



**AIA**  
Oregon

**REPORT ON THE FORMATION OF A  
SINGLE OREGON STATE CHAPTER**

Version 2.0

Prepared by AIA Oregon  
Single State Chapter Task Force

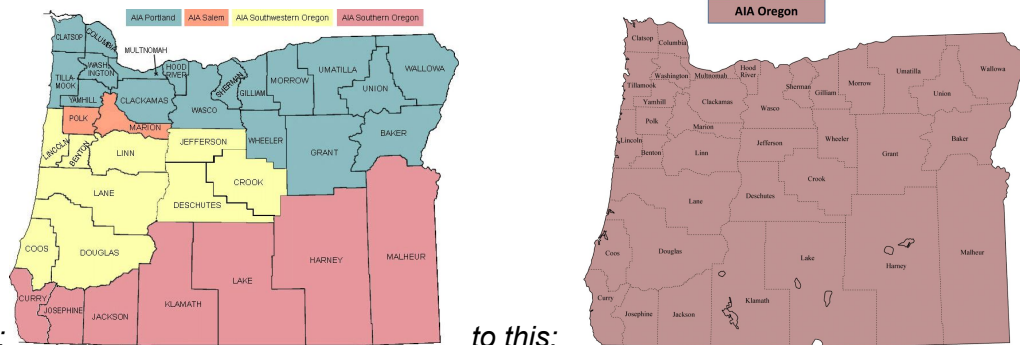
To be Issued to  
AIA Oregon Council Board of Directors  
January 15, 2017

for vote January 27, 2017  
to forward to the Oregon Chapters memberships for  
majority approval

**REPORT OUTLINING THE FORMATION OF A SINGLE STATE CHAPTER**  
JANUARY 2016

## INTRODUCTION

AIA National has placed a renewed emphasis on and specific requirements for the delivery of member services at a chapter level. The new requirements will be difficult for smaller chapters with limited resources (funding and volunteer hours) to accomplish. As such, AIA Oregon, comprised of the four chapters within Oregon, has been looking since 2013 at the idea of forming a single state chapter and pooling our resources to provide more robust and equitable member services across the state. AIA national has funded some of the research we have undertaken in exploring the opportunities and challenges with this approach.



A single state model allows for statewide coordinated distance learning, efficient administration of business logistics, and greater opportunities to connect all architects across the state with one another. Local sections allow for local networking, and community focus on local topics.

This report proposes how the single state chapter would address Member Services, Advocacy, Governance & Finance, and the transition to a single chapter model.

**PROPOSED MISSION STATEMENT:**

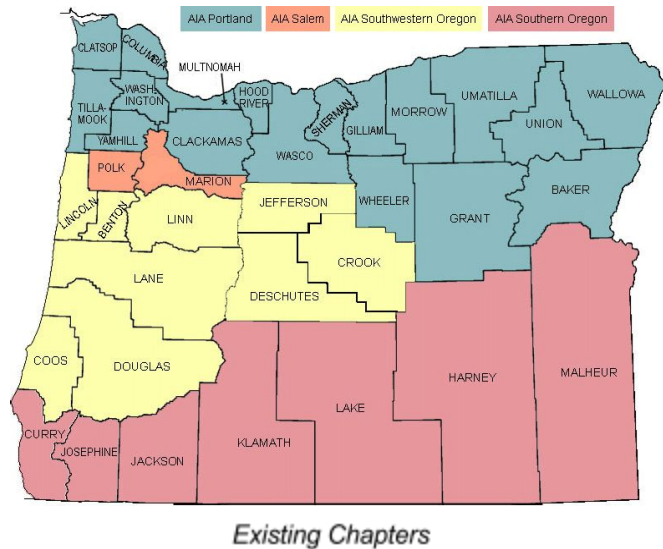
**As a single state chapter, the mission of AIA Oregon is to provide robust and inspiring member services in an equitable manner to members throughout the state, advocate broadly on behalf of the membership, and govern the organization with efficiency and financial prudence.**

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### CURRENT CONDITION:

AIA Oregon is technically not a chapter. It is a state council comprised of the four Oregon chapters: Salem, Southwestern, Southern and Portland, with a primary mission of providing state-wide legislative advocacy on behalf of architects (as well as orchestrating the Oregon Design Conference). It's 33-person Board is made up of delegates from each of the chapters and non-voting members from the schools of architecture. It has paid staff resources through a management agreement with AIA Portland.



