated streetscape without imposing an enormous burden on the bottom line. As rents rise in the Fort Point Channel Landmark District, new development policies can insure that **small scale and innovation-oriented businesses** can continue to thrive.

**D. INSTITUTIONAL ANCHORS THAT EMPHASIZE COLLABORATION:** Innovation districts in Cambridge, Haifa, Austin and Barcelona – and now New York's Roosevelt Island – have grown out of **academic institutions**. They bring a diverse range of funding sources, an ability to accept risk, an interdisciplinary approach to knowledge and product creation, and an abundance of energy and enthusiasm at a relatively low cost. We understand that the BRA's support for rent subsidies for start-ups and the development of an "Innovation Center" are intended to provide some of the infrastructure and vitality that might otherwise be provided by institutions. We encourage the BRA to consider a broader range of efforts to help **build a collaborative urban environment**. These might include:

- Identifying areas where the open, activated character of **an academic, non-profit, professional or arts organization** could help activate an entire neighborhood and encourage appropriate institutions to rent or develop space.

- Continuing to encourage **regional universities to establish satellite campuses** in the Innovation District. Babson College’s commitment to the neighborhood is an excellent start. The BRA might consider orchestrating a consortium of institutional programs or cluster of disciplines that share spaces in a campus-like arrangement as a catalyst for further growth. **A roundtable of institutional partners** could be formed to consider opportunities for collocated learning and research in the District.
- Encouraging large businesses to **share their facilities** – conference spaces, auditoriums and research facilities – with non-profit organizations, academic institutions, and public and charter schools.

**E. ACTIVITIES AND PROGRAMS THAT PROMOTE CREATIVITY:** The Seaport has, over the years, been an important location for seasonal, temporary, and regionally significant public events and attractions sponsored by a broad range of local institutions. The City, private developers and local companies and institutions can facilitate relationships, provide financial incentives, and lend the outspoken support that can help the District become a **center for creative programming**. Strengthening ties with neighboring institutions such as the ICA, the Children’s Museum, and the Convention Center can promote the idea of the Innovation District through **creative public events, programs, and exhibitions**. The current digital project resulting from the partnership between Boston CyberArts, the Convention Center Authority and area design schools is a perfect example.

The Innovation District has already sponsored a series of activities that create a strong model for what can come, including the Volvo Ocean Race in 2008 and 2009, and the Red Bull Cliff Diving at the ICA and the TEDx Boston at the Seaport World Trade Center in 2011. In an appendix to this letter, we have attached **a series of possibilities** for the future that suggest the kinds of events that should be considered.

**F. INCENTIVES FOR SUSTAINABLE LIVING AND WORKING:** Efficient use of resources, construction that recognizes the natural patterns of the waterfront, and planning that anticipates rising sea levels are critically important to an innovation district. The Boston area’s academic institutions, businesses, and design community are **international leaders in sustainable design**, and their expertise should be brought to bear on planning and its implementation in the District.

The Portland Oregon Eco District sets targets and outlines strategies to incrementally transform both hard and soft infrastructure in the City and is a model for what Boston could do. An **“eco-district” policy overlay** could create ambitious sustainability goals and establish the District as a testing ground for CO2 reduction targets, efficient resource management and incentives for environmentally conscious lifestyles.

Other initiatives could include: district energy supply including renewable sources; system “looping” to distribute and reuse waste heat; district storm water management that integrates water storage and reuse in the landscape; district-wide waste and recycling programs; a LEED platinum, gold or silver development requirement, DIY share programs and zoning bonuses for green roofs or solar PV. Transportation policies that offer incentives to reduce dependence on fossil fuels, put limitations on parking, set CO2 goals,

and support alternative transportation modes and technologies should inform design and development decisions.

**G. POLICIES THAT MAINTAIN AFFORDABILITY:** Fort Point Channel has long been a haven for artists and entrepreneurs because of its low rents and small floor plates. Planned development should increase, not decrease, the kind of affordable housing and work space that fosters innovation and allows employees to live near where they work. Today's economic conditions have allowed developers and property owners to provide **subsidized space to start-ups and artists**. We encourage the City to continue to work with the private sector to insure that space remains affordable as the economy recovers and upward pressure on property values resumes.

**H. REGULATORY CHANGES THAT SUPPORT DISTRICT GOALS:** The overall goals of the Innovation District can be reinforced by identifying the design and development principles that make the district uniquely appealing, and by providing funding mechanisms to achieve them through a combination of developer exactions and public incentives.

The BRA can start by **updating the 1999 Seaport Public Realm Plan** to incorporate Innovation District goals by identifying major infrastructure and open space improvements, land uses, public realm design standards and urban design principles. This would form the basis for a **new zoning article** to replace the existing South Boston Interim Planning Overlay District, adopted in 1999 (stretching the meaning of the word "interim".) The new article could codify planning goals, provide a density bonus in exchange for innovation-oriented public benefits and could make conforming projects eligible for Planned Development Area Approval and expedited development and design review.

The City can also create a **special development district**, as the Mayor has recently announced for the East Boston waterfront. Within this district, a package of state and city public incentives and funding sources such as DIFs, I-Cubed, and Chapter 121A would be available for major infrastructure improvements which can't realistically be funded exclusively through developer exactions.

The City can't exert zoning control over the Convention Center expansion, but it can negotiate a compact in which the **MCCA provides programming, promotion and other assistance** to further the goals of the district as a component of and rationale for funding the expansion. MassPort can also be enlisted in a more formal way in the effort to advance Innovation District goals. The City could, for example, ask Mass Port to include these goals in property dispositions in Commonwealth Flats.

**I. IMPROVE TRANSPORTATION INFRASTRUCTURE** As a legacy of its early development for the railroads, the Innovation District peninsula has two principal grade levels; the lower waterfront/harbor level (Northern Avenue and Congress

Street) and the raised Summer Street level, extending a half mile from The Channel to D Street. New streets and roadways, a transit system, and series of large scale developments have been added over the past 25 years. The current complexity and continuing growth will require **significantly increasing the capacity of the transportation infrastructure** to accommodate the growing numbers of people going to and living in the District.

Public transportation will be of critical importance. The **long term capacity of the Silverline** will be limited by the traffic condition where it intersects D Street. This is recognized in the FEIR for the Seaport Square Development which revealed multiple Intersection failures for the “Long Term Build Condition.” It is important that the city respond to this concern.

Vehicular traffic must also be considered. Harbor Street is a proposed new street within the Seaport Square Development that will connect elevated Summer Street to the lower grade. This street should be **designed to distribute traffic** within the District, and to and from the Highway system, mitigating some intersections and improving overall capacity. The city should require the **integrated performance** of any new piece of the infrastructure.

The Boston Society of Architects and the Urban Design Committee look forward to working with the BRA, the Commonwealth, and Boston developers and land owners on the success of the Innovation District and the promotion of design excellence. Please let us know what we can continue to do to achieve the best outcomes possible for the City, its citizens and its business community.

Sincerely,

The BOSTON SOCIETY OF ARCHITECTS Urban Design Committee



David Gamble AIA, AICP, LEED AP  
Gamble Associates  
Co-Chair, BSA Urban Design Committee



Shauna Gillies-Smith RA  
Ground Inc.  
Co-Chair, BSA Urban Design Committee

*On behalf of the Boston Society of Architects*

**Urban Design Committee Innovation Focus Team:** Janne Corneil Assoc. AIA, Joshua Fiala AIA, David Gamble AIA, Antonio Gomes AIA, Shauna Gillies-Smith RA, David Grissino AIA (ex-officio), David Eisen AIA, Stephen Gray, Matthew Kiefer, Tim Love AIA, Anne McKinnon, Martin Sokoloff, Peter Smith, Patrick Tedesco AIA, Martin Zogran AIA

### Examples of Activities and Programs Appropriate for the Innovation District.

- *TEDx* - Expand to attract a larger tech audience for a weekend or full week of showcased innovation.
- *PAX East* - This video game convention draws upwards of 80,000 gamers and techies and could expand from Boston Convention Center to occupy parts of Innovation District.
- *WGBH's Innovation Hub* - Kara Miller's talks with Boston's most innovative thinkers could sponsor conferences or presentations in the Innovation District.
- *Muzzy Lane Software* – 3D interactive game designed to be part of the master planning process allows idea generation for the Innovation District.
- *MIT The Education Arcade and STEM Program* – Business-supported enrichment programs for middle school students who want to get ahead in math and science.
- *Harvard Innovation Lab* – Establishing a base in the Innovation District would allow them to share resources and support innovation at the start-up level.
- *Boston Fashion Week* - Capitalize on the move of Louis Boston to the area; sponsor competition for temporary pavilions and exhibition spaces in Innovation District.
- *Innovation District "Open Studios"* – Tech labs host art-walk-style events to showcase their latest work and promote open dialogue and collaboration
- *Innovation District as Host to Conferences, Competitions and Awards* –
  - *DIGMA* - Design Industry Group of Massachusetts
  - *MITX* – Massachusetts Innovation and Technology Exchange
  - *Shift Boston* - Annual international interdisciplinary design competitions.
  - *BNYMellon CityACCESS* - Provides out-of-school opportunity partnerships
  - *Food Truck Challenge* and *Boston Harbor Seafood Festival*
  - *JP Morgan Corporate Challenge* - Harbor Tour

End of Memo  
4/27/12



Boston Society of Architects/AIA P: 617-391-4000  
290 Congress Street, Suite 200 F: 617-951-0845  
Boston, MA 02210-1024 architects.org

January 31, 2017

To BSA Members:

As 2017 President of the Boston Society of Architects/AIA (BSA), I am writing to express our concern about the effect on the design community of the Executive Order effectively banning people from several predominantly Muslim countries from entering the United States.

The international character of the Boston architectural community is essential to its vitality and strength. Students, teachers, and practitioners come to the Boston area from countries around the world to learn and work together. The BSA is deeply concerned about the impact of travel restrictions on our community, and we remain opposed to all violations of human rights. If you know of anyone affected by changes in US travel policies, we can help connect you with organizations that work in this field.

AIA National is preparing a response to the Executive Order to immediately cease the practice of denying access to those seeking lawful entry to the United States. We support their position and will share this with our local political leaders to encourage their opposition to this order and to offer our support should they do so.

I also want to take this opportunity to remind all members of the BSA community to join us at the BSA at 6:00 pm on February 9 for a Town Hall meeting to participate in a frank and open discussion of how to best uphold our values of respect for all people, protecting the natural environment, and working together to serve the greater needs of our community.

Please share your thoughts by emailing [president@architects.org](mailto:president@architects.org) or posting your comments directly to the BSA's Facebook page.

Thank you

A handwritten signature in black ink, appearing to read "Josiah Stevenson". The signature is fluid and cursive, with a long, sweeping underline.

Josiah Stevenson FAIA  
2017 BSA President



November 14, 2016

To BSA Members:

This year's election has clearly demonstrated the sharp divide facing our country. We trust in the democratic principles this country was founded upon. And while some people are pleased by the results, there are many struggling to understand what has happened and what future lies ahead. The BSA Board and staff are committed to seeking a path that will heal these divisions. And, as always the BSA welcomes people of all backgrounds and abilities regardless of their race, ethnicity, gender, religion, sexual orientation, disability, or political persuasion.

While on this path, however, we will not compromise on the core values that are fundamental to the BSA, and, we believe to the AIA. We are firm in our role advocating for policies that foster these values in our work with government, businesses and our national AIA.

- These values begin with respect for all people. We believe the principles of diversity and inclusion are fundamental to building a just, fair and vibrant country. We will continue to advance the cause of equity within our profession, while advocating for public policy that assures equal access to society's benefits for all people. And, as always the BSA welcomes people of all backgrounds and abilities regardless of their race, ethnicity, gender, religion, sexual orientation, disability, or political persuasion.
- We believe that climate change is an existential threat to human civilization as well as most life on this planet. We promote the principles of sustainable design including increasing energy efficiency and renewable energy, materials building standards, and green waste management systems. We also see the impacts of climate change inequitably burden less privileged members of our communities. To be a truly sustainable society, environmental justice must shape the public policy and long-term vision of our cities, our region, and our nation.
- We believe that the skills and resources of our profession will always serve the greater needs of our community. Affordable housing, transit equity, accessibility and universal design, historic preservation, beautiful public open space and parks, community-based planning, walkable and livable cities and towns, and design excellence are necessities. Our pursuit of these essential needs will continue to be paramount.

In the coming weeks you will be hearing more from us about this, but more importantly we want to hear from you. We've set up a comment area on our website and social media pages. We also invite you to join us at ABX and talk with Eric, the staff and Board members. This is your BSA. Please share your thoughts by emailing [president@architects.org](mailto:president@architects.org) or posting your comment directly to The BSA's Facebook page. Thank you.

A handwritten signature in black ink that reads "Tamara Roy".

Tamara Roy AIA  
2016 BSA President

A handwritten signature in black ink that reads "Eric White".

Eric White  
Executive Director



November 14, 2016

Robert A. Ivy FAIA  
EVP/Chief Executive Officer  
The American Institute of Architects  
1735 New York Ave NW  
Washington, DC 20006-5292

Dear Mr. Ivy:

On behalf of the Boston Society of Architects/AIA I am writing to share our shock and disappointment with last week's post-election statement expressing the Institute's willingness to work with President-elect Trump and members of the 115<sup>th</sup> Congress. While we support the need for design professionals and AIA members to work together to move the country forward, and the country's need to address failing infrastructure, this statement fails to acknowledge the serious contradictions between the Trump campaign and the AIA's own mission and values. The conciliatory and congratulatory tone of last week's message in response to the election is at odds with the very goals and values articulated by the AIA. We agree with the *Architect's Newspaper*. It would be irresponsible and reprehensible to "ignore the role design and designers could play in instituting and perpetuating the inequality inherent in the racist patriarchy Trump's ideology embodies."

We wish to reaffirm our commitment to AIA's goals of Diversity and Inclusion, Sustainability, and Resiliency, and the fundamental belief that architects have the skills and resources to serve the greater needs of our communities. We believe this is the message we should be sending to both President-elect Trump and the 115<sup>th</sup> Congress.

Sincerely,

A handwritten signature in black ink that reads "Tamara M. Roy". The signature is fluid and cursive, with a large loop at the end of the last name.

Tamara Roy AIA  
President, Boston Society of Architects/AIA



Boston Society of Architects  
290 Congress Street, Suite 200  
Boston, MA 02210  
www.architects.org

April 10, 2014

President Helene Combs Dreiling FAIA  
American Institute of Architects  
1735 New York Avenue  
Washington, DC

Dear President Dreiling:

The Boston Society of Architects is writing to endorse a proposed amendment to the AIA Code of Ethics that was initiated by Architects / Designers / Planners for Social Responsibility (ADPSR), a group that has long held a loose affiliation with many social activists at the BSA. As you are aware, ADPSR is lobbying a number of organizations, including the AIA, to address human rights issues in correctional facility design and operations in the United States. While this letter of support is similar to letters you have received from other AIA Chapters, including San Francisco and Portland, we would like to add our own particular endorsement and emphasize the need for National AIA action on this issue for three reasons:

1. The BSA has a particularly rich history within the AIA in leading conversations about ethics.
2. Our Ethics Committee has been carefully deliberating the ADPSR proposal for a number of months, and is endorsing the proposal after thorough and extensive conversation and analysis.
3. The issue of controversial practices within correctional facilities, especially in the use of solitary confinement, has been of growing national interest, and as professionals and citizens we recognize the urgency for action.

Generally, we recognize the dilemma presented to architects when asked to design facilities or spaces that may be used for or occupied by ethically dubious purposes. Such design work is not limited to correctional facilities – in fact, the precise definition of what constitutes “ethical” design is necessarily debatable. However, broadly speaking, we think that as a professional organization we should not only respond to but advocate for more holistic and humane design because, as others have pointed out, our prime directive is and ought to be to make the world a better place through design. It may already be true that our profession, and by extension the AIA, operates informally under an equivalent of the Hippocratic Oath (“first, do no harm”), but this is not necessarily the case, as ADPSR’s proposal indicates.

As specific background to our Chapter’s activities, in November of 2013 our Ethics Committee facilitated a panel discussion entitled “Upholding Human Rights: The AIA Code of Ethics, and Design of Certain Spaces within Correctional Facilities.” This panel was assembled partly in response to a request by local AIA advocates involved with ADPSR. ADPSR was represented by Raphael Sperry, an AIA member from San Francisco, who is a Soros Justice Fellow and current president of ADPSR.

A number of practitioners in the correctional facility area and other interested parties attended the panel. The discussion was robust and informative, and the panel included Elizabeth Minnis AIA, deputy commissioner, Office of Planning, Design and Construction at the Division of Capital Asset Management and Maintenance for the Commonwealth of Massachusetts; Jeffrey J. Quick AIA, director, Division of Resource Management at the Department of Correction for the Commonwealth; and Brad Walker AIA, principal at Ruhl Walker Architects and member of the AIA National Ethics Council.

What was most remarkable about this panel and the ensuing discussion was the perceivable changing of hearts and minds in the room – there was not only broad acknowledgment of the difficulty in defining ethical behavior, but also of the complexities of correctional design and owner-architect relationships, as well as the danger of inaction or, worse, of turning a blind eye to the discomfort around these issues.

To summarize, given the BSA's research into these issues, our assessment of how "human rights" are defined by organizations including the United Nations, our understanding of the scope and purpose of the AIA Code of Ethics with regard to the practice of architecture and US law, and considering what we learned at the BSA Ethics Committee's deliberation after the November 5th panel, we hereby recommend that the National AIA fully support ADPSR's proposed amendment to the Code of Ethics as follows:

**Current AIA Code of Ethics**

Canon I, General Obligations; E.S. Rule 1.4

Human Rights: Members should uphold human rights in all their professional endeavors.

**Proposed ADPSR modification to the Code of Ethics**

Canon I, General Obligations, new E.S. Rule 1.402

Members shall not design spaces intended for execution or for torture or other cruel, inhumane, or degrading treatment or punishment, including prolonged solitary confinement.