The state is divided into four geographic regions such that everyone in the state belongs to one of the four chapters.

Because funding at the chapter level is based upon chapter membership numbers, chapters with relatively few members have very limited resources to develop unique programs and opportunities for their membership. Because smaller chapters have a smaller pool of volunteers to draw from, and not enough funds to hire paid staff, much of that precious and limited volunteer time is spent keeping the chapter a viable business entity (which is not typically what a volunteer would prefer to spend their time doing).

### THE CHALLENGE:

In 2013 AIA National began its ongoing Repositioning initiative, launching an effort to reinvent itself to become more relevant to members and streamline its operations. AIA National encouraged all chapters across the nation to do the same, and has since adopted a robust set of standards that all chapters must comply with in order to remain a valid chapter. These evolving standards, combined with the acknowledgement by the Board that member services vary widely across the state, and smaller chapters are challenged with administrative burdens borne by small groups of volunteers, led to the the idea of forming a single state chapter. The Chapter would then contain Sections in specific areas that have concentrations of architects that feel the desire for local networking and the tackling of local issues. The idea was not met with immediate enthusiasm by all delegates from the chapters, with the smaller chapters fearing they'd lose their autonomy and not have a meaningful seat at a large table. Larger chapters also worried about potential loss of autonomy, as well as the potential burden represented by going to to statewide chapter and the sharing of limited resources. Nonetheless, the potential

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advantages for forming a single chapter were deemed to be strong enough that exploration of the concept was warranted.

### **BACKGROUND:**

The Repositioning Committee, formed in 2013 of Board members from each of the four chapters, spent approximately two years looking at the pros and cons of forming a single state chapter. It identified a number of obstacles to overcome, as well as a number of important criteria that should be achieved in order to make the formation of a single chapter a positive choice.

AIA Oregon applied for a grant from AIA National to support the efforts of the Repositioning Committee, and was awarded one. The money from this grant was used to hold workshops including a visioning workshop lead by the Coraggio Group (*see appendix for visioning report*), and to generate a report documenting the findings of the Committee. The Repositioning Report (*see appendix*) was provided to AIA National as a deliverable for the grant. It brought to attention the advantages of forming a single chapter, and outlined the areas of concern that would need to be addressed before chapters would be comfortable with the idea.

In November of 2015, the Repositioning Committee drafted an MOU (*see appendix*) that was presented to the AIA Oregon Board at the annual Strategic Retreat. The MOU, signed at the retreat's Board Meeting by the Presidents of each of the four chapters, stated in essence that each chapter agreed that there were enough advantages to the idea of a single state chapter that it would support the continuing exploration of the idea.

At the following Board meeting, in January of 2016, the new Board established a Single State Task Force comprised of the five new Presidents (Oregon, Portland, Salem, Southwestern, and Southern) and a representative from Bend. As a small group of decision-makers, this team was tasked with taking the Repositioning Committee's report and all identified "must haves" and "potential deal-breakers," and determining if a proposal could be made for the formation of a single state chapter that could address both lists and create a path forward.

The result of their efforts is this report, which outlines the services to be provided, governance and financial structure, and transition plan. The chapter and council presidents believe this approach addresses the identified concerns and provides the desired advantages represented by a single state chapter.

AIA National has encouraged the consolidation of chapters, and other states have done the same, or are looking at doing so. Examples include: Colorado, California, Washington, and Texas.



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**GOALS & INTENTION STATEMENTS:**

To achieve the mission statement, it was determined we should meet the following intentions. Each of these intentions is addressed in the report. Page numbers are indicated to allow the reader to easily find topics of particular interest.