We are pleased to add our Chapter's voice to the effort in raising awareness on this important issue, and by extension helping to improve the collective lot for all of humanity.

Sincerely,

A handwritten signature in black ink, appearing to read "EGR", is written in a cursive style.

Emily Grandstaff-Rice AIA, on behalf of the BSA Board  
Boston Society of Architects President  
A Chapter of the American Institute of Architects



The Boston Society of Architects congratulates the Boston 2024 Organizing Committee for developing a winning plan and communications strategy for the Olympics. We are particularly pleased with the progressive urban planning approaches that distinguished Boston from its competitors. These include a reliance on walkability and mass transit, the creative use of existing sports venues through strategic partnerships with institutions, a commitment to sustainability, and the adaptive reuse of the facilities after the Games. We also appreciate that the Organizing Committee will present the plan and solicit feedback at community forums in diverse neighborhoods across the City.

Moving forward, the community conversation will deepen and become more specific, and this will require a change in focus. Bostonians are notoriously suspicious of boosterism and slickly-packaged marketing campaigns. Mayor Martin Walsh's State of the City Address successfully launched a dialogue about ways to bridge the gap between Boston's economic advantages and the significant social justice issues still faced by our city. His tone and message are perfect examples of how to frame the Olympics conversation.

Our membership includes internationally recognized architects and urban designers and innovative young firms. They have worked in Boston's neighborhoods, planned the region's infrastructure, and produced high quality design within the context of limited budgets. The Organizing Committee should utilize the BSA's resources as it continues its work. The BSA Space, overlooking "Olympic Boulevard," is a perfect venue for an upcoming public forum on how the Olympic bid can make enduring improvements to the city and region. We would welcome the chance to host such an event and promise a thoughtful audience ready for an informed dialogue.

The BSA looks forward to hearing from the Organizing Committee about the next steps in organizing a forum, and working with you on this truly exciting opportunity.

A handwritten signature in black ink that reads "Tim Love". The signature is fluid and cursive, with the first name "Tim" and last name "Love" clearly distinguishable.

Tim Love AIA  
BSA President



Secretary Maeve Vallely Bartlett  
MEPA Office  
Executive Office of Energy and Environmental Affairs  
100 Cambridge Street, Suite 900  
Boston, MA 02114  
Attn: Holly Johnson – [holly.s.johnson@state.ma.us](mailto:holly.s.johnson@state.ma.us)

15 December 2014

RE: Comments on the Environmental Notification Form for the I-90 Allston Interchange Project  
**EEA #15278**

Dear Secretary Bartlett:

Thank you for this opportunity to comment on the recently filed Environmental Notification Form for MassDOT's I-90 Allston Interchange Multi-modal Transportation Project. The Boston Society of Architects (BSA) is an approximately 4,000 member non-profit professional trade association and a chapter of the American Institute of Architects.

In the fall of 2014, the BSA started a new program – the Urban Design Workshop – designed to engage architects, stakeholders, and public officials in early stage-thinking about major urban design initiatives.

To launch the program, the BSA hosted a two-day urban design charrette on September 17 and 18, 2014, that focused on the urban design issues raised by MassDOT's proposal for the redesign of the Allston/Cambridge I-90 interchange. Two interdisciplinary urban design teams, led by Alex Krieger and Alan Mountjoy of NBBJ and Kishore Varanasi of CBT Architects, each produced urban design visions for Beacon Yards site that fully leveraged the city building opportunities of the MassDOT project. In addition to architects and urban designers, the teams included transportation planners and landscape architects enlisted through the efforts of the BSA Urban Design Committee. 2015 BSA President Tim Love AIA organized the event.

The design proposals are available online at <http://www.architects.org/programs-and-events/urban-design-workshops>, and a white paper on the issues and outcomes is attached.

As indicated in the design proposals, our prioritized recommendations are:

- **Include green stormwater infrastructure as an integrated component of the MassDOT contract** (that anticipates a future central open space).
- **Move the West Station access streets further west to reduce the height of the bridges and berms, making them more pedestrian-friendly.** This will create more land for development facing the Charles River.



- **Align the southern terminus of the West Station access streets with Malvern and Alcorn Streets** to allow for future direct pedestrian and bicycle access.
- **Consider the creation of a waterfront park** along the Charles River by realigning Storow Drive.
- Study West Station to **ensure that multi-modal connectivity is established from both north and south** including opportunity for Bus Rapid Transit and DMU Service.

Of the schemes included in the ENF, Alternative 3J is preferred by the BSA as it reduces the width of Cambridge Street to a better scale by providing a second parallel street. That said, Multimodal Connectivity (p9-25) must be addressed particularly as it relates to the current plans. The proposed flyover ramps to West Station will not be pedestrian friendly in their current location and geometry, and will effectively create a giant wall in front of the Charles River. Future Development in the Project Area will be adversely affected by the East Drive Connector Ramp alignment in all Alternatives 3F through 3J.

We appreciate the enormous urban design opportunities of this project; opportunities – and responsibilities – that far exceed the specific requirements of a highway construction project. By intent or by default, the configuration of the roadways, ramps, stations, and associated infrastructure of the new Allston/Cambridge Interchange will dictate how surrounding parcels can be developed; how existing abutters and new users move through the site and access cultural, institutional, and natural resources; and how viable – or not – this new neighborhood will be. It's a once-in-a-century opportunity. MassDOT faces a tremendous and historic city making opportunity. The Boston Society of Architects believes that our recommended modifications to the proposed I-90 Allston Interchange project will set the stage not only for efficient road and rail infrastructure, but also for a vibrant new neighborhood that benefits the city and the region.

Sincerely,

A handwritten signature in black ink, appearing to read 'EGR', is positioned below the word 'Sincerely,'.

Emily Grandstaff-Rice AIA  
2014 President, Boston Society of Architects

Cc: MassDOT Highway Division, Environmental Services Section  
Attn: James Cerbone  
10 Park Plaza, Room 4260, Boston, MA 02116  
[James.Cerbone@state.ma.us](mailto:James.Cerbone@state.ma.us)



Conducted by Tim Love,  
Alan Mountjoy, Alex Krieger,  
and Kishore Varanasi

**Krieger/Mountjoy Team**  
Alex Krieger, Alan Mountjoy,  
Kelly Lynema, Pablo  
Licari, Kevin Conant, Harry  
Mattison, Herb Nolan,  
Cynthia Smith, Wileen Kao,  
Conor Semler, Alex Davis,  
Scott Turner

**Varanasi Team**  
Kishore Varanasi, Ganesh  
Ramachandran, Kristina  
Ricco, Yichin Zhu, Matt  
Urbanski, Chris Matthews,  
Kyle Jonasen, Jason  
Schrieber

**Organizing Committee**  
Tim Love and Gretchen Schneider

**Advisory Committee**  
Mike Davis, Rick Dimino, and Eric White

**Panel Discussion Participants**  
Renée Loth, Paul McMorrow, Matthew Urbanski, Gary  
Hilderbrand, Scott Paige Reed, and Tim Love



# Beacon Yards Urban Design Workshop

# The Beacon Yards Charrette

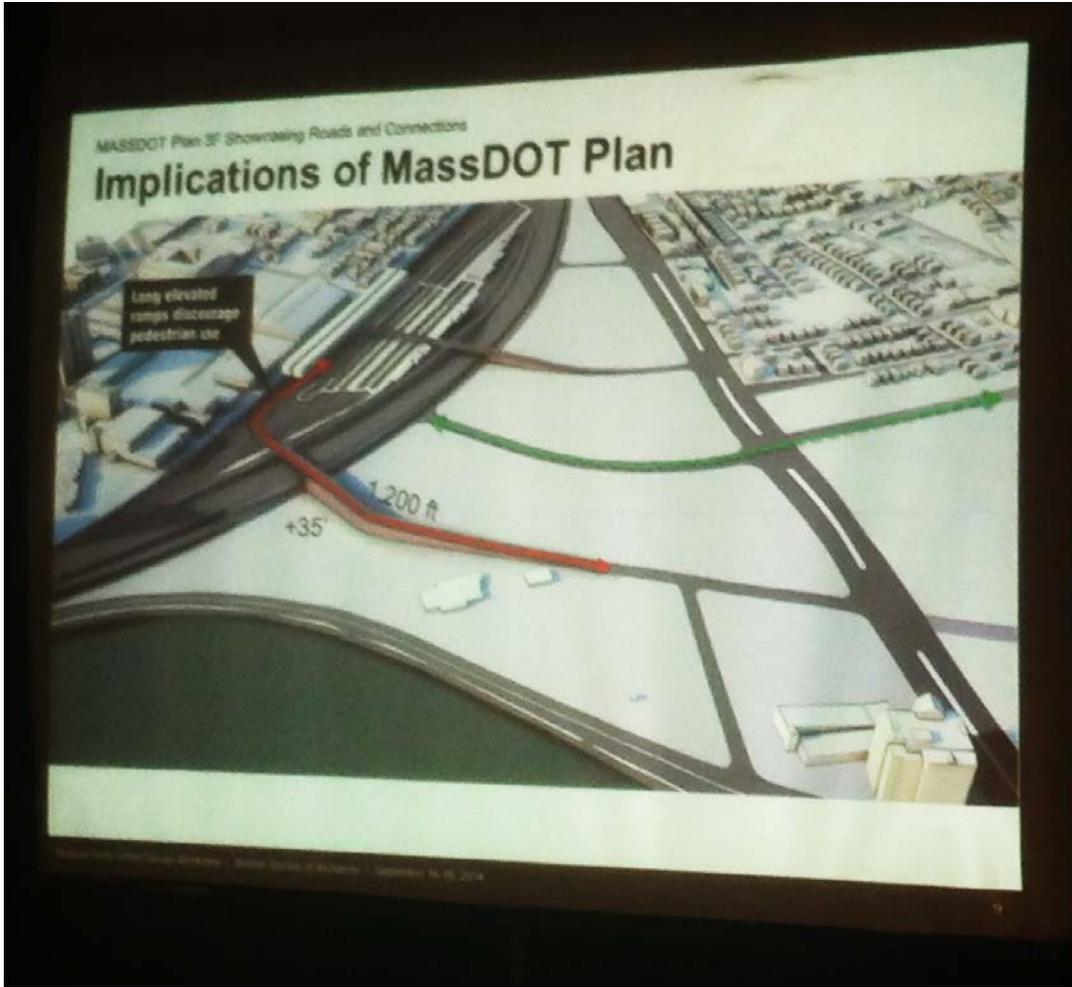
To launch the Urban Design Workshop program, the BSA hosted a two-day urban design charrette on September 17 and 18 that focused on the urban design issues raised by MassDOT's proposal for the redesign of the Allston/Cambridge interchange.

The charrette was organized by Tim Love, the BSA President-elect.

To set the stage for the charrette, Renee Loth, editor of *ArchitectureBoston* magazine, moderated a panel discussion on the evening of September 16. Tim Love introduced the scope and goals of the charrette and provided background information on MassDOT's ongoing process. After the presentation, Loth engaged Gary Hilderbrand, landscape architect at Reed Hilderbrand Associates; Matthew Urbanski, a landscape architect at MVVA; Paige Scott Reed, MassDOT's General Counsel, and Paul McMorrow, Associate Editor of *Commonwealth Magazine* and a contributor to the *Boston Globe*, in a lively discussion.

Two interdisciplinary urban design teams, led by Alex Krieger and Alan Mountjoy of NBBJ and Kishore Varanasi of CBT Architects, each produced urban design visions for the Beacon Yards site that fully leveraged the city building opportunities of the MassDOT interchange project. In addition to architects and urban designers, the teams included transportation planners and landscape architects enlisted through the efforts of the BSA Urban Design Committee.

Each team was provided with the same background information, layered maps, and a digital model. Teams got to work on the morning of Wednesday, September 17 and their proposals were unveiled at 4:00pm on Thursday, September 18 at a BSA-hosted public meeting at the Jackson Mann Community Center in Allston, near the Beacon Yards parcel. The proposals included a street and open space network, suggestions for the configuration of real estate parcels, general building massing, and strategies for linking Boston University to Harvard and the Beacon Yards site to the Charles River.



Above: A close-up of the public meeting presentation at the Jackson Mann Community Center.

Bottom left: Kishore Varanasi presents his team's scheme.

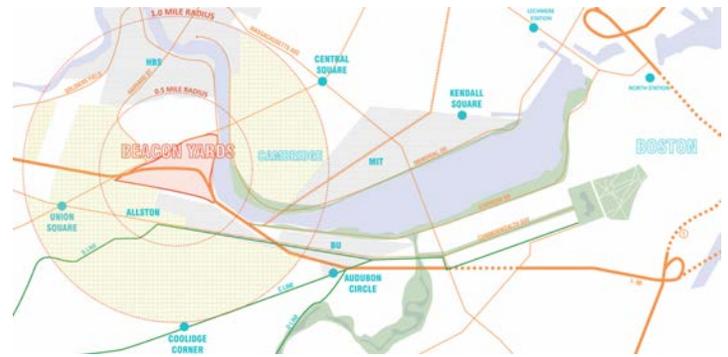
Bottom right: Alan Mountjoy presents his team's scheme.

# Varanasi Team Proposal

The Varanasi Team’s urban design proposal embraces the idea that infrastructure is common ground and transforms it into a public realm asset.

Keeping in mind the theme of ‘living with infrastructure,’ the scheme proposes an elevated linear public space along the realigned Massachusetts Turnpike and Rail Corridor. This raised space would become an important link between Lower Allston, the Charles River, the newly proposed West Station, Boston University, and Magazine Beach across the river in Cambridge. The open space would fit within a network which originates at the intersection of North Harvard Street and Cambridge Street, then follows the curve of the relocated turnpike, and which finally culminates in a dramatic overlook before dropping down to the Charles River. This robust network would be the early action investment in Beacon Yards that corresponds with the reconstruction of the turnpike. This results in direct pedestrian and bike connections both between the Lower Allston neighborhood and the Charles River pedestrian and bicycle path, and between Commonwealth Avenue and Beacon Yards along the north-south axis. The perceived ground plane of the new district is raised up enough that it follows the elevated roadways connecting the turnpike and West Station, so the open space network bridges over a relocated section of Soldiers’ Field Road. In addition to serving as the primary place-making strategy for the proposal, the open space network adds value to the adjacent real estate parcels. Its orientation and organization provide value on all sides and great views toward the Boston skyline.

The Charles River Basin’s open space does so much to define the image of both Boston and Cambridge, but it breaks down when Soldier’s Field Road is squeezed close to the river at the Beacon Yards site. We propose transforming the public perception of Beacon Yards

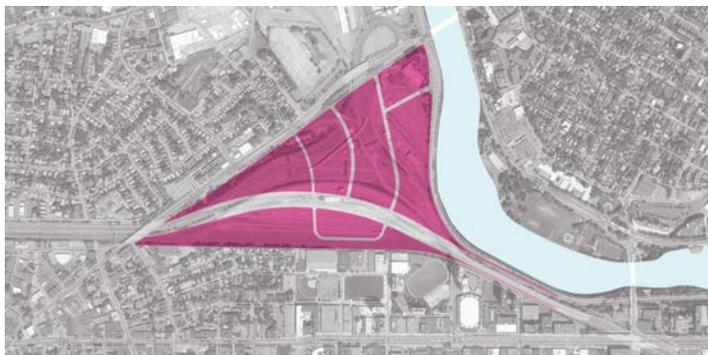


Beacon Yards is a piece of a bigger puzzle.

by creating generously-sized landmark open spaces that connect the neighborhoods and the Beacon Yards site to this pivotal and highly visible point on the river. This will accomplish for Beacon Yards what the Public Garden and Commonwealth Avenue did for the Back Bay. Despite its huge size, the site is currently hidden from view, and it is hard to place the area within the standard mental map of Boston. This open space could be called Beacon Common, and it would take its place alongside the world-class parks of Boston. More to the point, it would put Beacon Yards firmly on the map.



The project site has been entirely regraded to create a surface which meets the elevations of proposed on / off ramps. This new topography helps mediate the dramatic height required by the highway network and introduces a dramatic opportunity for public space.



The Varanasi team's vision for Beacon Yards shifts elevated ramps west and makes connections across Cambridge Street to Stadium Way and the proposed East Drive. This scheme pulls highway traffic away from the Charles River without discharging it into adjacent residential neighborhoods.

A continuous slope passes over the realigned Storrow Drive, connecting the Allston neighborhood directly to the river front.

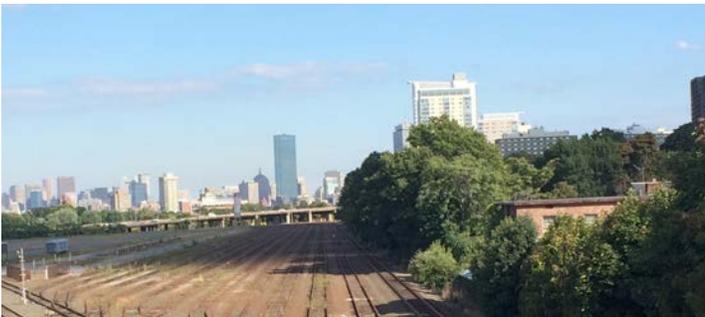


**Cambridge St:** From a traffic arterial to a pedestrian-friendly Main Street

The introduction of a new network of streets across the Beacon Yards offers an ideal opportunity to reduce the number traffic lanes in Cambridge St and to return the street back to pedestrians. A mix of high-density uses fronting wider sidewalks provides a distinctive pedestrian-friendly transition between existing neighborhood to the west and the proposed development east of Cambridge St.



**Beacon Commons:** A new addition to Boston's open space network made possible by 'pulling-in' Storrow Drive away from the water, and carving out a public green space in direct connection to water. The open space negotiates the grade difference between the station plaza and the riverfront while at the same time offering a strategic opportunity to channel the remediation dollars from infrastructure interventions into a tangible public amenity.