<b>CATEGORY - TOPIC</b> Intention Statement	<b>Page #</b>
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<b>ADVOCACY - PRACTICE ISSUES</b> Advocate more broadly for members beyond simply legislative and local policy topics. Address common issues facing architects related to the multiple facets of the profession.	15
<b>ADVOCACY - PUBLIC AWARENESS</b> Increase public awareness of the profession, raise the status of architects and educate the public on the value architects bring to projects. Raise awareness among school-age children on what architects do.	18
<b>GOVERNANCE - BOARD STRUCTURE</b> Establish a Board structure that provides representation by all sections and a check and balance system to ensure all members are represented fairly.	20
<b>GOVERNANCE - COMMITTEES</b> Establish statewide and local committees that address the needs and initiatives of the chapter and membership statewide.	24
<b>GOVERNANCE - SECTIONS</b> Establish efficient communications flow between members, sections and the statewide chapter and Board.	26
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<b>GOVERNANCE - ADMINISTRATION</b> Provide increased administrative and governance efficiency.	31
<b>GOVERNANCE - FINANCIAL STRUCTURE</b> Establish a financial mechanism that addresses the joint needs of the state as a whole and also allows sections some financial autonomy to host programs and events at a local level.	33
<b>GOVERNANCE - MEMBERSHIP DUES</b> Dues should be proportional to the value received by the membership.	35
<b>GOVERNANCE - ALLIED PARTNERSHIPS AND AFFILIATIONS</b> While a statewide chapter can leverage partnerships and affiliations across the state, sections should form strong relationships with local allied partners and/or affiliates that may sponsor local events.	38
<b>TRANSITION - TRANSITIONING LEGAL ENTITIES</b> Create a clear path for how to address transition as it relates to non-profit organizational status and existing contracts and debt held.	40
<b>TRANSITION - TRANSITION COMMUNICATION PLAN</b> Develop a robust communication plan for the formation of a single chapter such that each existing chapter can easily communicate the vision, goals, and proposed new structure to its membership in a way that objectively presents information and allows for informed discussion and voting.	42
<b>CONCLUSION</b>	44

THE BODY OF THE REPORT FOLLOWS.

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MEMBER SVS	ADVOCACY	GOVERNANCE	TRANSITION
<b>AIA NATIONAL CORE MEMBER SERVICES</b>			
INTENTION: Provide AIA National's Core Member Services requirements to all members across the state.			

**CURRENT CONDITION:**

Larger chapters (Portland, Southwestern) have 3 year accreditations, are meeting core member service requirements, have access to staff, and are busy chapters with multiple events monthly. Smaller chapters (Salem, Southern) have 1 year accreditations, are not meeting core member services, rely on volunteers, and have 1-2 events monthly.

**BACKGROUND:**

In order to provide the largest benefit to members the AIA has established a baseline set of core member services each chapter is to provide.

To comply with core member services, components must:

- Promote AIA value and services by advertising national AIA products and services with correct branding standards.
- Maintain and contribute content to component website with resources for members and the public.
- Offer access to 18 CEUs (12 must be HSW) per year which can be delivered in partnership with other components.
- Provide career information and mentoring activities for emerging candidates.
- Develop state-level legislative agenda, advocacy strategy, and advocate to the state legislature, ORBAE, and other relevant entities. Engage local government agencies and decision makers.
- Elevate public awareness (e.g. through outreach, awards, events) of the role of architects and value of design, and recognize member service achievements and design excellence.
- Develop visionary leaders, participate in leadership conference, conduct strategic plan.
- Comply with governance requirements (e.g. records, bylaws, insurance, policies for whistleblower/antitrust/gift acceptance, tax and corporation filings, joint venture and partnerships, staff compensation).
- Recruit and retain members, engage new members and recognize member achievements.
- File and share tax records and policies regarding handling of funds, financial data, performance reviews.



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**PROPOSAL SUMMARY:**

Provide richer, meaningful member experience by connecting members statewide and operating inclusively. Develop robust, efficient, user-friendly tools with resources for members, component leaders, and the public:

- One statewide website with links to each section to share events and resources, and foster each section's priorities and culture. (see Communications section)
- Comply with accreditation and governance requirements more efficiently through consolidation.

**EXECUTION DETAILS:**

- Embrace technology as primary method of connecting members statewide.
- Implement access to technology (purchase and install technology or obtain technology-enabled space) for remote viewing.
- Develop FAQs for describing changes to members and provide troubleshooting resources for implementing new technology.

**NEXT STEPS:**

- Develop consolidated statewide website with content relevant to all sections and page templates for each section that offer some degree of consistency between sections (graphics, access to basic information) and some degree of autonomy to support unique identities, culture, and activities of each section. (see Communications section)
- Develop one statewide calendar (color coded for each section) that shows all section and chapter events. Clicking on an event would allow a person to access that event, regardless of their geographic location (assuming it has media/online content).
- Research and identify user-friendly software and hardware package for remote access to programs and content. Could be GoToMeeting, Zoom, or programs that are already widely used and understood by members.



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MEMBER SVS	ADVOCACY	GOVERNANCE	TRANSITION
<b>MEMBERSHIP CONNECTION</b>			
INTENTION: Connect all members to one-another across the state, regardless of location.			

**CURRENT CONDITION:**

Chapters rarely overlap excepting the Oregon Design Conference, and chapter leaders though AIA Oregon. Larger chapters (Portland, Southwestern) host several events monthly that include opportunities for education, socializing, networking, mentoring, professional/university/industry synergy, and celebrating design excellence. Salem hosts 1-2 events monthly focused on chapter business and product-sponsored programs, and a social hour afterward. Southern hosts 1 event monthly focused on delivering HSW CEUs, primarily product-sponsored luncheon learns, with an annual holiday social and a bi-annual design award event.

**BACKGROUND:**

Portland has access to staff, several active committees focused on various aspects of the practice (Committee on the Environment, Sole Practitioners, IDP, etc.), and a dedicated space to host programs. Portland has a relatively small percentage of members actively participating but is a thriving chapter. Portland's annual events (Design Awards, Housing Tours, Architecture Week, Annual Meeting) are carefully planned, well-attended, high quality programs.

Southwestern covers a broad geographic area, has access to a part-time staff member, and a recently acquired dedicated space in Eugene to meet and conduct chapter business. Eugene members share a strong social network with well-attended monthly dinners and other collegial or team-oriented events and programs. Bend members develop an annual local design conference, access monthly educational programs remotely organized by Eugene members, and have few social programs. Corvallis and other remote members of Southwestern access monthly programs remotely and a few may attend monthly events in Eugene.

Salem is a small (50 member), volunteer-based chapter (10-12 volunteers) with monthly meetings that include an educational program and social/networking time. High percentage (30-40%) of active member involvement.

Southern is a small (40 member), volunteer-based chapter (5-6 volunteers) with monthly meetings focused on CEU delivery. Social events are few but could be well-attended if organized. High percentage (40%) of active member involvement. Additional programs have been developed (Emerging Professionals Group, Design Local Initiative) but not implemented due to lack of energy and synergy.



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**PROPOSAL SUMMARY:**

- Connect members statewide through one website with a consolidated calendar of events. Open attendance to all members (implement RSVP process when needed for venue limitations).
- Connect members through shared programs and collaborative efforts (education, committees, advocacy, strategic planning, conferences). Provide access to programs remotely but encourage real-time engagement for more interaction and connection.
- Facilitate and encourage in-person attendance, provide occasional events for all members.

**EXECUTION DETAILS:**

- Embrace and implement access to technology as primary method of connecting members statewide.
- Think and operate inclusively for all sections.
- Take care to foster connection among members e.g. section meetings, program luncheon learns, group activities, design awards or conference; providing a completely remote experience can lead to a more fractured membership.
- Provide staff support for small chapters to help organize local events and implement programs.
- Identify best methods to connect members statewide in-person, e.g. advocacy events, state design award events, Oregon Design Conference.
- Develop content and programs specifically for emerging professionals and Associate AIA members.
- Include both digital and printed media for communicating with the membership.

**NEXT STEPS:**

- Develop statewide website with consolidated event calendar.
- Research and identify user-friendly software and hardware package for remote access to programs and content.
- Identify events for statewide attendance. Consider low-cost, no-cost, travel stipend, and scholarship options to encourage attendance.
- Publish program events for all Section on State events calendar

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MEMBER SVS	ADVOCACY	GOVERNANCE	TRANSITION
<b>PROGRAMS</b>			
INTENTION: Provide all members with equitable (not necessarily equal) access to all programs. The content of programs should support the needs of the members in urban, suburban and rural settings.			

**CURRENT CONDITION:**

Larger chapters organize many high-quality programs that engender education, design excellence, diversity, arts and construction, and social connection. Smaller chapters struggle to deliver organizational functionality and basic programming, and experience volunteer burnout.

**BACKGROUND:**

Programs are developed by each chapter for their members with occasional programs being advertised beyond the chapter and opened to other chapter members. Member access to quality programming is inconsistent and unequal across the state, and correlates to the chapter's access to staff, resources, and dedicated space.