**Living with Infrastructure:** Proposed pedestrian greenway and bike path rises alongside realigned turnpike providing direct pedestrian access from Allston neighborhoods. The greenway open up at the West Station plaza offering sweeping views of the City before gradually making its way down to the waterfront and the proposed public green, Beacon Commons.



Significant observations and considerations:

1. A major open space generates the first phase roadway network, instead of imagining that the planning process generates leftover spaces to be filled in as open space.
2. If we elevate the ground plane of future open spaces and abutting development, we can camouflage the true elevation of bermed roadways and bridges.
3. Moving the access ramps to I-90 further west will create a better urban network and allow for more public space along the Charles River.
4. The new West Station should sit closer to the realigned turnpike, so the residents on the south side will be better protected and so the station can engage with the public realm.
5. Soldier's Field Road should be pulled away from the river bank and concealed by a land bridge, which allows the new park land to descend uninterrupted to the river.
6. The open space runs along the line of the old Salt River, and this allows us to create wetland habitat at the point where the two rivers meet, which will unlock additional environmental and experiential benefits.
7. A significant residential component will create a truly public and mixed-use neighborhood and waterfront.

# Krieger/Mountjoy Proposal

The Krieger/Mountjoy team’s proposal capitalizes on the existing street grid to restore connectivity across the turnpike and to the river.

This team identified the following goals for future development over the existing railways and Turnpike:

- Reconnect across the “great divide” and ensure transit accessibility to the future West Station from the north and south.
- Improve connections to the Charles River and enhanced parkland condition at Soldiers Field Road.
- Maximize future development compatibility with Allston and Cambridge neighborhoods and with both Harvard and Boston University.

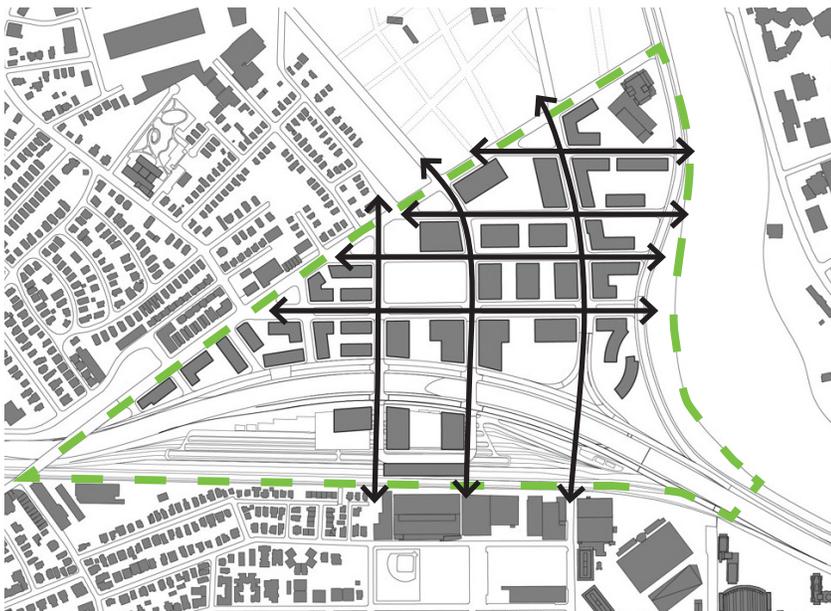
The proposal made several assumptions about existing conditions, such as predicting the future relocation of Houghton Chemical and

the connecting rail spur that currently constrains the relocation of Soldiers Field Road. The proposal also assumes that future use of the Grand Junction alignment will accommodate both pedestrian and rail traffic and that Harvard will implement a network of streets north of Cambridge Street—such as Stadium Way and East Drive—which will connect the Beacon Yards site to Western Avenue.

The team’s starting point for design was the Option 3F plan, presented to the community on September 3, 2014. Subsequent plans have made slight modifications to this alternative, including a second, parallel Cambridge Street that will reduce the cross section of both streets. In the team’s design proposal, they acknowledged the community desire for a “People’s Pike” that would provide an off-road multi-use path through Beacon Yards to the Charles River and Cambridge beyond. The team also concluded that the 3F scheme did not fully support a walkable future, especially for those approaching West Station, nor did it adequately connect to the Charles River or to Boston University.

The Krieger/Mountjoy proposal has several key imperatives:

- The foremost imperative is to create a pedestrian-friendly network of streets that reconnect Lower Allston over the Turnpike and Beacon Yards to Boston University and Commonwealth Avenue. The team acknowledges that implementing this street network may take decades, but feels strongly that the current roadway and ramp construction should be compatible with this long range



The Krieger/Mountjoy scheme responds to the existing street grid on both sides of the turnpike, allowing flexibility for long-term connectivity.

goal. Aligning new streets over Beacon Yards with existing streets such as Malvern and Alcorn would provide short-term legibility for pedestrians while allowing for long-term options for more connectivity over time.

- The second imperative is to improve connectivity from the Allston neighborhoods and Boston University to the Charles River. This would be achieved through a new network of east-west streets that lead directly to Soldiers Field Road perpendicular to the Charles River. This new street grid would provide both visual connectivity and support a pedestrian route leading from Harvard and Cambridge Streets to a pedestrian crossing to the Paul Dudley White Path either over or under Soldiers Field Road. A modified “People’s Pike” could be accommodated in a single widened street resembling Commonwealth Avenue. This connection to the river should be combined with a realignment of Soldiers Field Road to expand the width of parklands along the Charles River.

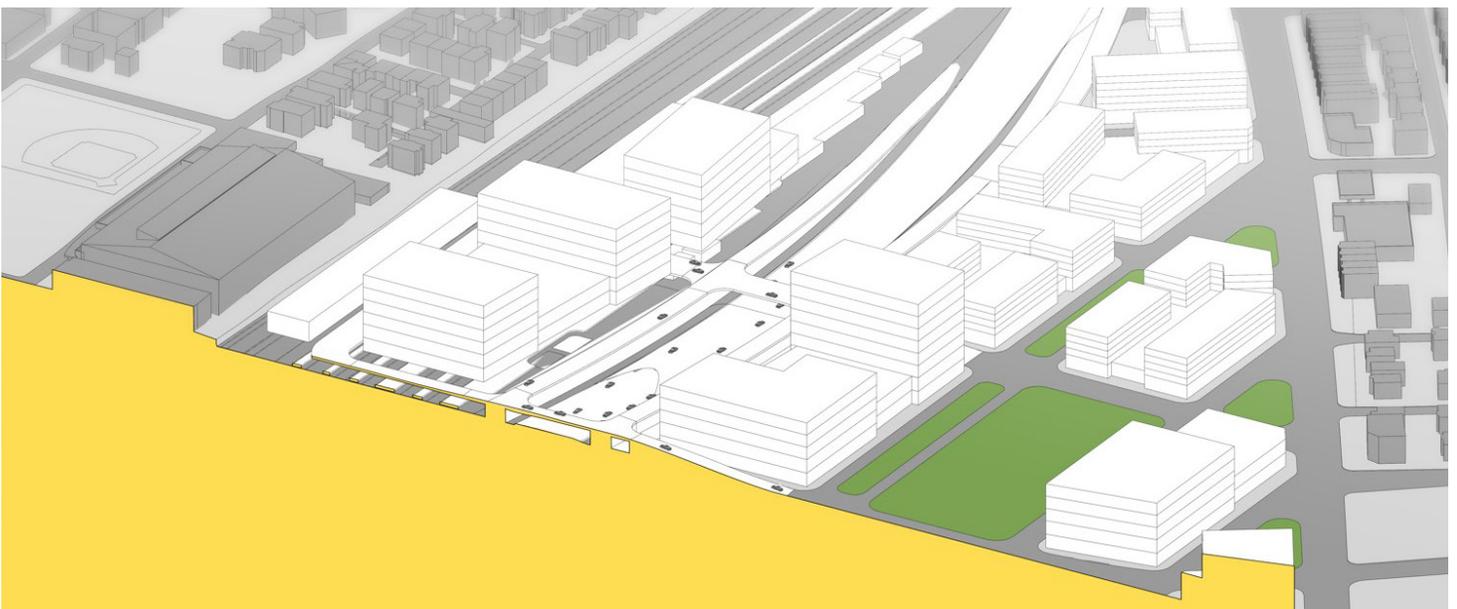
- The third imperative is to scale the future development at Beacon Yards to relate to and enhance the existing neighborhoods, and to provide future developable parcels for a wide range of uses. The team has envisioned mixed-use and retail development scaled to the existing neighborhood fabric on the south side of Cambridge Street facing the Lower Allston residential neighborhoods near North Harvard Street. At the center of the site and adjacent to the Turnpike, they proposed larger parcels and taller buildings, suitable for commercial and research facilities associated with Harvard’s proposed Enterprise Research Campus north of Cambridge Street. Adjacent to the Charles River, they recommended high-rise housing or hotels—similar to those nearby—that take advantage of the views and access to recreation that is afforded at this site.



A view of the plan looking west; the team proposed increased open space along the Charles River and an orientation of the entire site toward the waterfront, with improved pedestrian accommodations across Soldier’s Field Road and over the turnpike.



The scheme provides for views to the river from Charles Street, with a “People’s Pike” promenade that connects pedestrians and cyclists to open space along the Charles River, the Paul Dudley White Path and beyond.



A section along Stadium Way intersecting the new West Station, possible air rights development, and a proposed neighborhood-serving park.



The proposed land use program for the Krieger/Mountjoy scheme responds to the existing context: housing and ground level retail are located adjacent to Allston's residential community; commercial and research buildings continue the fabric of Harvard's proposed Enterprise Research Campus; and residential and hotel uses line the parcels along the Charles River, taking advantage of views to downtown Boston.

# The BSA Urban Design Workshops (UDW)

In the fall of 2014, the Boston Society of Architects launched a new program designed to engage architects, stakeholders, and public officials in early-stage thinking about major urban design initiatives.

These workshops provide a valuable resource to public agencies and major property owners that could benefit from big-picture design thinking as part of a larger planning and public outreach process. Modeled on existing programs such as the NEA's Mayors' Institute on City Design, ULI's technical advisory panel team workshops, and the AIA's RUDAT program, the Urban Design Workshops (UDW) pull together relevant professional experts, including architects, urban designers, transportation planners, and real estate experts — among others—to provide a holistic and design-focused look at particular urban areas.

The workshops involve a detailed briefing about the project issues, a moderated panel discussion to tease out the political and community issues surrounding the project, and a two-day working session that results in both design deliverables and a list of recommendations to inform and enrich the larger public discourse. Workshop leaders are invited by the UDW program director (the BSA President or his/her delegate), and they then work with volunteers culled through a selection process to assess design and software skills and interest level. The BSA's Urban Design Committee manages this process. The kick-off panel discussion and the presentation of the workshop "results" are open to the public.

The key to the success of the UDW workshops

is engagement with the media during the planning stages. Targeted reporters and commentators are invited to participate in the kick-off panel discussion and cover the full scope of the workshop. In addition, the BSA encourages partnerships with professional organizations such as the APA, ASLA, and ULI. To maintain focus on the best unbiased professional-level thinking, the BSA has chosen not to partner with advocacy groups like Livable Streets, WalkBoston, or the Boston Harbor Association. We assume that these groups are engaged in the public debate about the projects or sites through their typical advocacy work.

In order to keep the program in the public eye while at the same time staying mindful of costs and organizational effort, two workshops will be held a year. The topics will be determined based on the relevancy of the design issue, the relative interest of public agency stakeholders, and the BSA's ongoing priorities as outlined by the Civic Engagement Task Force and supported by the Executive Committee of the Board.

# Post-Workshop Initiatives and Impact

After the workshop, follow-up presentations of the charrette results were presented to the MassDOT project management and consultant team on Tuesday, October 21 and the planning staff of the BRA on Wednesday, October 22.

As demonstrated in the design proposals, the prioritized recommendations to MassDOT were:

- Consider green stormwater infrastructure as an integrated component of the MassDOT contract (that anticipates a future central open space).
- Consider moving West Station access streets further west to reduce the height of the bridges and berms, making them more pedestrian-friendly. This will also create more Charles River-facing developable land.
- Consider aligning the West Station access streets with Malvern and Alcorn Streets to allow for future direct pedestrian and bicycle access.

MassDOT was receptive to the recommendations and committed to considering them in future iterations of the plan. The BRA was also receptive to the proposals and recommendations and plans to use some of the analysis done by the teams to inform and illustrate their own comments as the project progresses.

In addition, the key concepts and strategies of the two proposals were taken up by Tim Love's Graduate Research Studio at Northeastern University, a full-year design studio (2014-2015) focused on the urban design opportunities of Beacon Yards. Love engaged the Charles River Watershed Association, BRA, MassDOT, and MassDOT's Task Force as part of the on-going research and design initiative. Both MassDOT and the BRA will schedule follow-up meetings with Love and his students as their work advances.



# **Casino Design, Sustainability, and Community Linkages: Requiring Excellence for Massachusetts Casinos**

*A White Paper for the Massachusetts Gaming Commission  
by the Massachusetts Chapter of the American Institute of Architects*



**AIA Massachusetts**  
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The American Institute of Architects

# **Casino Design, Sustainability, and Community Linkages: Requiring Excellence for Massachusetts Casinos**

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*By*  
Julie Taylor Esq.

MARCH 2013



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# Casino Design, Sustainability, and Community Linkages: Requiring Excellence for Massachusetts Casinos

*A White Paper for the Massachusetts Gaming Commission  
by the Massachusetts Chapter of the American Institute of Architects*

## **EXECUTIVE SUMMARY**

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The Massachusetts Chapter of the American Institute of Architects (AIA MA) offers this White Paper to assist the Gaming Commission in meeting its statutory mandate to establish criteria for evaluation of gaming license applications on design excellence, integration with the community, and advancing sustainable development.

This White Paper recommends: (1) twenty specific criteria for design, sustainability, and community standards, and a possible rating system to evaluate each casino proposal on the twenty criteria; and (2) a framework for a design review process, which can be used both for initial selection of three casinos from among the applicants and for oversight of the design and development of each casino project. AIA MA and others are available to help the Commission and its staff on these issues. Please see the last section below for how to contact us.

The White Paper is intended to help the Commission ensure excellence for Massachusetts casinos. The Paper:

1. Highlights key Design Forum points on casino design, sustainability, and community linkages from the presentations by AIA MA, the Boston Society of Architects (BSA), and the American Council of Engineering Companies of Massachusetts (ACEC/MA) at a “Forum on Design Excellence for Massachusetts Casinos” that was held at the BSA in Boston on December 12, 2012. This Forum was an open meeting of the Commission.
2. Recommends Design, Sustainability, and Community Linkages Standards the Commission might adopt. The Commission will have to develop design criteria, for initial selection of three casino proposals from all the applications and for on-going oversight as the design of those casinos proceeds. These Standards incorporate the state Gaming Statute requirements, and are intended to be compatible with local and state requirements.
3. Recommends a framework for a Design Review Process. The Commission should adopt a Review Process to oversee the design of the casinos.<sup>1</sup> This Process will be the major tool to ensure the casino developments will comply with the design criteria (Standards) the Commission will issue and that what is built is the same as what the Commission initially approves. This Review Process would closely coordinate with local and state reviews.
4. Provides the specific gaming statute text regarding both the Commission’s mandate and its authority to establish design standards for casinos in Massachusetts General Laws Chapter 23K, Section 5 (Regulations) and in MGL c.23K, Section 18 (Objectives to be advanced), Subsection (8) (sustainable development).
5. Includes contacts and resources for help and information, including emails, links, and Appendices.

The three casinos that will be developed in Massachusetts present a unique opportunity to create a new model for casinos – a new standard of excellence in design, sustainability, and community linkages. The Commission is required by the gaming statute to issue regulations and has broad authority to evaluate casino proposals.

Massachusetts is not Las Vegas. The Commission can require design standards and a review process to help create three casino projects with high quality design - design that fits the scale and character of our cities and landscapes, strengthens local communities by responding to community needs and resources, and results in casino operations that meet high but achievable sustainability criteria (including renewable energy, energy efficiency, minimal stormwater, and climate resiliency).

Sustainable development criteria that result in high-performance green buildings and sustainable sites will also result in significantly reduced energy and water use. This offers long-term cost savings for casino operators and long-term benefits for casinos, surrounding communities, and the Commonwealth. Operations and maintenance costs amount to 80% of the costs of a project over its lifetime (far more than design and construction costs), so long-term savings from lower electricity, heating, cooling, and water costs can be significant.<sup>2</sup>

Compelling public policy reasons also support the Commission's issuing strong sustainability standards, in addition to the statutory requirements for the Commission to do so. These casinos will be huge projects in our small state. Buildings account for over 50% of total US energy consumption and 40% of US carbon emissions.

Current building and site design options, increasingly mainstream sustainability practices, and readily available building technologies for new construction and major renovations present exciting opportunities to dramatically reduce energy consumption and carbon emissions.

Massachusetts is now ranked number 1 in the U.S. in energy efficiency, and is a leader in sustainable design and green job creation. The Massachusetts casinos can benefit from these trends and from identification with Massachusetts leadership in these areas. Casino projects that are new models of excellence in casino design, sustainability, and community linkages will also enhance the state's reputation as a leader on policies that promote economic growth, green jobs, clean energy, environmental sustainability, and regional tourism.

Overall design excellence, however, remains the cornerstone of successful projects, with sustainability and community linkages being key components of excellent design. Although we have included various items of sustainability information to follow up on questions from the Commission at the Forum on Design Excellence (see Section 1 below), this Executive Summary concludes with an emphasis on the critical importance of design excellence in the Commission's mandate regarding criteria for the selection and development of casinos.

<sup>1</sup> This White Paper generally refers only to "casinos" but some of its design recommendations can be applied to the slot parlor development that is also authorized by the gaming statute along with the three casinos.

<sup>2</sup> 60 - 80% is typical. *Sustainable Preservation: Greening Existing Buildings*, Jean Carroon (Wiley 2010) at 292.

## **HIGHLIGHTS OF THE DESIGN FORUM**

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This section highlights key points on casino design, sustainability, and community linkages that were presented by speakers at a “Forum on Design Excellence for Massachusetts Casinos” that was organized by AIA MA and held in Boston at the BSA on December 12, 2012 as an open meeting of the Commission.

A transcript of the Forum is available, along with speaker biographies, on the Commission’s website at <http://www.mass.gov/gaming/meetings/meeting-archive/a-new-model-for-massachusetts-casinos-dec-12-2012.html>. The slides that were presented by six of the speakers are in Appendix A to this White Paper.

There were seven speakers:

- Vernon Woodworth of AKF Group and President of AIA MA provided an introduction and overview;
- Laura Wernick of HMFH Architects and President of the BSA discussed concepts of design excellence;
- Julie Taylor of Noble & Wickersham reviewed the gaming statute text on design and sustainability;
- Mark Walsh-Cooke of Arup and an ACEC board member reviewed sustainability features of high-performance buildings and Massachusetts Department of Energy Resources (DOER) programs;
- Anne-Marie Lubenau of the Bruner Foundation’s Rudy Bruner Award for Urban Excellence discussed community process and what worked (and did not) in the community process for the design of a casino in Pittsburgh;
- Alicia McDevitt of the Massachusetts Clean Energy Center (CEC) spoke about CEC programs; and
- Easley Hamner, formerly with Moshe Safdie and Associates and The Stubbins Associates, spoke about lessons learned from his experience in designing casinos in Singapore and Las Vegas.

The Forum concluded with Commissioners asking questions of the panel and with ensuing discussions.

Some of the key points made by the speakers include:

(a) Mr. Woodworth and Ms. Wernick both emphasized the critical links and interplay among quality design, sustainability, and community: A quality design requires incorporating high-performance sustainability features early in the design process (they cannot be “tacked on” later), and a project design cannot be high quality unless it is sensitive both to its physical location and to the nature of the surrounding community.

(b) Mr. Woodworth showed a street view of McKim, Meade and White’s 1880 Newport, Rhode Island casino, and discussed it as an example of how sensitive design can enhance community and environmental values, and thus contribute to the health of the social fabric and the ecosystem.<sup>3</sup>

(c) Ms. Wernick urged the Commission to have a strong design review process and do reviews early and often.

(d) She also discussed the importance of scale and massing, exterior elevations, context, access and circulation (how they work for pedestrians and cars), and landscaping.

The massing of hotels, restaurants, and parking facilities, when added to the gaming and retail components, can make the overall scale impact of the casino be immense. Casinos should be required to carefully calibrate massing of the entire project with the surroundings.

(e) Ms. Taylor clarified the Commission’s mandate (what it **MUST** do) under the statute as well as its authority (what it **COULD** do) related to the design of casinos. Under the Gaming Statute, MGL c.23K, the Commission is mandated to: (1) Issue regulations with criteria for evaluation of casino applications, including design; and (2) Evaluate how an application advances the objective of sustainable development principles, including LEED, renewable energy and energy efficiency requirements, and other specifics. The Commission also has authority (it **CAN** do) to do things beyond this mandate based on the “including but not limited to” language in the statute. See Section 4 below for more on the statutory language and the Commission’s mandate and authority.

(f) Mr. Walsh-Cooke and Ms. Taylor noted sustainable building technologies keep improving and are becoming increasingly common in the market, so that initial development costs to achieve high levels of sustainability in a building can often be comparable to costs for standard building practices (if integrated early in the process).

(g) It is clear that sustainable buildings provide major savings in long-term operating costs. (See Appendix B.) By setting high sustainability criteria for casinos, the Commission can help enable long-term profitability of the casinos as well as the environmental health of the surrounding communities, the state, and the planet.

(h) Mr. Walsh-Cooke presented slides with information about the Massachusetts Department of Energy Resources (DOER) funding incentives for combined heat and power generation and district energy distribution as well as DOER pilot programs on biomass and geothermal (ground source heat pumps).

(i) Ms. Lubenau noted in her discussion of the community process for the Pittsburgh casino a Teresa Heinz quote: “Nothing shapes quality of life so definitively – and so enduringly – as the design of the public realm.”

(j) A community review process is an iterative process. It should include assessments of resources and impacts on existing community and environmental resources. A goal should be that both building design and operations make net positive contributions to surrounding communities and environment (elements such as neighborhoods, watersheds, energy grid, and transportation and utility infrastructure). This requires consistent follow-up.

(k) Mr. Hamner emphasized the fast pace and intense pressures inherent in casino developments, and the related need for the government to establish clear design review standards early in the process. He also pointed to Singapore’s success with on-going reviews as the design proceeds, which resulted in the developers being consistently required to maintain all the design elements they initially promised.

(l) Mr. Hamner, citing publicly available information, noted the profitability of casinos in both Las Vegas and Macao. The Commission expressed interest in his slide showing the four criteria that Singapore used to weigh selection of the casino developer: (1) Tourism appeal and contribution was 40%; (2) Architectural Concept & Design was 30%; (3) Development Investment was 20%; and (4) Strength of Development Team was 10%.

<sup>3</sup> AIA MA suggests casinos in downtown sites look to the example of the Newport casino in how it integrates with the street and the community and to several European casinos that successfully operate on main streets.

## **DESIGN STANDARD RECOMMENDATIONS**

This section presents recommendations for Design, Sustainability, and Community Linkages Standards that the Commission might adopt for the casinos to be developed in Massachusetts. These Standards incorporate the requirements from the gaming statute. They are intended to be compatible with local and state requirements.

AIA MA recommends below twenty very specific design criteria for the Gaming Commission's consideration.

We have a few initial background comments. First, regarding LEED, the "sustainable development" mandate in MGL c.23K, §18(8) includes (but is not limited to) being "certified as gold **or higher**" (emphasis added) under the Leadership in Environmental and Energy Design (LEED) program of the US Green Building Council. There have been many significant advances in sustainable design since the 2011 gaming statute was drafted. In light of that and the huge negative environmental, energy, and climate impacts of buildings (see Appendix B), a LEED gold metric is too low a bar. The Commission's design standards should not just meet the minimal sustainability metrics set in prior years but should go beyond them. The Commission's mandate is to advance the objective of sustainable development. The Commission is given authority by the statute to require "higher" than LEED gold: Sub-section 18(8) says LEED "gold **or higher**" under the appropriate certification category.

AIA MA recommends the Commission issue standards that require all major elements of each casino project (all buildings, site development, parking, etc.) to be certified as LEED platinum<sup>4</sup> under the USGBC "LEED for New Construction and Major Renovations" rating system. This LEED-NC category is an appropriate certification category for any casino project, as it covers both new construction and major renovations of existing facilities.

In addition, AIA MA recommends the Commission also require all casino developments to meet another LEED metric: the USGBC "LEED for Neighborhood Development" rating system. This LEED-ND rating system is appropriate as a metric for the three casinos, as it focuses on community and ecological impacts of large-scale developments. LEED-ND looks more at surroundings of a building; LEED-NC focuses more on the building itself. LEED-ND is an established rating system the Commission can use to evaluate various community-related criteria. It gives points for criteria such as: access to civic and public spaces and recreation facilities, tree-lined and shaded streets, agricultural land conservation, housing and jobs proximity, transportation demand management, brownfields redevelopment, and community outreach and involvement.

While AIA MA recommends requiring LEED-ND as a criteria and requiring gold as the level required, we do not believe it is necessary to require that casinos be "certified" under LEED-ND. Instead, we recommend that the Commission require that each casino project be "designed to meet the requirements" of LEED-ND. This "designed to meet" is the approach in the City of Boston's requirements for major projects under Article 37 of its zoning code. Boston's Article 37 requires large projects to be LEED "certifiable" (designed to meet LEED criteria), but it does not require a developer to register the project with the USGBC or get formal certification.<sup>5</sup> In this way, the Commission can retain the authority (perhaps exercised through a panel of qualified advisors) over casinos for approvals, discretionary exceptions, and enforcement of compliance with community criteria.

<sup>4</sup> Under current LEED rating systems, which are based on 100 possible points that can be awarded, being certified as gold requires a project to get 60 to 79 points and platinum requires 80 or more points.

Second, three communities that are potential casino sites are “Green Communities” under 2008 Massachusetts legislation known as the Green Communities Act: Springfield, Palmer, and Boston. As a condition of this designation, developments in these communities are already required to comply with the stretch energy code. Since a casino project in those cities will have to meet the stretch code for local approvals, the Commission should require all casinos, regardless of city, to exceed the stretch energy code; this is relatively easy to do.

Third, there are other standards that the Commission might find helpful to review as it develops its standards. One of these is the International Green Construction Code (IgCC) developed by the International Code Council. In general terms, the IgCC takes the LEED voluntary rating system and transforms it into an enforceable code (although it has an instructive flexibility regarding elective options). An additional resource created by the Institute for Sustainable Infrastructure (ISI) is the ISI “Envision” rating system for infrastructure aspects of development. AIA MA would be happy to discuss the IgCC, ISI, and other sustainability standards or methodologies approaches with the Commission or its staff.

AIA MA recommends the following twenty criteria as “Design, Sustainability, and Community Linkages Standards” the Commission might adopt. These criteria are grouped in the following eight categories: overall design, integration into surroundings, and tourism appeal; LEED and materials; energy (renewables, equipment, monitoring, and efficiency); operations (post-occupancy); community impacts; water; climate; and traffic and access (function and appearance). We welcome the opportunity to discuss these criteria in more detail:

#### **A. OVERALL DESIGN, INTEGRATION INTO SURROUNDINGS, AND TOURISM APPEAL**

---

1. \*Project has overall architectural design and concept excellence. Both the entire project (all elements – casino, hotel, parking, etc.) and each element are aesthetically pleasing and provide overall high quality design.
2. \*Project is integrated into surroundings and sympathetic to local landscape (not internal focus, blank facades), including but not limited to:
  - (a) Streetscape, scale, massing, exterior elevations are in harmony with the host community and surroundings.<sup>1</sup> Rather than create one giant building, the project takes the multiple mixed-uses (gambling, restaurant, hotel, etc.) and expresses those uses as separate and smaller buildings, and turns some of the ground level surface area into what looks and functions like streets, plazas, parks, and other forms of “public realm”;
  - (b) The design and the exterior materials are sensitive to or compatible with the context of the local area and region. In rural areas, the project fits into the adjacent landscapes. In urban areas, the project fits into adjacent buildings, streetscapes, and neighborhoods; and
  - (c) The exterior elevations do not present continuous blank facades to passersby, but instead have multiple exterior entry points as well as a substantial amount of exterior commercial storefront or other animating uses that enliven the street-level experience. (Note: See appendices for photographs and links with images of downtown casinos in Melbourne, Australia and Lisbon, Portugal that are successful examples of the multiple entry, lively street level facade element in (c) above.)
3. \*Project has tourism appeal. It provides a high-quality aesthetic experience. It enhances the surrounding area (especially areas of scenic beauty or those with significant historic, ecological, or other features). The project provides interesting opportunities to learn about sustainability, local history, and regional natural resources.

## **B. LEED AND MATERIALS**

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4. \*All major elements of the project (all buildings, site development, parking, etc.):
- (a) are certified as platinum under LEED-NC, the USGBC “LEED for New Construction and Major Renovations” rating system (in effect when construction documents are submitted for such element);
  - (b) are designed and constructed to meet the requirements of LEED-ND gold under the USGBC “LEED for Neighborhood Development” rating system (in effect when construction documents are submitted); and
  - (c) are designed to prohibit use of materials on the “Red List” issued by Living Building Challenge (see Appendix B for information about the Red List) (in effect when construction documents are submitted).

See statute at §18(8)(i). (Note: LEED requirements for project operations post-occupancy are addressed below in this White Paper under Section D “Operations”.)

## **C. ENERGY (RENEWABLES, EQUIPMENT, MONITORING, AND EFFICIENCY IMPROVEMENTS)**

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5. \*Each building in the project exceeds:
- (a) the stretch energy code requirements in the Massachusetts building energy code (in effect at the time construction documents are finalized); or
  - (b) an equivalent commitment to advanced energy efficiency as determined by the Massachusetts Secretary of Energy and Environmental Affairs. See statute at §18(8)(ii).
6. \*The entire project generates on-site at least 25% of its annual electricity from renewable sources. The definition of “renewable sources” (which might be sun, wind, geothermal, food waste, biomass, etc.) shall be what is qualified by the Massachusetts Department of Energy Resources (DOER) under MGLc.25A,11F, as of the time of submission of construction documents for any major element of the project. See statute at §18(8)(vi).
7. \*The entire project also procures off-site the rest (i.e., the difference between 100% and what is generated on-site, which shall be at least 25% as required by criteria 6 above) of its annual electricity from renewable sources (as qualified by DOER) or through renewable energy credits. See statute at §18(8)(vi). Given that there are green renewable energy credits available, it should be relatively easy for a project to meet this standard.
8. \*The project submits a plan to submeter and monitor all major sources of energy consumption, including a dedicated funding stream (a percentage of operating budget) to implement and maintain these. See §18(8)(vii).
9. \*The project submits a plan to annually maintain and bi-annually improve energy efficiency of each structure, including a dedicated funding stream (a percentage of operating budget) to implement this. See §18(8)(vii).

<sup>5</sup> Some view this “designed to meet” approach as preferable to LEED certification, because in their view that certification “gives away” authority for approval of a project to a third-party certifying organization.

<sup>6</sup> “Harmony” with the surroundings does not preclude sensitive use of innovative materials or design elements that may contribute to overall design excellence.

10. \*The project demonstrates that all gaming equipment is energy efficient (in accordance with the then-current best practices at the time the equipment is to be ordered) and that all electrical and HVAC equipment/appliances are EnergyStar labeled (except if unavailable). See statutes at §18(8)(v).
11. The project incorporates centralized, highly-efficient district heating and cooling systems and technologies, such as a co-generation (combined heat and power) system that can reasonably be expected to produce major savings and efficiencies in energy use.
12. The project demonstrates to the Commission's satisfaction that at least 1 key building in the project aims for net zero energy, and within 3 years of the project's opening, at least one building (of at least 50,000 square feet) is operating at net zero energy (on-site generation of energy equals or exceeds the energy consumed on-site).

**D. OPERATION (POST-OCCUPANCY, ON-GOING, MONITORING AND IMPROVEMENT IN FUTURE)**

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13.
  - (a) The project design and budget require extensive initial commissioning of key systems by an independent commissioning expert.
  - (b) The project submits a reasonable plan for annual evaluations of key systems, including a dedicated funding stream (a percentage of operating budget) to implement this and any required maintenance or actions required as a result of such annual evaluations, and for re-commissioning at years five and ten. Annual reports will be required to be submitted to DOER of monitoring and maintenance actions needed and taken (with certification to the Commission of such submissions).<sup>7</sup>
  - (c) The Project after opening shall be certified under the USGBC "LEED for Existing Buildings" (Operations and Maintenance), and shall renew that LEED-EBOM certification in the intervals that the USGBC requires at the time of the initial certification. The Project should register with EnergyStar, and maintain that registration.

**E. COMMUNITY IMPACTS**

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14.
  - (a) The project signage and lighting are energy efficient and sensitive to surrounding communities.
  - (b) The project demonstrates significant steps to minimize and buffer noise from restaurants, parking areas, traffic, etc.
15.
  - (a) The project provides significant community benefits and amenities (for schools, children, elders, local organizations, etc.), with a dedicated funding stream (a percentage of operating budget) to implement and maintain these.
  - (b) The project develops the particular benefits and amenities through a community resources assessment process in conjunction with the host community and, if appropriate for the site, neighboring communities.
  - (c) The project provides sustainability education programs for its employees and for visitors.

<sup>7</sup> This reporting requirement should be discussed with DOER, including a discussion about whether funds would be needed to be dedicated for DOER's review of these reports.

## **F. WATER**

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16. \*(a) The project is designed to conserve water so that each building would use 40% less water than a standard building of that type and size.  
(b) The design promotes reuse and recharge, and aims for self-sufficiency in water use. As noted in criteria 13, the project is required to meet LEED for Existing Buildings, including the LEED-EBOM requirements for water conservation. See statute at §18(8)(iv).
17. \*(a) The project is designed using appropriate Institute for Sustainable Infrastructure (ISI) techniques to minimize impacts of stormwater (from roads, parking, buildings, etc.) and to maximize reclamation and reuse of stormwater on-site.  
(b) While the project should aim for net zero stormwater (meaning all stormwater is reclaimed and reused), it may be technically difficult to do so. The project should provide an offsite water savings mitigation project to mitigate the impacts on the surrounding area, and provide periodic reporting to the Massachusetts Department of Environmental Protection (with certification to the Commission of such reports). In a rural area, this might be an agricultural irrigation savings project, while in an urban area this might be a stormwater collection system and/or recharge system for major adjacent buildings. See statute at §18(8)(iv).

## **G. CLIMATE**

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18. (a) The project demonstrates climate adaptation and resiliency in accordance with the then-current best practices at the time each project element (casino, hotel, parking, etc.) is designed (measured at the completion of construction documents).  
(b) The project shall be available as community resource in extreme weather events to provide safe shelter (along with heat, lights, generators for charging of electronics, etc.) to local residents and to help coordination among first responders. (For the Commission's information on potential climate criteria, MEPA (the Massachusetts Environmental Policy Act) will require casino developers to report to the Office of Energy and Environmental Affairs on greenhouse gas impacts from their casino project proposals.)

## **H. TRAFFIC AND ACCESS (FUNCTION AND APPEARANCE)**

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19. \*(a) The project demonstrates significant steps to mitigate vehicle trips and reduce traffic impacts in surrounding communities in accordance with the then-current best practices at the time each project element is designed. See statute at §18(8)(iii).  
(b) In addition, parking, access, circulation for autos, pedestrians, and deliveries, and the overall streetscape "work" (function well), are safe, and present pleasing appearances.  
(c) If parking is "hidden" or otherwise is centrally linked to the appearance and function of other project elements (i.e., a garage is not visible from one direction because another project element is in "front" of it), this does not change if the rest of project changes or shrinks in the course of design, value engineering, or construction.
20. \*(a) The project, at the time of the initial opening of the casino, provides access to multi-modal means of transportation, so that there are functioning public transit options of rail, subway, and/or bus routes.