**PROPOSAL SUMMARY:**

- The State chapter will develop programs and coordinate delivery to all members statewide. Content is primarily developed through the Program Committee, which includes members from all sections. The Program Committee will have access to Chapter resources, including staff.
- Provide equitable access to all members (provide or facilitate access to technology for remote viewing).
- Facilitate broader access to Oregon Design Conference.
- Build statewide connections through interests: foster co-chair committee leadership in different sections e.g. Program Committee, emerging professionals, advocacy, COTE.
- Continue to make library of materials such as ARE study guides available to members across state.

**EXECUTION DETAILS:**

- Develop Program Committee with broad (statewide) member involvement.
- Provide remote access to programs. Initially, hardware package can be modest for smaller chapters.
- Target a statewide event for broad attendance; consider low or no-cost options.
- Provide hardware and software for smaller sections.



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- Develop content that addresses statewide issues (e.g. state regulations, land use), and local issues that facilitate a broader understanding to Oregon's urban, suburban, and rural conditions.
- Develop process for including members throughout the state in various committees.
- Leverage Section leadership to implement committee initiatives in their local area, e.g. small firm round-table sessions, maintain local emerging professional resources, etc.
- Create catalog of available resources and method for distribution of materials through a lending library. Possibly work with the University library system.

**NEXT STEPS:**

- Research website and communication platform options.
- Develop intentions for how to share development of content.

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MEMBER SVS	ADVOCACY	GOVERNANCE	TRANSITION
<b>LEGISLATIVE AFFAIRS</b>			
INTENTION: Representing the interests of the architectural profession before the legislature at the state Capitol in Salem and at the local level through state chapter sanctioned local affairs committees.			

**CURRENT CONDITION:**

AIAO currently advocates at the state level through the Legislative Affairs Committee (LAC). From <http://aia-oregon.org/government-relations-committe>: “Central to the mission of AIA Oregon is representing the interests of the architectural profession before the legislature at the state Capitol in Salem. Our advocacy goals are twofold. First, AIA Oregon promotes legislation and regulations that benefit the daily practice of architects. Examples include successfully advocating for the selection of architects based on quality vs. fee for public projects statewide, maintaining high standards for our profession, defending our practice from encroachment by others, and protecting our members from unreasonable liabilities and regulations. A second area of advocacy includes promotion of the value of design in solving the social and environmental challenges of our time. Examples include initiating and supporting legislation for sustainable and energy efficient design, working in opposition to recent ballot measures that would weaken Oregon’s nationally respected land-use planning laws, and encouraging laws and regulations that support livable communities and historic preservation. We encourage input and comments and invite participation from members throughout our state.” AIA Oregon employs a lobbyist to advocate for the policies and position statements adopted by the state council.

State bylaws prohibit the AIAO becoming involved in local affairs unless so requested by a local chapter. Local affairs committees currently exist in Portland (the Urban Design Panel) and Eugene (the Committee On Local Affairs - Eugene-Springfield). AIA-Southern has a newly-formed Design Local committee as a liaison between local agencies and AIA members and build outreach to those agencies.

**BACKGROUND:**

Advocacy on behalf of chapter members and the broader profession is recognized as key function of the AIA. National fulfills the need for lobbying of Federal Lawmakers and Agencies and has written public policy and position statements. The AIA’s Bylaws state “no act” of an AIA component “shall directly or indirectly nullify or contravene any actor policy of the Institute.” In 2014, the AIA-O LAC performed a survey of architects in the state to seek guidance on the creation of state level position statements. Those positions were drafted and approved by the AIA-O board in 2014.



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**PROPOSAL SUMMARY:**

A single statewide chapter should be able to continue the legislative advocacy work that AIAO is already doing with minimal changes to the structure of the Legislative Affairs Committee. A statewide chapter should expand on the local involvement of the AIA by creating a Committee On Local Affairs (COLA) to provide a framework for working groups within each Section to address local issues as they arise. The model provided by AIA-SWO's Eugene/Springfield COLA (chapter policy included in Appendix) may be an appropriate starting point. The COLA could also be a resource for chapter members that feel like local jurisdictions, individuals and firms are not in compliance with public policies put in effect through the advocacy efforts of the LAC.