<sup>7</sup> This reporting requirement should be discussed with DOER, including a discussion about whether funds would be needed to be dedicated for DOER's review of these reports.

- (b) If in an urban area, the project is required to present a reasonably detailed plan and schedule showing how public transit will tie into the project and what mitigation efforts are included in the project (and when such efforts will be implemented) to strengthen ties to public transit. If in a rural or suburban environment, the project is required to present a reasonably detailed plan and schedule showing how the project will work with the local RTA to establish either a new or future public transit tie-in and detailing what mitigation efforts the project will include to make that tie-in happen by opening day of the casino and to work effectively. See statute at §5(a)(3).

Beyond the twenty criteria noted above, the Commission may choose to add one or more additional requirements to its Design, Sustainability, and Community Linkages Standards. These additional requirements would address site-specific concerns about a particular site once the host community and the casino developer have agreed on the site. For example, a riverfront or rural site might present special concerns to be addressed.

Before turning to our recommendations for a design review process, we would like to provide a few notes to clarify our recommendations regarding these Design, Sustainability, and Community Linkages Standards:

- Note 1. An asterisk \* at the beginning of 14 specific criteria set out above means that the subject matter of those criteria is explicitly mentioned in the gaming statute, MGL c.23K, either in §5(a) or in §18(8).
- Note 2. AIA MA recommends the Commission use some form of a rating system to implement the Standards in evaluating casino proposals. We suggest a rating system that include points, although other rating systems are also possible (ones that are entirely qualitative, for example, where ratings on all criteria are “high” or “low”). Whatever the ultimate rating system may be, we recommend that each project be rated or evaluated at each stage of the design review process on all 20 criteria (or whatever the ultimate number of criteria is determined).
- Note 3. One way to set up a rating system could be a rating system largely based on points, with a total of 100 possible points, but where there is also a qualitative “check” as follows. In order to be approved at each review by the Commission (to proceed with design, construction, or operations), the project has to:
- (a) Get a total of at least 75 points (see Note 4 below about criteria not being equally weighted);
  - (b) Get at least a “high” (not “low”) rating on each of the 14 criteria with an \* (those specifically referenced in the statute); and
  - (c) Not get a finding of “undue adverse impact” on any criteria. This last rating element (the qualitative determination of “no undue adverse impact”) would allow the Commission some discretion beyond the specifics of the points-based parts of rating system to require changes in some project element if the Commission found something in that part of the project to be significantly objectionable in terms of the negative impacts it would create.<sup>8</sup>
- Note 4. There are various ways to construct the rating system for these criteria. AIA MA suggests a rating system that has three elements: a points-based rating (so each criteria is rated, perhaps from 1 to 5, with 5 as “highest” or “best”); a “high” or “low” grade on each of the 14 criteria with an \*; and an evaluation on “undue adverse impact”. We also suggest that all three elements have to be considered when determining whether the Commission grants a license when it evaluates a casino developer’s proposal on the Standards (the 20 criteria). We propose that not all criteria be equally weighted (for example, on-site renewables should be weighted more heavily than project signage). We are willing to assist the Commission develop its rating system.

Note 5. The Standards would apply to all elements of the casino development and all phases. For example, if “Phase 1” is a casino building, hotel, restaurants, and a garage and “Phase 2” adds retail and a museum, the Standards would apply to the four building elements in Phase 1 and the two elements in Phase 2.

The Commission might also consider adding extra points in the rating system if a project goes “above and beyond” the required Design, Sustainability, and Community Linkages Standards and provide exceptional benefits in some way. Examples might include linking up with a local university for a demonstration project on sustainability technology, working closely with a local nonprofit on outstanding community programming, or partnering with the state on a demonstration pilot on renewable energy or energy efficiency technologies.

AIA MA recommends that the twenty criteria noted above be issued by the Commission as the “Design, Sustainability, and Community Linkages Standards” that the Commission would use as one of the many criteria that the Commission will use to evaluate the applications from potential casino developers in order to select the three that will be granted a gaming license and allowed to proceed with designs for the three casino projects.

These Standards would also be issued by the Commission to serve as the design criteria used in later stages when the Commission oversees the design, construction, and operations of each casino project.

<sup>8</sup> A requirement for a project to not to cause an “undue adverse impact” or “unreasonable burden” is a central element in Vermont’s Act 250 law, which evaluates major projects against 10 criteria. 10 V.S.A. §6085.



## **DESIGN REVIEW PROCESS RECOMENDATIONS**

This section presents recommendations for a Design Review Process the Commission might adopt for oversight of the casinos to be developed in Massachusetts. The Design Review Process would ensure that the casino developments comply with Design, Sustainability, and Community Linkages Standards the Commission would issue. This Design Review Process would coordinate with the local and state reviews, as noted in detail below.

The Design Review Process would function in two stages:

- (1) In the first stage when the Commission initially selects three casino developers and proposals from among all the January 2013 applicants by the Commission's reviewing the developers' responses to the Design, Sustainability, and Community Linkage Standards that the Commission will issue this year; and
- (2) In the later stages when the Commission has to oversee the design, construction, and operations of each casino project. We suggest that the later stages of the Design Review Process be largely implemented through a Design Review Board ("DRB"), as noted in more detail below.

The Design Review Board might involve three representatives, although it could have more, with additional representatives providing a broader range of expertise for the Commission, such as traffic engineering, energy efficiency, signage, and landscape architecture. AIA MA suggests the Commission consider a three-member DRB with one member designated by the Commission, one member by the host community, and one member who is designated as the collective representative of the neighboring communities.<sup>9</sup> The Commission's representative would be "official" in that he or she would have authority to enforce compliance with the Commission's Standards. The two community representatives would be "advisory" in that they would have the rights to receive notice and to comment, but if the three DRB representatives cannot reach consensus on a decision, then the Commission's representative would have authority to articulate the official decision of the DRB. As the community representatives would be members of the Commission's Design Review Board and the Commission should require all the representatives to use their best efforts to reach consensus, this would minimize the chances of the Pittsburgh problem where the community's views had little official protection.

AIA MA recommends that the Commission's representative be an architect who is both familiar with large scale projects and an acknowledged expert on high-quality design. There will be a substantial and long-term time commitment to participate in the Design Review Process for any one casino (and there will be reviews for three casinos). We suggest that the Commission's representative be hired as staff or retained as a design consultant. (It is likely that the Commission will decide it needs three Design Review Boards, with one for each casino. While a single Commission representative might theoretically participate in all three DRBs, which might help provide the Commission with a broad understanding of best practices as the three casino designs proceed, we think the time and scheduling involved make it unlikely one person could cover all three major projects.)

This Commission representative would be the "eyes and ears" of the Commission and promptly report back to the Commission any significant design issues or questions. He or she would also be the Commission's "voice" that would engage in the discussions that typically arise during design reviews as a design progresses.

<sup>9</sup> Given the complexities of casino projects and the sophistication of developer teams, we suggest the two community representatives each be required by the Commission to (a) have at least 10 years professional experience in design and construction, (b) arrange ample opportunities for community input by local residents and business, and (c) reflect that input in the comments of the Design Review Board on casino developments.

The Commission's Design Review Board (with three representatives designated as above, if this suggestion is implemented) would participate in a formal casino Design Review Process, which could work as follows:

1. The Commission's Design Review Board would attend and participate in all major design-related hearings on and reviews of a casino development proposal, including the required governmental reviews at the local, state, and federal levels (such as zoning, planning, MEPA, wetlands, etc.).
2. The casino developer would send copies to all DRB members of all the design and permit submissions by the developer that are sent to any local, state, or federal agency, department, commission, etc.
3. All three members of the DRB would have the opportunity to comment in the local, state, and federal review process (unless it is determined or agreed that such comments would be prohibited by applicable law), but their comments would be restricted to those clearly related to the Commission's Design, Sustainability, and Community Linkages Standards. For example, the DRB members could comment at a local hearing on whether the project design was appropriately "integrated into its surroundings" (a requirement of the gaming statute), but not on whether it meets the local setback requirement. The DRB would have a budget that allowed for peer review analyses of technical submissions if necessary to evaluate those submissions regarding compliance with the Standards.
4. The Commission would have the equivalent of a "veto" in the Design Review Process. If at any review, the project violates any Design, Sustainability, and Community Standards that the Commission issues (whether the 20 criteria noted above or otherwise), then the developer would be required to revise the design to comply with the Standards. The Commission's designated representative on the DRB would have delegated authority to find a project does not comply with the Standards (provided this DRB member had previously informed the Commission in a timely manner of his or her recommendation regarding such non-compliance finding and the Commission had no questions or objections). The license awarded to the developer would be conditioned on on-going compliance with the Standards.<sup>10</sup>
5. In general, this Design Review Process would operate in parallel with the local, state, and federal reviews. However, there would be requirements for submissions and presentations to the Commission and the Design Review Board at several critical points in the design and construction process; we assume these would be held as public meetings. These presentations to the Commission and DRB might be:
  - (1) At the beginning, as soon as the host community and the developer have reached an agreement (this is likely to be when the overall design for the entire project is still in the concept stage);
  - (2) at the end of schematic design (when the major systems are outlined, and most decisions about key elements of the project are being finalized), before any project building moves ahead into design development or preparations for the first construction "fast track" package;
  - (3) at the end of the design development phase;
  - (4) when the first construction package is issued but before it is bid and/or at the end of the construction documents phase, before any major demolition or construction has begun;

- (5) at reasonable points (as determined by the Design Review Board) after construction has begun;
  - (6) prior to opening of the first building; and
  - (7) at reasonable points (as determined by the DRB) after the project has been operating for some time to evaluate the operations and maintenance-related Standards. The DRB would advise the Commission as to the appropriate points for presentations for each casino project.
6. The Process would apply to all elements of the casino development and all phases. For example, if “Phase 1” is a casino building, hotel, restaurants, and a garage and “Phase 2” adds retail and a museum, the full Design Review Process would apply to all elements in Phase 1 and all elements in Phase 2.
  7. The DRB should work with local community representatives to ensure that a community design review process led by others allows for appropriate community input and, if appropriate, suggest to the local government, developer, and community representatives how they might improve that review process.
  8. The DRB should prepare reports, perhaps quarterly, on the Design Review Process for all three casinos. Those reports to the Commission should include suggestions on how the Design Review Process might be improved, especially with respect to the quality of design, sustainability, and community linkages.

There are many ways a Design Review Process and a Design Review Board might be structured. AIA MA is available to discuss these ideas further with the Commission or its staff. Other organizations are also available to assist the Commission as it considers how to prepare and implement a Design Review Process.

<sup>10</sup> The gaming statute, MGL Chapter 23K, at §1(9), explicitly states that any license awarded by the Commission “shall be a revocable privilege and may be conditioned, suspended or revoked” for breach of a condition or failure to complete any promise made in return for receiving a license.



## **GAMING STATUTE SPECIFICS**

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It may be helpful for the Commission and others who read this White Paper to have available for easy reference the key relevant text from the gaming statute.

Massachusetts General Laws (MGL) Chapter 23K (Gaming) addresses casino design in two key sections (other text in the statute is also relevant – see a few examples noted at the end of this section). Section 5 (Regulations) of MGL c. 23K requires the Commission to issue regulations that prescribe design criteria for evaluation of applications for a gaming license. Section 18 (Objectives to be advanced), Subsection (8) of MGL c.23K requires the Commission to evaluate how the casino applications advance the objective of sustainable development (including LEED and energy efficiency).

The text from MGL Chapter 23K (Gaming), Section 5(a) (Regulations) reads as follows:

*“The Commission shall promulgate regulations for the implementation, administration and enforcement of [the gaming statute] including, **without limitation**, regulations that:...*

*(3) Prescribe the criteria for evaluation of the application for a gaming license including, with regard to the proposed gaming establishment, **an evaluation of architectural design and concept excellence, integration of the establishment into its surroundings, potential access to multi-modal means of transportation, tourism appeal** [as well as an applicant’s financial strength].”*

(text in bold is emphasis added).

The “mandate” in Section 5 is that the Commission is required to issue regulations to implement, administer and enforce the gaming statute. The Commission’s “authority” in Section 5 is broader than this, as the statutory text says that Commission is NOT limited to issuing regulations that set criteria for design, integration into the surroundings, transportation access, and tourism appeal. An example of what the regulations could also include is the sustainability objectives in Section 18(8) of the statute.

In MGL c.23K, Section 18 (Objectives to be advanced) lists various objectives the statute requires be advanced. One of those objectives is sustainability. More specifically, Subsection (8) (sustainable development) says:

*“In determining whether an applicant shall receive a gaming license, the commission **shall evaluate and issue a statement of findings of how each applicant proposes to advance the following objectives:**...*

*(8) utilizing **sustainable development** principles including, but **not limited to:***

- (i) being certified as **gold or higher** under the appropriate certification category in the Leadership in Environmental and Energy Design [LEED] program created by the United States Green Building Council;*
- (ii) meeting or **exceeding the stretch energy code** requirements contained in Appendix 120AA of the Massachusetts building energy code or equivalent commitment to advanced energy efficiency as determined by the secretary of energy and environmental affairs;*
- (iii) efforts to **mitigate vehicle trips**;*

- (iv) *efforts to **conserve water and manage storm water**;*
- (v) *demonstrating that **electrical and HVAC equipment and appliances** will be **EnergyStar** labeled where available;*
- (vi) *procuring or generating **on-site 10 per cent** of its annual electricity consumption from **renewable sources** qualified by the department of energy resources under section 11F of chapter 25A;*
- (vii) *developing an ongoing plan to **submeter and monitor** all major sources of **energy consumption** and undertake **regular efforts** to maintain and **improve energy efficiency** of buildings in their systems;*

(text in bold is emphasis added).

The “mandate” in Section 18, Subsection (8) is that the Commission is required to evaluate each application on how it advances the objective of sustainable development principles and what sustainability tools are used. Seven examples of sustainability criteria are listed (LEED, renewable energy, etc.). The Commission’s “authority” in Section 18, Subsection (8) is broader than these seven criteria, as the statute says the Commission is NOT limited to consideration of those seven criteria. Two examples of sustainability criteria that could also be included are ones that we include in our list of criteria above: A requirement for a centralized, highly-efficient district heating and cooling system and technologies, such as a combined heat and power (co-gen) energy system; and a requirement for post-occupancy commissioning of projects at 5-year intervals.

Other sections of the gaming statute also inform interpretation of the scope of Commission’s mandate and its authority regarding the excellence of design, sustainability, and community linkages. A few examples are:

- Recognizing the importance of the state’s **unique cultural and social resources** and **integrating them** in developments shall be “*a key component*” of a decision on a license. MGL c.23K at §1(7).
- “[P]romoting **local small businesses** and the **tourism industry** is **fundamental** to the policy objectives” of the gaming statute. MGL c.23K at §1(6).
- The “**power and authority granted to the commission** shall be **construed as broadly as necessary** for the implementation, administration and enforcement” of the gaming statute. MGL c.23K at §1(10).”
- “The commission shall have all powers necessary or convenient to carry out and effectuate its purposes including, but not limited to, the power to:...(12) **develop criteria, in addition to those outlined in this chapter, to assess which applications for gaming licenses will provide the highest and best value to the commonwealth and the region**” in which a casino is to be located. MGL c.23K at §4(12).

(emphases added).

## **CONCLUSIONS**

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AIA MA recommends twenty specific criteria as “Design, Sustainability, and Community Linkages Standards” the Commission might adopt, grouped in categories: overall design, integration into surroundings, and tourism appeal; LEED and materials; energy; operations; community impacts; water; climate; and traffic and access.

AIA MA also recommends a framework for a design review process, for the Commission’s initial selection of three casinos from among the applicants and its oversight of the design and development of each casino project.

The Massachusetts Chapter of the American Institute of Architects welcomes the opportunity to meet with the Commission or its staff to discuss any of our recommendations in this White Paper or any related issues. Individual and organizational contacts, appendices (including some visual examples), and other resources for assistance and further information are listed on the following pages.

The Commission has an important responsibility and an opportunity to create a new model for the casinos that will be developed in Massachusetts and change the communities where they will be developed and operated. The Commission should require a new standard of excellence in design, sustainability, and community linkages.

## CONTACTS

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## **APPENDIX A: FORUM PRESENTATION**

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Due to the amount of slides displayed at the December 12, 2012 “*Promoting Sustainability, Strengthening Communities and Achieving Design Excellence: A New Model for Massachusetts Casinos Forum*,” please use the link below to view/download copies of the presentation.

<http://www.architects.org/committees/aia-massachusetts-government-affairs-committee>

## APPENDIX B: INFORMATION ABOUT THE MARGINAL COSTS OF SUSTAINABILITY

Business Case for LEED | U.S. Green Building Council

<http://new.usgbc.org/leed/applying-leed/leed-for-business>



LEED is good for business

Green Building is good for the environment. It is good for our health. It is essential for our future.

But for a benefit that will impress even the bean counters among us, consider this: Green building will boost your bottom line.

How LEED certification can help your business.

### 1. It sets you above in a competitive landscape.

Green buildings are attracting attention from a growing number of buyers and tenants who prefer lower operating costs and healthier indoor environments. When developers chose green for new construction, occupancy increases 6.4 percent and rent 6.1 percent for new construction. For existing buildings undergoing green updates, occupancy increases 2.5 percent and rent increases 1 percent.

See the cost benefits of green building, according to building owners, in the chart below.

	Operating Cost	Building Value	ROI	Occupancy	Rent
New Construction	drop 13.6%	rises 10.9%	improves 9.9%	rises 6.4%	rises 6.1%
Existing Bldg Projects	drop 8.5%	rises 6.8%	improves 2.5%	rises 2.1%	rises 19.2%

Source: McGraw Hill Construction (2010). Green Outlook 2011: Green Trends Driving Growth.

Occupants also tend to appreciate the “bragging rights” that accompany a LEED badge of honor.

“With LEED certification, Best Buy gains the advantage of third-party verification. We like that stamp of approval,” says Danielle Tallman, associate development manager at Best Buy. “It sets us apart from other retailers and allows us to promote the very tangible difference that we’re making.”

### 2. It reduces risk.

LEED certification goes beyond minimum building code requirements. Third-party verification of your building’s ability to protect indoor air quality, for instance, can protect you against health-related lawsuits.

“We now have a large enough, detailed enough body of data to say that the presumption is ‘why wouldn’t you do a green building?’” says Greg Kats, senior director and director for climate change policy at Good Energies. “It’s very cost effective, and it reduces risk in a number of areas including health, exposure to energy and water prices and obsolescence.”

LEED certification can also help protect against financial risk through faster sales and leasing of green buildings compared to similar buildings in the same town. Green buildings are, on the whole, easier to rent and sell.

### **3. It's worth saying again: LEED attracts tenants.**

Savvy tenants are looking for the benefits that green buildings offer.

“We have large tenants, 300,000-square-foot users, who come to us and the first thing they ask is if we are LEED-certified. These blue-chip tenants can use their new LEED office as another bullet point to promote how they are sustainable; it's a built-in marketing package for them,” says Bentley Forbes, vice president and general manager of Prudential Plaza Chicago.

Today's Class A office space is green. Lease-up rates for green buildings typically range from average to 20 percent above average.

### **4. It's cost effective.**

Green building pays. LEED can help it pay even more.

When the property management firm for Adobe decided to seek LEED certification for Adobe's San Jose headquarters, it did so mainly for recognition and third-party validation of the green building features it had already instituted. It ended up with much more.

“Through our energy conservation and related projects up to that point, we had already realized savings of \$647,747 per year with an annual return on investment of 106 percent. We had even had several engineering firms tell us we had pretty much done all that there was to do,” says George Denise, global account manager at Cushman & Wakefield. “As it turned out, LEED is such a rigorous and methodical process, through the process of certifying our buildings we found another \$534,398 in annual savings with an even better annual return on investment of 148 percent!”

“LEED is more than a standard to benchmark against. It is in a very real sense a blueprint for achieving energy and related conservation savings.”

Per square foot, the cost for buildings seeking LEED certification falls into the same range as buildings not seeking certification. On average, an upfront investment of 2 percent in green building design results in lifecycle savings of 20 percent of the total construction cost - more than 10 times the initial investment.

Additionally, sale prices for energy efficient buildings are as much as 10 percent higher per square foot than conventional buildings.

### **5. It offers “green magic.”**

A 2008 CoStar Group study found that green buildings outperform their

non-green peers in key areas such as occupancy, sale price and rental rates. Sometimes, by wide margins.

LEED buildings command rent premiums of \$11.33 per square foot higher than conventional buildings and boast 4.1 percent higher occupancy, according to the study. Rental rates in Energy Star buildings represent a \$2.40 per square foot premium over comparable non-Energy Star buildings and have 3.6 percent higher occupancy.

“Call it green magic,” writes Adam Aston in *Business Week*. “According a pair of studies that offer the first broad-scope examination of the economics of green buildings, green buildings really do it all: lower

## **APPENDIX C: THE BUSINESS CASE FOR GREEN BUILDINGS**

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**BSA Committee for the Advancement of Sustainability:  
The Business Case for Green Buildings  
Ken Fisher AIA and A. Vernon Woodworth AIA**

June 14, 2012 draft

### **I. Executive Summary.**

Sustainable construction holds the promise of benefits to the environment and society in many ways. This paper seeks only to document the impacts of green buildings on the financial bottom line. The business case for green buildings is extensive and compelling. The authors anticipate that these economic considerations will continue to drive the growth of the green building sector as the process of market transformation follows its current trajectory.

### **II. Market Transformation**

The principle goal of sustainable design is to lessen the environmental impact of building construction and operations. These concerns have not played a major role in the evolution of the construction industry prior to the 21st century. Green building requires a different mindset, as well as different materials and technologies. The design process is more involved, construction more complex, and additional activities such as commissioning add to the cost and timeframe of a projects' completion.

Nevertheless as green building moves from the innovative fringes to center stage the construction industry has adapted and first costs have declined to the point where sustainable construction has been shown to be, on average, equivalent in cost to standard construction. This is the natural outcome of the process known as "market transformation" whereby a policy objective (sustainable construction) is furthered by the removal of barriers in the marketplace. Market transformation for green building has been facilitated by the USGBC's LEED rating systems for which qualifying projects must utilize and document sustainable strategies and materials. The popularity of LEED certification has reoriented the design and construction industries, resulting in new patterns of "business as usual" throughout the construction marketplace.

Market transformation with regard to sustainable design is an on-going process. Incentives, rebates, tax deductions, tax-exemptions, low-interest loans, and "stretch" codes are commonplace methods for encouraging design and construction that achieve higher levels of environmental performance. These programs provide the incentives for skill development in the construction sector, skills which can then be offered in an expanding market.

### **III. First Costs**

Davis Langdon, an international real estate consulting firm with a reputation for sound research, has published a careful analysis of the cost of green buildings, entitled "Costing Green: A Comprehensive Cost Database and Budgeting Methodology"<sup>i</sup>. Based on extensive data this paper concludes that buildings designed and built to be LEED certified do not necessarily cost more than buildings designed only to minimum code requirements. In a study entitled "Managing the Cost of Green Building" the authors determined that analysis and planning can go a long way to mitigating the first costs of sustainable systems and design<sup>ii</sup>. The General Services

Administration has commissioned a “LEED Cost Study” concluding that a Federal Courthouse or government office building may entail a cost premium of 1% to 8% depending on the level of LEED achieved<sup>iii</sup>. As new methods and technologies become increasingly integrated into the construction industry these first costs are likely to disappear. Conclusions of the Davis Langdon study in 2004 were that “the cost per square foot for buildings seeking LEED certification falls into the existing range of costs for buildings of similar program type”, and “many projects can achieve sustainable design within their initial budget, or with very small supplemental funding”.

#### IV. Operations

If building operations and employee productivity are factored into the total life-cycle costs of a building then first costs (design and construction) typically amount to no more than 2% of total costs<sup>iv</sup>. Green buildings offer economic benefits throughout a building’s lifecycle. These include:

##### 1. Operations: Hard Dollars

**Energy** Green buildings use less fossil-fuel based energy, thereby resulting in lower operating costs. In the effort to reduce carbon emissions and lower our dependency on foreign oil, conservation (i.e. using less energy through more efficient design and operation) is the most effective strategy. Buildings that require less revenue to heat, cool, and light yield a greater percentage of income for profit, expansion, and reinvestment.

**Water** Water costs money. Green buildings conserve water as well as energy, sometimes thousands of gallons per year per occupant.

**Property Values** Green Buildings command higher resale prices.

**Lower Vacancy Rates** Lower vacancy rates have been documented to be consistent consequences of providing healthier interior environments<sup>v</sup>.

**Increased Retail Sales:** Studies have shown that retail sales are greater where daylighting strategies are employed.

##### 2. Operations: Soft Dollars

**Decreased infrastructure demand:** When a building uses fewer resources it requires less infrastructure support. Savings on water and sewage costs are in hard dollars, but the reduced demand on local infrastructure can be counted as an additional soft cost. This benefit accrues largely to the municipality where the green building is located, yet the likelihood is that this will be recognized and rewarded in the form of tax credits or deductions as a standard practice in the near future<sup>vi</sup>.

**Improved employee attendance and reduced turn-over:** Day-lighting and user controls have been shown to have a direct impact on building users, including perceived well-being, and physical health. These factors have also been shown to reduce worker turn-over.

**Increased employee productivity:** The same environment that improves occupant wellbeing also supports enhanced productivity. Cost savings to employers are so significant that they have been demonstrated to offset increased lease costs. Productivity costs have been estimated to be 112 times greater than energy costs in the workplace<sup>vii</sup>. This one factor may outweigh all others in calculating the economic benefits of green buildings.

**Reduced Churn:** Higher occupant satisfaction results in lower tenant turn-over rates. This, in turn, results in lower vacancy rates and less capital spent on fit-outs.

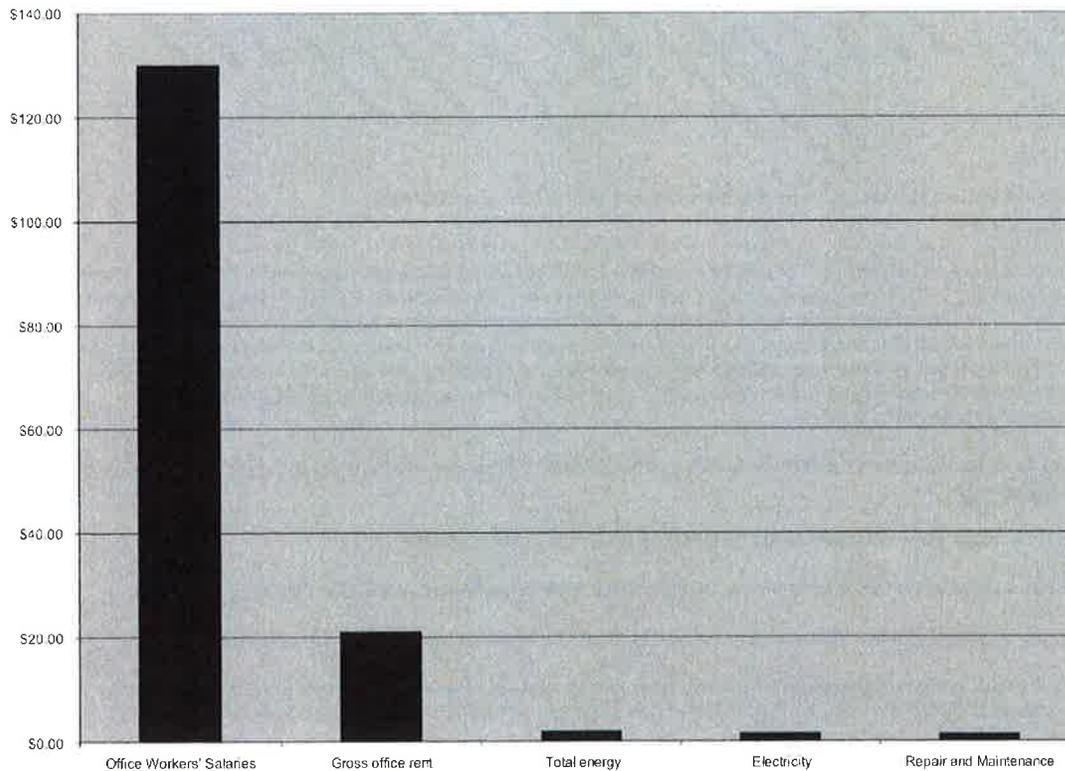
**Lower Insurance Risks:** The Insurance industry is recognizing that green buildings reduce risks in a number of areas. Greater energy self-reliance means less likelihood of

power failure. Increased indoor air quality reduces liability exposure. And there are other examples. A reduction in premiums is a logical outcome of these features. Fireman's Fund Insurance Company, the first property and casualty insurance company to offer green insurance, has researched the economic benefits of green buildings as well as the business risks of not building green. Their conclusions correspond to and validate the findings of this study<sup>viii</sup>.

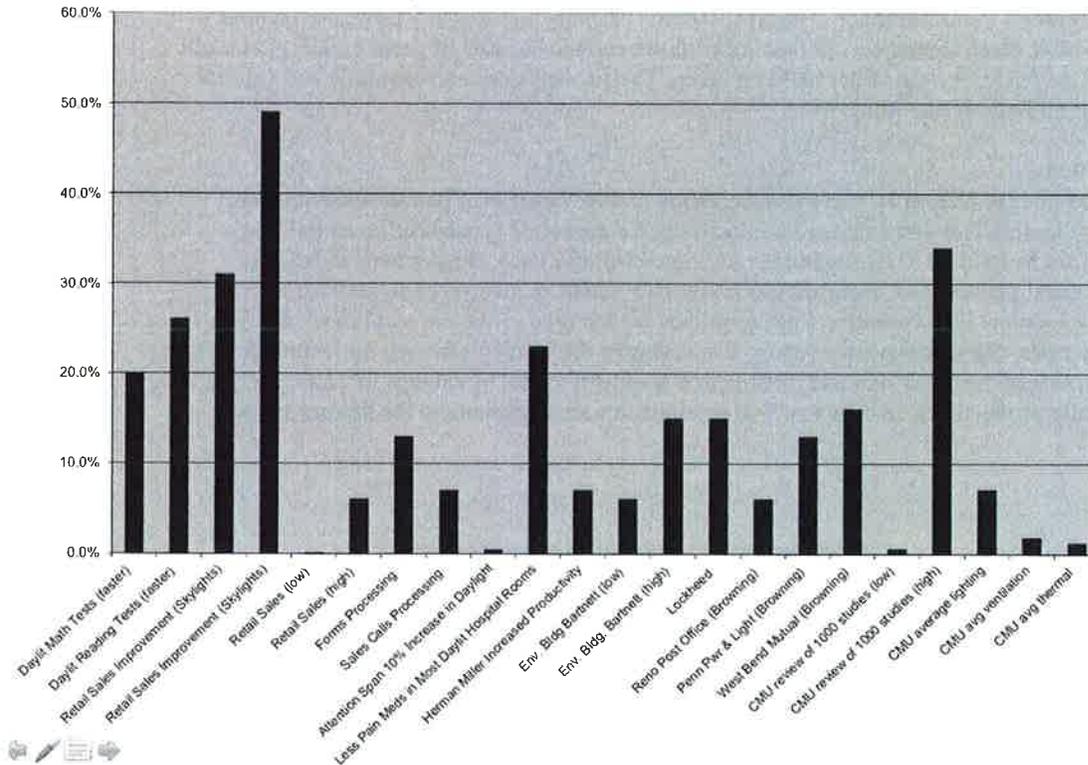
## V. Conclusions

Between the savings offered by energy conservation and the benefits of increased occupancy rates, higher leasing fees and enhanced productivity, the economic benefits of green buildings can simply not be ignored. Data supporting additional benefits such as reductions in healing time for hospital patients and improved test scores of students in green schools also have significant economic implications<sup>ix</sup>. Further studies are likely to refine the cost/benefit analysis of building green, but with regard to return on investment the verdict is in: any initial premium resulting from sustainable design and construction is quickly offset by savings in water, energy, and especially productivity, savings that will continue to accrue throughout the lifetime of the building.

Average Annual commercial Expenditures (dollars per sq ft) (Romm, 1996)



### Productivity Increases



Graphics courtesy of Michael Ermann, Associate Professor Virginia Tech School of Architecture + Design [mierman@vt.edu](mailto:mierman@vt.edu)

<sup>i</sup> “In a comparison between all projects – LEED seeking versus non-LEED, something interesting came to light: the cost per square foot for the LEED-seeking buildings was scattered throughout the range of costs for all buildings studied, with no apparent pattern to the distribution...In other words, any variations in the samples, or the sample averages, were within the range to be expected from any random sample of the whole population”. Costing Green: A Comprehensive Cost Database and Budgeting Methodology, Davis and Langdon July 2004. This report was updated with a larger sampling of buildings and additional building types as The Cost of Green Revisited: Reexamining the Feasibility and Cost Impact of Sustainable Design in the Light of Increased Market Adoption Davis and Langdon 2007.

<sup>ii</sup> Syphers, Geof, et al. Managing the Cost of Green Building, KEMA, 2003. Available at: <http://www.ciwmb.ca.gov/greenbuilding/Design/ManagingCost.pdf>

<sup>iii</sup> LEED Cost Study Steve Winter Associates 2004 for the General Services Administration.

<sup>iv</sup> John McGowan, CEM, Author, Chairman Emeritus, DOE GridWise Architecture Council and CEO of Energy Control Inc.

<sup>v</sup> The Relationship Between Corporate Sustainability and Firm Financial Performance University of Notre Dame 2012.

<sup>vi</sup> For instance, Carroll County in Maryland offers property tax credits to commercial or industrial buildings which meet specific green building standards. In addition utilities offer incentives such as grants and technical assistance, and State and Federal governments provide additional funding opportunities.

<sup>vii</sup> The Economics of Biophilia: Why Designing with Nature in Mind Makes Financial Sense Terrapin Bright Green 2012 p. 3.

<sup>viii</sup> Fireman’s Fund Insurance Company findings: The investment of an additional 3% of project costs in the design phase can reduce construction costs by 10%. The Advantages to Building Green include:

- Green buildings generate an average increase of 7.5 percent in a building's value and a 6.6 percent improvement in return on investment, while decreasing operating costs by 8 to 9 percent, according to McGraw-Hill Construction.
- Higher revenue due to higher rents and occupancy rates. Vacancy rates of green buildings are lower than existing buildings. The CoStar Group found that LEED-certified buildings occupancy rate are 92 percent versus 87 percent for traditional buildings.
- Lower operating costs by reducing waste output and energy consumption. The Environmental Protection Agency found that green buildings with a recycling focus can reduce waste output by 90 percent and use 30 percent less energy, which equates to a five percent increase in net operating income.
- Attract and retain quality tenants. Improved indoor air quality in green buildings result in reduced absenteeism, and possibly higher productivity that could increase sales. Green buildings also make it possible to have government tenants.
- Better insurance risk. Green buildings suffer fewer losses and are safer to insure because of the commissioning process required to become LEED certified. The demand for green buildings continues to climb, the company said, noting research last year by McGraw-Hill Construction that found the value of green building construction is expected to reach \$60 billion in 2010, up from \$12 billion in 2008. "Green buildings can boost real estate owners' bottom line by protecting and building net operating income, attracting and retaining quality tenants and improving the environment," said David Cohen, senior director of real estate, Commercial Insurance at Fireman's Fund, in the company's material. "Simply put, green buildings create a triple net effect, benefitting the owners' bottom line, its tenants and the environment."