**EXECUTION DETAILS:**

- Continue the work of the Legislative Affairs Committee. No major changes needed.
- Develop language for bylaws to allow advocacy on the local level.
- Develop policy language for the Committee on Local Affairs.
- Review proposal with legal council to confirm framework for advocacy efforts don't fall into the definition of lobbying, or when lobbying occurs the lobbyist is properly registered.

**NEXT STEPS:**

Legislative Affairs Committee

- Reform the LAC under the new state structure
- Publicize the work of the LAC to all members
- Seek input from members on the LAC position statements

Committee on Local Affairs

- Form the COLA under the new state structure. Section leadership will nominate members to the committee
- COLA to create procedure for addressing local issues and providing advocacy at the local issue. Local volunteer members to work within the framework established by the state committee.
- Publicize the creation of the COLA
- Start building relationship with local agencies
- Offer compliance training for agencies in accordance with contracting procedures and other local level issues.

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MEMBER SVS	ADVOCACY	GOVERNANCE	TRANSITION
<b>PRACTICE ISSUES</b>			
INTENTION: Advocate more broadly for members beyond simply legislative and local policy topics. Address common issues facing architects related to the multiple facets of the profession.			

**CURRENT CONDITION:**

The state and local chapters within Oregon do not currently have a coordinated effort to address issues related to the practice of architecture. On a national level, the AIA Practice Management Knowledge Community is responsible for the creation of the Institute's Best Practice white papers, among other initiatives. The AIA National Board of Directors has also recently made a commitment to develop outreach strategies to industry groups representing our clients (hospital administrators, education executives, etc.).

**BACKGROUND:**

This area of advocacy is dedicated to using the resources of a statewide chapter to build relationships with allied professionals, industry stakeholders, local and state agencies, and major vendors to strengthen the role of the architect in decision making, influence market conditions within the state, and leverage the power of the Chapter to affect change to the benefit of our Members, our clients and the public..

**PROPOSAL SUMMARY:**

The Chapter will build connections with allied professionals, industry stakeholders, local and state agencies, and major vendors.

Topics AIA Oregon may choose to address:

- Sustainable business practices
- Contract language issues
  - Insurance Limits/Clauses
  - Limit of Liability
  - Standard of Care language - ties to insurability
  - Copyright Ownership
  - CA requirements
  - Redesign for over budget; responsibilities of Architect, Cost Estimator, CM/GC as it relates to accurate cost estimating.
- RFPs
  - Language issues
  - Amount of effort/cost to respond to RFP



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- Design-Build: done right vs. done wrong
- Collaborative Project Delivery: models and when best to use which; best practices
- Resiliency - what is the role of the architect?
- State Licensing Criteria
- Architectural Education in the State
- Plan Review/Design Review by Authorities Having Jurisdiction
  - Conflict/alignment between State and Local agencies.
  - Code/requirements alignment.

Allied Professionals: advantages and issues related to working with them

- Contractors
- Engineers
- Land Use Attorneys
- Developers/Construction Managers
- Real Estate Brokers

Industry Stakeholders

- Oregon Board of Architectural Examiners
- Building Codes Division
- Association of Oregon Counties
- Oregon Health Authority, Facilities Planning and Safety
- State Board of Education
- Architecture programs in the state

Major Vendors

- Ideate (AutoDesk)
- Graphisoft
- ARC Reprographics
- AIA Trust

**EXECUTION DETAILS:**

Advocacy for practice related issues will be an initiative of the Statewide chapter and seek volunteer members to develop a list of topics to be addressed and reach out to industry stakeholders and allied professionals to develop support for the initiative. Members of the (committee, task force?) will work with National to coordinate efforts and leverage resources of the Institute at the local level. An AIA-Oregon staff member will be the point of contact for Members who have a specific concern or are of interest. Members at the Section level will be the “do-ers” carrying out initiatives set by the Chapter, with the freedom to work on issues important in the geographic area of the Section.





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**NEXT STEPS:**

- Form a committee to develop topic areas for consideration.
- Designate an AIA-Oregon staff person to be the point of contact for the committee.
- Develop relationships with National and the Practice Management Knowledge Community.
- Seek out members in each Section interested in being a local liaison for the committee.
- Create a repository for information collected and generated by the committee on the state's or national's website.