The Risks of Not Pursuing a Green Building Strategy:

- Risk of obsolescence. As the U.S. Green Building Council certifies more and more buildings will traditional buildings be able to compete? Will the value of a traditional building decline and will late comers realize any first mover benefits? Green buildings are the future and are not a passing trend.
- Reputational and transactional risk. If a building isn't known as green it will experience lower occupancy rates and rents.
- Regulatory risk. Green is being incorporated into building codes at the local and state level. It can be complex as each city's standards are different. "In the future there may be federal mandates that existing buildings will have to adhere to," added Cohen. "Upgrading to green can anticipate these mandates and allow upgrades to occur on your terms."
- Pollution. Existing buildings are one of the biggest contributors to environmental pollution in the U.S., accounting for 40 percent of total energy use, 72 percent electricity consumption, 39 percent of the carbon dioxide emissions, and 13 percent of total water consumption, according to the EPA. "The risks are clear," said Stephen Bushnell, senior director of emerging industries at Fireman's Fund. "Buildings that are not energy efficient or green will not be able to compete for the best tenants. Any building can become greener, often without a major capital expenditure."

<sup>ix</sup> The Economics of Biophilia: Why Designing with Nature in Mind Makes Financial Sense Terrapin Bright Green 2012 p. 4.

## **APPENDIX D: LINKS TO ADDITIONAL INFORMATION**

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1. Information about the LEED (Leadership in Energy and Environmental Design) rating system  
US Green Building Council's website on LEED:  
<http://new.usgbc.org/leed>
2. Information about the "Red List" (building materials that should be prohibited)  
Red List Building Materials Living Building Challenge of International Living Building Institute  
[http://en.wikipedia.org/wiki/Red\\_List\\_building\\_materials](http://en.wikipedia.org/wiki/Red_List_building_materials)  
<http://ilbi.org>  
<http://sustainablebusinessoregon.com/articles/2012/09/living-buildings-red-list-aims-to.html?page=all>
3. Information about EnergyStar Portfolio Manager  
[http://www.energystar.gov/index.cfm?c=evaluate\\_performance.bus\\_portfoliomanager](http://www.energystar.gov/index.cfm?c=evaluate_performance.bus_portfoliomanager)
4. Information about the Institute for Sustainable Infrastructure  
<http://www.sustainableinfrastructure.org>
5. Information about International Green Construction Code (IgCC):  
<http://www.iccsafe.org/cs/igcc/pages/default.aspx>  
<http://www2.buildinggreen.com/blogs/international-green-construction-code-live-what-does-it-mean>

## **ADDENDIX E: VISUAL EXAMPLES**

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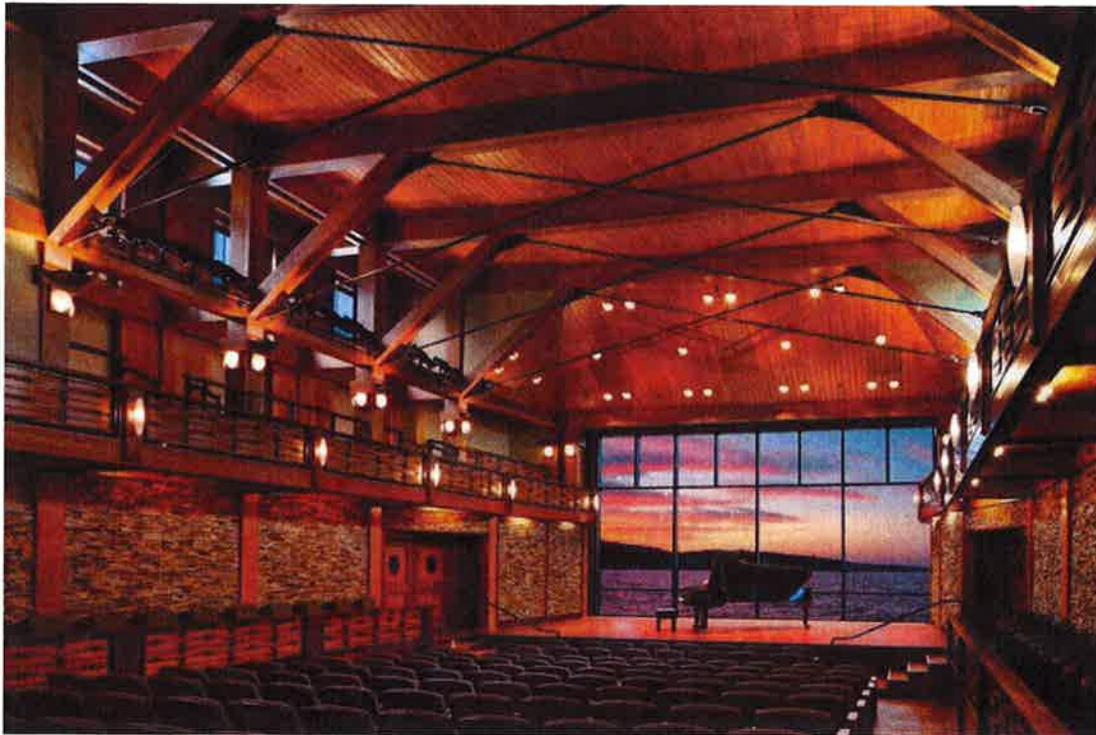
Note: The Gaming Commission specifically asked at the Forum on Design Excellence for Massachusetts Casinos for examples or illustrations of “regional” design (projects in New England whose design reflect the regional character of New England) and of “high-quality” design.

While there are many possible examples, we offer the following as a few examples of high quality “regional” design, sustainability, and/or community linkages, and of two downtown casinos in Portugal and Australia.

We would be happy to discuss with the Commission what other examples may exist or how the Commission might become more educated about these issues.



Tanglewood Ozawa Hall, Lenox (design by William Rawn Associates)



Shalin Liu performing arts center, Rockport, MA (design by Epstein Joslin Architects)



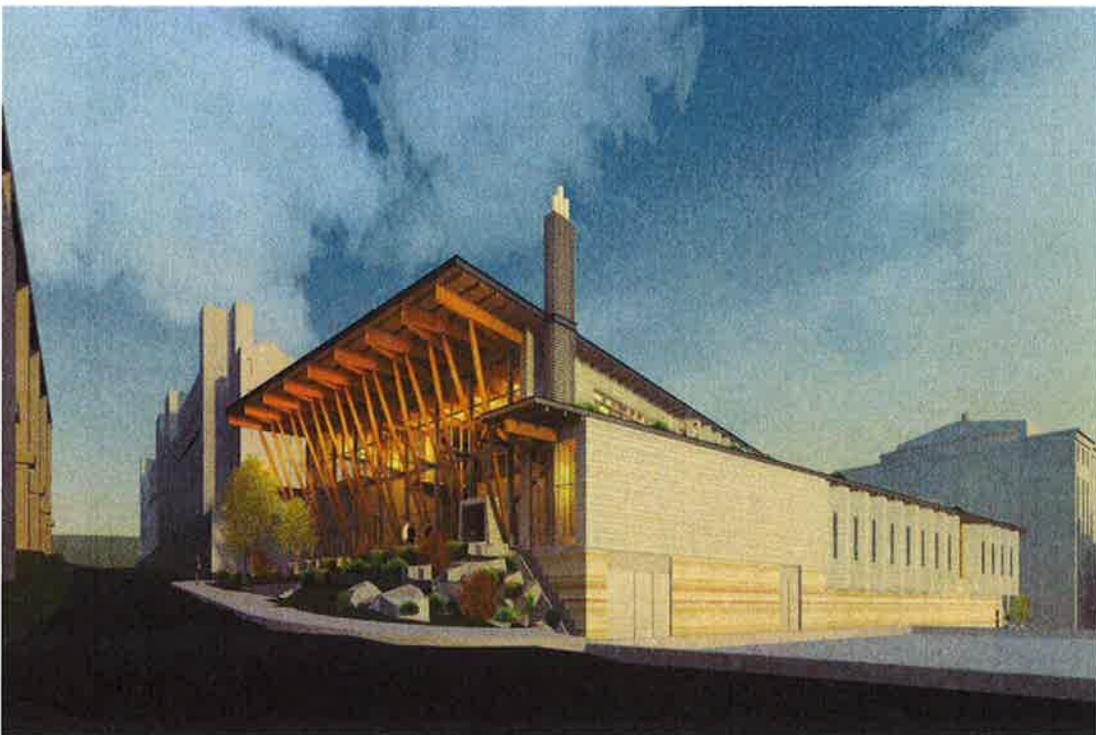
Children's Museum, Boston, MA (design by Cambridge Seven Associates)



Community Rowing Boathouse, Brighton, MA (design by Anmahian Winton Architects)



American Academy of Arts & Sciences, Cambridge, MA (design by Kallman McKinnell and Wood)



SUNY College of Environmental Science and Forestry Gateway Center, Syracuse, NY (design by Architerra)



High Line Park, New York City (design by Diller Scofidio + Renfro, with James Corner Field Operations)



Casino Lisboa, in downtown Lisbon, Portugal



Casino Lisboa, in downtown Lisbon, Portugal



Casino, in downtown Melbourne, Australia



Casino, in downtown Melbourne, Australia

*Draft*

### Statement on Urban Design

The Boston Society of Architects (BSA) stands for design excellence, progressive public policy and the highest levels of sustainability in buildings and the public realm in the metropolitan Boston region. While the BSA rarely endorses or opposes a proposed project, we believe there are general criteria that result in livable, vibrant cities which are outlined below. At the core of excellent urban design is the dialog with a site's neighbors as well as a larger public conversation about the impact of a project on the city. By establishing an inclusive public process we can ensure ambitious development in Boston and beyond.

*Architectural Excellence* – New buildings in Boston should distinguish themselves as works of architectural excellence. Historically Boston has embraced innovative architects and architecture. From historical figures such as Bulfinch and Richardson to 20th century originals like Gropius, Rudolph, Kallmann and McKinnell, Pei and Cobb, to our peers today, we are a city recognized for innovative thinking and leading design. The cultural, social and economic significance of this community warrants a building of architectural significance for long-term, sustainable growth. While there is a place for conventional design in the city, we generally support a progressive and forward-looking building worthy of the public prominence.

*Sustainability and Resilient Design* – Given the sensitive coastal ecosystem of Greater Boston and the great burden of development and human activity already present, the need to balance environmental stewardship with prosperous human use could not be more acute. Developments should be held to the highest possible standards of energy and water efficiency, building-integrated renewable energy generation, waste reduction, indoor and outdoor air quality, greenhouse gas emission reduction and building materials toxicity reduction. In addition, buildings and their immediate site and adjacent parcels should be designed to fully anticipate and withstand the effects of sea-level rise, storm surge, prolonged heat and other extreme weather events and power failures. Further, buildings should be designed as a refuge to provide temporary food and water, power and communications, moderated temperatures and sleeping accommodations for people who are displaced by the aforementioned catastrophes. Additionally demolition and construction have enormous environmental impacts including energy use and waste disposal.

*Mixed use* – we typically support urban development that blends residential, commercial, cultural, institutional and other uses that are physically and functionally integrated into the community. In general we support greater housing variety and density; reduced distances between housing, workplaces, retail and transit systems; and stronger neighborhood character.

*Height & Massing* – The height and massing of a building in relation to its overall all configuration and context is one of the more significant factors in determining the impact a building will have on its surrounding environment. Building height considerations include maximum permitted heights; impact on the local and streetscape area character; potential effect of shadowing; local micro-

climate factors; relationship of height to frontage; and the configuration impact at ground level. Massing considerations include the impact of the size, geometry, topography and configuration in relation to adjacent open spaces and streets; organizing the building's mass to express different vertical elements; using appropriate horizontal and vertical emphasis to balance overall size; creating appropriate height-to-width ratios; expressing different building functions and avoiding flat monotonous facades. It is also important to consider how the structure impacts the visual impression of the city. When height and massing exceed permitted guidelines, the citizens of Boston are right to expect that the impacts of these buildings will be equitably mitigated. Wind and shadow are two of the most significant impacts from height and massing. Design proposals should be specific and identify tangible elements to minimize and/or mitigate these impacts.

*Public Access, active edges, transparency & visibility* - A project's public spaces should feel contiguous with and open to the public areas of the surrounding streets and landscape. Great buildings connect with people at the street level. Transparency, real and perceived, as well as visual, spatial and operational, is critical at the pedestrian level.

*Public Safety* – High density, great design and public access draws people of all ages and abilities. Young children, school and international groups, people using wheelchairs and older adults are just a few examples of the hundreds and thousands of people moving through an urban area daily. In drawing large numbers of people the design needs address the safety needs where walkers, bikers, and drivers converge.

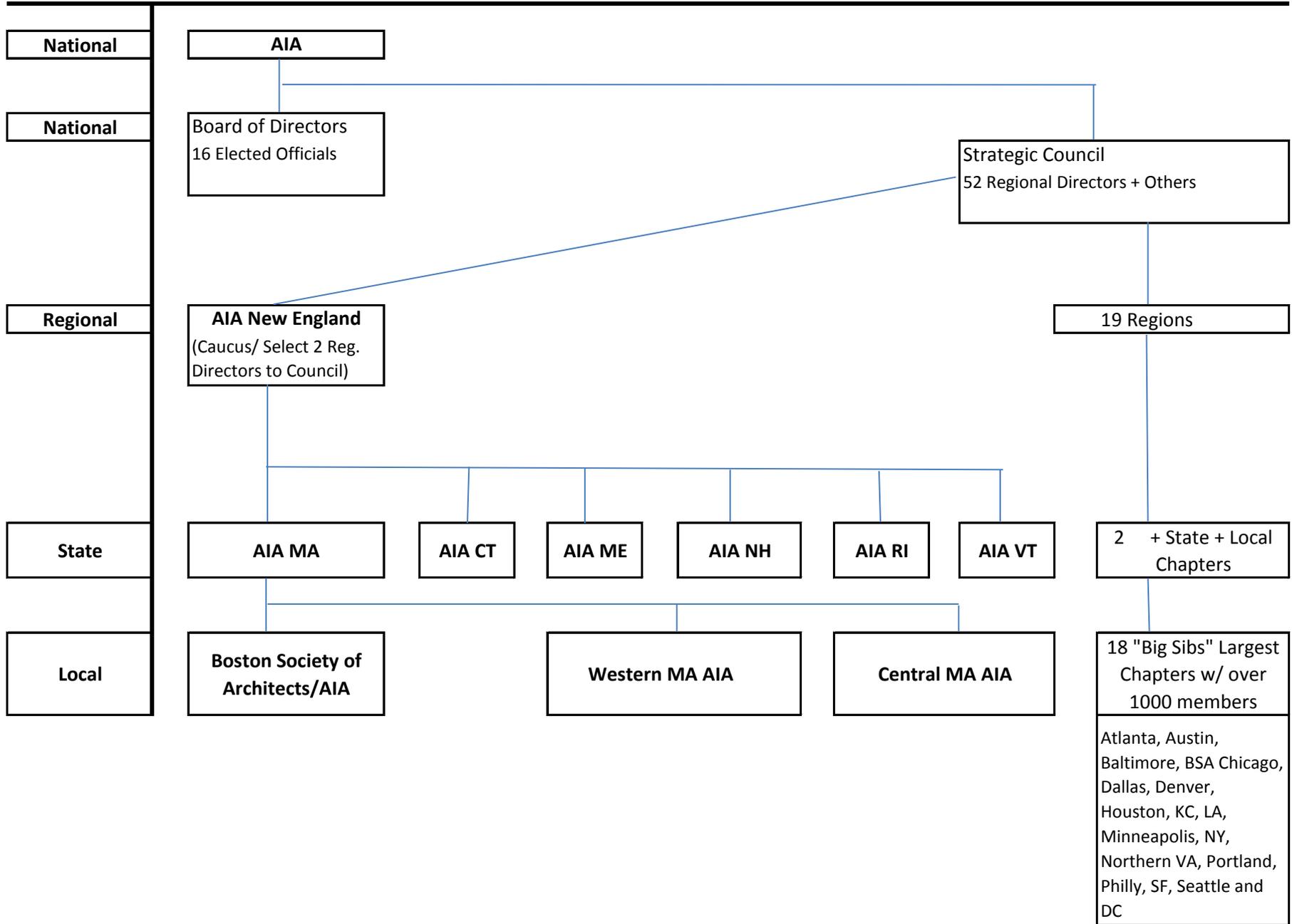
*Universal Design* – New buildings and their sites must be designed to account for the full range of physical, perceptual, and cognitive human abilities. We advocate for buildings and their sites be designed to exceed minimum regulatory thresholds and incorporate universal accessibility into every element of the built environment making solutions that are attractive and useful for everyone.

*Mobility* – Walking, biking and access to transit are important necessities in urban design. The car is no longer king in Boston, but it is still one important means for getting around the city. Developments require thoughtful, progressive mobility plans to account for the growing urban mobility needs.

*Equity & Social Cohesion* – “Flourishing spaces make for flourishing people” and the built environment can and should profoundly affect the inequity facing many in our region. The principles of diversity, inclusion and accessibility for all are fundamental to building just, fair and vibrant communities. Excellent design helps communities make informed choices to assure equal access to society's benefits for all people.

Projects cannot simply be about a building and its site. An equitable and sustainable design solution for the project must extend well beyond property lines to assure that the benefits from this rarest of development opportunities will be equitably shared by Boston's citizens, workforce, and visitors for generations to come. The BSA looks forward to continuing the conversation and broadening the audience to include not just those of us from the neighborhood, but all those who can help understand how new development can benefit the entire City of Boston.

AIA National Organizational Chart



## How Do We Fit Into the National AIA Network?

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AIA governance is structured into national, regional, state and local levels. There are over 90,000 members nationwide in the AIA, of which more than 3,000 are in Massachusetts. The BSA is both the second largest local chapter and the second oldest (along with Philadelphia and Chicago). AIA was founded in 1857 by 13 New York architects and the BSA was established in 1867.

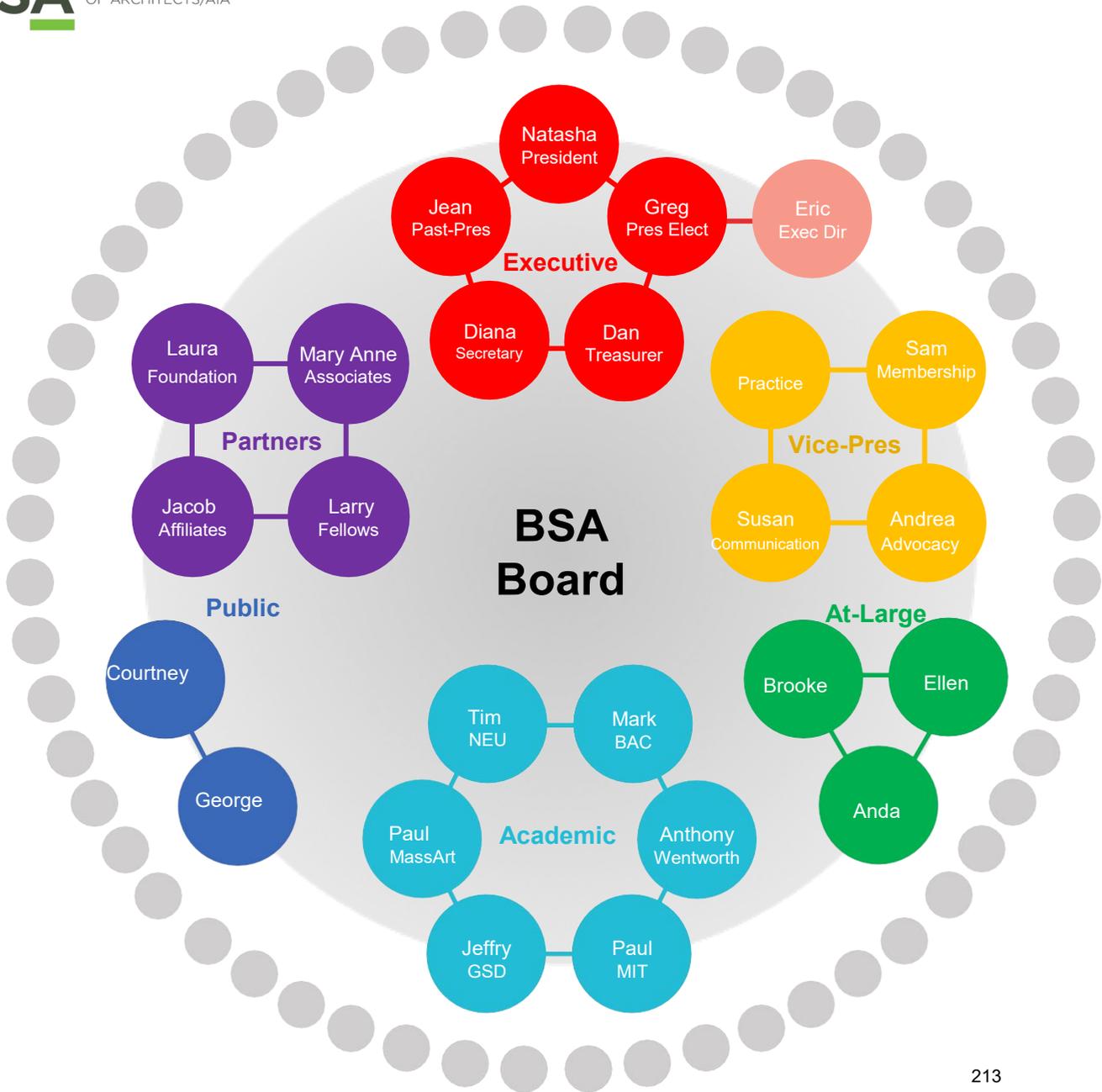
National is governed by a 16 member Board of Directors that includes The national AIA Strategic Council includes the Executive Officers, Associate Director, CACE (Council of Component Executives) Director, Student Director (AIAS), six Director-at Large, two Public Directors, and the Executive Vice President. A fifty-two member Strategic Council includes two Regional Directors from New England (one rotates between the BSA and AIA Connecticut and the other among the other six New England chapters).

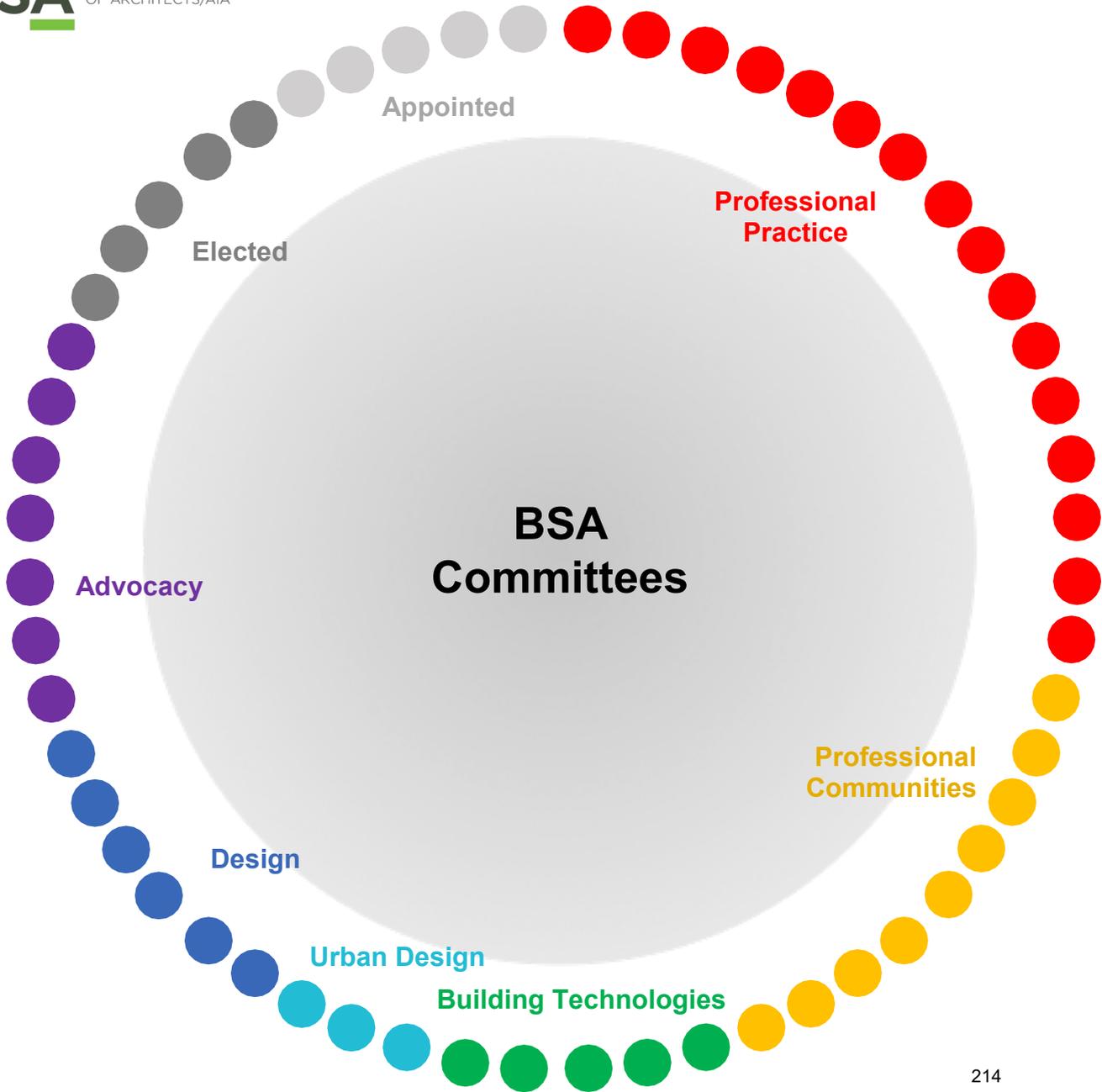
The New England region's compact geography enables our regional group — AIA New England — to meet conveniently several times a year, usually in Boston. AIA New England is a caucus that shares information, best practices and selects representatives to the AIA Strategic Council, Fellows Board of Directors, and our representatives to the Young Architects Forum and Regional Associates Directors.

AIA Massachusetts is the state advocacy organization representing the BSA and the Central and Western Massachusetts Chapters on legislative and regulatory issues. The AIA Massachusetts Board of Directors includes nine Directors, three representatives of each of the three Massachusetts chapters.

There is one other informal grouping worth noting: Sibling Chapters. Every AIA chapter in the country is part of a group of like chapters. The BSA is part of the "Big Sibs" that also includes — Atlanta, Austin, Baltimore, Chicago, Dallas, Denver, Houston, Kansas City, Los Angeles, Minneapolis, New York City, Northern Virginia, Portland, Philadelphia, San Francisco, Seattle and Washington DC. The officers and executive directors of these chapter groupings, meet periodically to share information and share expertise.







## Building Technologies

Building Enclosure Council  
Committee on the Environment (COTE)  
Construction Administration Roundtable  
Passive House Massachusetts  
Sustainability Education Committee

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## Urban Design

INFRA\TECTURE  
Placemaking Network  
Urban Design Committee

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## Advocacy

Access Committee  
AIA Massachusetts Government Affairs  
Committee  
Codes Committee  
Committee on Homelessness  
Committee on Resilient Environments  
(CORE)  
Housing Committee  
Open Architecture Collaborative Boston

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## Architectural Design

BSA/SCUP College and University  
Roundtable  
Committee for Research and  
Innovation Design  
Design for Aging Committee  
Healthcare Facilities Committee  
Historic Resources Committee  
K-12 Educational Facilities Committee

## Elected Committees

BSA Committee Chairs  
Ethics Committee  
Honors & Awards Committee  
Membership Enrichment Committee  
Nominating Committee

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## Professional Communities

AIA College of Fellows  
Architectural Photography Network  
ARE Success Teams  
BosNOMA  
Cape and Islands Network  
Emerging Professionals Network  
MetroWest Network  
Women in Design  
Women Principals Group

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Residential Design  
Committee



**Professional Practice** Administration and  
HR Wizards ArchiCAD User Group  
Building Information Modeling (BIM) Roundtable  
DataCAD Boston Users Group Finance Wizards  
Global Practice Network Information Resource  
Wizards  
Integrated Project Delivery / Lean Roundtable  
IT Wizards MakeTank  
Marketing/PR Wizards Revit Users Group  
SketchUp bootcamp Small Practices  
Network Vectorworks Users Group

**VISION:**

**By 2030, BSA/AIA architects will be leading professionals advancing design excellence; sustainable and resilient design; and equity, diversity, and inclusion.**

**MISSION:** from our charter

**Collegiality:** To unite in fellowship the architects of the BSA/AIA territory.

**Best practices and design quality:** To combine the efforts of our members to promote the artistic, scientific, and administrative competence of the profession.

**Goals and ethical standards of the profession:** To forward the goals of the AIA and to urge adherence to its ethical standards.

**Public design engagement and education:** Engage the widest possible public to broaden the understanding of the value of design and its role in creating a vibrant city and region.

**BSA/AIA + BSA FOUNDATION**

**By 2030, Boston is a model of a resilient, equitable, and architecturally-vibrant city and region**

**BACKGROUND:**

About the **Boston Society of Architects/AIA (BSA/AIA)**, the **BSA Foundation**, and **BSA Space**.

**The BSA/AIA** is committed to professional development for our members, advocacy on behalf of great design, and sharing an appreciation for the built environment with the public at large. Established in 1867, the BSA/AIA today has nearly 4,500 members and offers unparalleled programs, services, and publications that foster innovation, equity, economic vitality, and resiliency throughout New England, North America, and the world.

**The BSA Foundation**, a 501(c)(3) public charity, has a mission to build a better Boston by engaging communities, inspiring vision, and provoking positive change. The BSA Foundation's vision is that by 2030 Boston is a model of a resilient, equitable, and architecturally vibrant city and region. The BSA Foundation was established by BSA/AIA in 1971 as the public service sister organization to the BSA/AIA. Since 2014 the BSA Foundation has served over 100,000 people.

**BSA Space** is Boston's center for architecture and design and is home to the BSA/AIA and BSA Foundation. We host public and professional exhibitions. Visitors are invited to view their world differently, imagine new possibilities for improving their community, and learn achievable and remarkable ways to do it. BSA Space opened in 2012 and is free and open to the public.

**STRATEGIC GOAL #1**

**Practice excellence**

Advance design and professional excellence and equity within the architectural community, through supporting a diverse range of models of architectural practice and design.

**PRIORITIES**

Help the architectural community, including students and interns, improve the quality of design and their practice by:

- Exploring a wide range of new practice models
- Remedying patterns of racial and gender inequality within the profession
- Expanding opportunities for public interest/pro bono design services
- Professional development

**STRATEGIC GOAL #2**

**Design and building excellence**

Improve the quality of building construction through collaboration and thought leadership in the AEC industry.

**PRIORITIES**

Work with professional and industry partners to promulgate and share best practices that improve the quality of design and construction, by exploring and advancing:

- Encouraging innovative design approaches
- BIM and other new forms of information technology
- New methods of project delivery and development
- New methods of fabrication and assembly

**STRATEGIC GOAL #3**

**Public policy and advocacy**

Advocate for public policies in planning and design that will create a more beautiful, vibrant, and just city and region, through partnership with government agencies and other nonprofits.

**PRIORITIES**

With AIA Massachusetts, advocate for government programs, policies, regulations, and laws that advance BSA/AIA ethical standards and policy goals for:

- Design excellence
- Equity and inclusion
- Climate change/sustainability
- Resiliency/adaptation
- Housing
- City and regional planning

**STRATEGIC GOAL #4**

**Public design engagement and education**

Engage the widest possible public to broaden the understanding of the value of design and its role in creating a vibrant and just city and region.

**PRIORITIES**

Work with the BSA Foundation to strengthen civic engagement activities that make the public aware of efforts throughout the region to advance:

- Design excellence
- Equity and inclusion
- Climate change/sustainability
- Resiliency/adaptation
- Housing
- City and regional planning

continued from page 1

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<b>STRATEGIC GOAL #1</b> <b>Practice excellence</b>	<b>STRATEGIC GOAL #2</b> <b>Design and building excellence</b>	<b>STRATEGIC GOAL #3</b> <b>Public policy and advocacy</b>	<b>STRATEGIC GOAL #4</b> <b>Public design engagement and education</b>
<p><b>Partners to engage</b></p> <ul style="list-style-type: none"> <li>• Massachusetts architects, interns, and firm employees</li> <li>• Massachusetts AE firms</li> <li>• Massachusetts architectural students and teachers</li> <li>• Massachusetts architecture schools</li> <li>• Executive Education</li> </ul>	<p><b>Partners to engage</b></p> <ul style="list-style-type: none"> <li>• Same as Goal #1</li> <li>• Professional groups: BSLA, ACEC</li> <li>• Industry groups: ABC, USGBC, ULI, AGC, NAIOP, GBREB</li> <li>• State and city construction agencies: DSB, DCAM, MSBA, BPFDD</li> </ul>	<p><b>Partners to engage</b></p> <ul style="list-style-type: none"> <li>• Same as Goals #1 + #2</li> <li>• BSA Foundation, AIA Massachusetts</li> <li>• City, regional, and state agencies (e.g. Cities of Boston, Cambridge, and Somerville; MAPC; Mass EEA, etc.)</li> <li>• Nonprofits (e.g. Green Ribbon Commission, Boston Harbor Now, partners in Smart Growth Alliance, etc.)</li> </ul>	<p><b>Partners to engage</b></p> <ul style="list-style-type: none"> <li>• Same as Goals, #1,#2,+ #3</li> <li>• School children, parents, teachers</li> <li>• Community partners</li> <li>• General public</li> </ul>
<p><b>Tools</b></p> <ul style="list-style-type: none"> <li>• All BSA committees</li> <li>• ABX, other educational programs</li> <li>• <i>ArchitectureBoston</i>, Currents, website, social media</li> <li>• Design Awards</li> <li>• Social events</li> </ul>	<p><b>Tools</b></p> <ul style="list-style-type: none"> <li>• All BSA committees</li> <li>• ABX, other educational programs</li> <li>• <i>ArchitectureBoston</i>, Currents, website, social media</li> <li>• Design Awards</li> <li>• Social events</li> </ul>	<p><b>Tools</b></p> <ul style="list-style-type: none"> <li>• BSA Advocacy committees</li> <li>• Policy documents</li> <li>• Lectures, symposia, forums</li> <li>• Community projects, design workshops/charrettes</li> <li>• <i>ArchitectureBoston</i></li> <li>• Gallery exhibitions in BSA Space</li> </ul>	<p><b>Tools</b></p> <ul style="list-style-type: none"> <li>• KidsBuild!</li> <li>• Community projects, design workshopscharrettes</li> <li>• <i>ArchitectureBoston</i></li> <li>• Gallery exhibitions in BSA Space</li> <li>• BSA + BSA Foundation sponsored lectures, symposia, forums</li> <li>• Design Awards</li> </ul>
<p><b>Success metrics</b></p> <ul style="list-style-type: none"> <li>• BSA professional and associate membership</li> <li>• Committee membership, participation, and events</li> <li>• Attendance, revenues from ABX, and other programs</li> </ul>	<p><b>Success metrics</b></p> <ul style="list-style-type: none"> <li>• BSA Affiliate membership</li> <li>• Participation of affiliates and non-BSA members in committees</li> <li>• Attendance of affiliates and non-BSA members at ABX, other programs and events</li> </ul>	<p><b>Success metrics</b></p> <ul style="list-style-type: none"> <li>• Participation in policy working groups with government agencies and nonprofits</li> <li>• Development and dissemination of policy positions</li> <li>• Advances in government policies and regulations</li> </ul>	<p><b>Success metrics</b></p> <ul style="list-style-type: none"> <li>• Participation in KidsBuild!</li> <li>• Number and effectiveness of community projects and workshops</li> <li>• Circulation of <i>ArchitectureBoston</i></li> <li>• Attendance at gallery exhibitions, public</li> </ul>