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MEMBER SVS	ADVOCACY	GOVERNANCE	TRANSITION
<b>PUBLIC AWARENESS</b>			
INTENTION: Increase public awareness of the profession, raise the status of architects and educate the public on the value architects bring to projects. Raise awareness among school-age children on what architects do.			

**CURRENT CONDITION:**

The Portland, Salem, Southwestern Oregon, and Southern Oregon chapters hold regular (but with varying frequency) awards programs. AIA-Oregon is allied with the Architecture Foundation of Oregon which runs the Architects in Schools Program and Oregon by Design. National has started a nationwide “Look Up” marketing campaign and is in the process of developing print advertising templates for use by the Components.

**BACKGROUND:**

The goal of public awareness is to position the profession in such a way that a potential client calls an architect first before they begin a building construction project. Few people have worked with an Architect and those that do hire an architect may only work with one in their lifetime. Education of the general public should start with students.

**PROPOSAL SUMMARY:**

Efforts to expand public awareness and increase positive perception of the profession should be coordinated by the statewide chapter and tools developed for members to use throughout the state on a local level. A coordinated marketing/advertising plan should be developed with implementation strategies for each Section/metropolitan area. AIA-Oregon should also work to improve the public profile of architects through advertising, strategic partnerships, and appearances on television and radio programs (OPB) and in print media (local business journals, Oregon DJC).

There exists a strong desire among the current chapters to maintain the existing Center for Architecture in Portland and “The Octagon” in Eugene and to investigate the establishment of dedicated spaces in each future section as a physical location for chapter activities and to connect with the public. These dedicated spaces would serve several functions including:

- A consistent and recognizable location for chapter activities such as lunch and learns, section and chapter leadership meetings, lectures, etc.
- A place to display information of interest to the public such as awards program recognition (project boards)
- An area to store physical resources of the chapter such as ARE study guides, banners, brochures/flyers, etc.



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- Workspace for Chapter staff working at the Section.

The need for a dedicated space could be accomplished by leasing space, co-occupying a space with another not-for-profit or membership organization, or reserving space on a routine basis at a local library or community college. Each option presents it's own benefits and challenges that will need to be evaluated.

**EXECUTION DETAILS:**

- The existing awards programs will need to be evaluated and potentially adapted to the new structure..
- Sections should be responsible for implementing local outreach events
- Traveling architecture exhibits
- "Talk-in-a-box" program (lecture type presentation to community organizations) (AIA-Southern)
- Student support night (AIA-SWO)
- Strengthen ties to AIAS, Architects in Schools and other outreach efforts to school aged children.
- Run coordinated advertising campaign in local markets.
- Strive to maintain or establish a dedicated place or Center of Architecture for each Section.

**NEXT STEPS:**

- Develop a marketing strategy for a coordinated public awareness campaign
- Solicit Member volunteers to be the designated liaison between the Chapter and AIAS and Architects in Schools. Find ways to strengthen connection between these organizations and the wider public
- Create task force(s) to develop unique public outreach events
- Form a Committee for Awards Programs
- Determine if Awards programs will be run at the state or section level.

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MEMBER SVS	ADVOCACY	GOVERNANCE	TRANSITION
<b>BOARD STRUCTURE</b>			
INTENTION: Establish a Board structure that provides representation by all sections and a check and balance system to ensure all members are represented fairly.			

**CURRENT CONDITION:**

The AIA Oregon Council is an incorporated non-profit professional membership organization whose members include the following four State Chapters of the AIA: Southern Oregon, Southwestern Oregon, Salem and Portland. Its purpose is to “organize and unite the Chapters of the State of Oregon for the purpose of representing the profession in matters of statewide interest.”

The AIA Oregon Council's Board of Directors includes (33) members - comprised of officers and director “delegates” representing the four State Chapters and members from the schools of architecture including:

1. The President and President-elect of each member chapter (8)
2. Additional members from the chapters and schools of architecture as follows:
  - a) Portland (11)
  - b) Salem (2)
  - c) Southwestern (6)
  - d) Southern (2)
  - e) one non-voting member from each school of Architecture (2)
  - f) one non-voting member of the board from each AIAS Chapter (2)

The four State Chapters are governed by an elected Board of Directors. The Boards are led by Chapter Presidents who have been elected by members of the Chapter. The number of members elected to the Board of Directors may vary from chapter to chapter. Day-to-day operation of Southern Oregon, Southwestern Oregon and Salem chapters are managed by uncompensated, volunteer Board members who have been elected by their chapter. Southwestern Oregon employs a part-time paid administrator. The Portland Chapter's day-to-day operations are managed by paid staff members including an Executive Director, who reports directly to the Board of Directors and is the non-voting Executive Vice President of the Board.

All chapters in the State of Oregon are incorporated and must meet State of Oregon requirements associated with this business structure. Each chapter is also required to meet minimum standards for core member services, governance and operations established by the

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American Institute of Architects. A Center For Architecture serves as a resource for both the Southwestern Oregon Chapter and the Portland Chapter.

Chapters may form committees, pending approval by each chapter's Board of Directors.

### **BACKGROUND:**

The American Institute of Architects is a professional organization whose members provide volunteer time to further the Institute's mission and serve fellow members. AIA Chapters in the State of Oregon, through a 2015 M.O.U. submitted to AIA National have expressed interest in the possibility of forming a single State Chapter. In this model, local architect communities in the State Chapter could be defined as either Mandatory Sections or Voluntary Sections. Selection of a Mandatory Section designation would require that the corporate status of a component be maintained. Designation as a Voluntary Section would eliminate the requirement for continuance of a component's corporate status. The intention of this potential restructuring is to streamline operation, minimize duplication of management activities, respect, leverage and optimize volunteer effort and provide improved services to all AIA members in Oregon.

### **PROPOSAL SUMMARY:**

In order to improve member services and better focus the volunteer efforts of members to the direct execution of the mission of the AIA in Oregon, and in direct response to the AIA's efforts to improve its relevancy and effectiveness on a national scale, a new organizational model for the AIA in Oregon is proposed. This being a single, State Chapter (AIA Oregon) with localized communities of members called "Sections." In alignment with objectives to streamline operation, minimize duplication of management activities, respect, leverage and optimize volunteer effort and provide improved services, it is proposed that Sections be designated as "Voluntary," that is, not requiring approval from the national organization, nor requiring local dues nor incorporation, but providing the member services and carrying out initiatives of the State Chapter in areas of the state with concentrations of membership.

The eleven member AIA Oregon Board of Directors, would be comprised of a Director from each Voluntary Section - serving as Directors, Executive Officers (Current AIA Oregon President, AIA Oregon President Elect, Past President, Secretary and Treasurer), and an at-large Director appointed by the Board of Directors. The Executive Committee also includes an Executive Director who is a paid administrator, not-elected by members and a non-voting participant in the Board of Directors. The Board of Directors would be responsible for providing the resources and strategies needed to ensure AIA Oregon's services to members and statewide advocacy are executed effectively and in alignment with standards and objectives set by the AIA. Local sections created under the restructuring are proposed to include AIA Oregon Portland, AIA Oregon Salem, AIA Oregon Eugene/Corvallis, AIA Oregon Bend and AIA Oregon Rogue Valley. Section titles to be confirmed by new Board.

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**EXECUTION DETAILS:**

During the initial biennium, the AIA Oregon Board of Directors will include the current President of AIA Oregon, the current President Elect, current Secretary and current Treasurer. Assuming that a representative (Director) of a newly formed AIA Oregon Bend Voluntary Section has been elected, the newly formed AIA Oregon Board of Directors would nominate and elect one Director at Large for a two-year term, with the current Vice-President of Legislative Affairs becoming an additional Director at Large. This would represent completion of the initial Board of Directors.

See the leadership transition chart below for the initial biennium AIA Oregon Board:

<b><u>(Current) AIA Oregon Council Officers</u></b>	<i>become</i>	<b><u>(New) AIA Oregon Chapter Officers</u></b>
AIAO Council President		AIA Oregon President
AIAO Council Past President/Pres Elect.		AIA Oregon Past President (alternate years)
		AIA Oregon President-Elect (alternate years)
AIAO Council Secretary		AIA Oregon Secretary
AIAO Council Treasurer		AIA Oregon Treasurer
AIAO Executive Director (paid staff)		AIA Oregon Executive Director (non-voting, paid staff)

<b><u>(Current) Chapter Presidents</u></b>	<i>become</i>	<b><u>(New) AIA Oregon Chapter Directors</u></b>
AIA Portland President		AIA Oregon Director, Portland Section
AIA Salem President		AIA Oregon Director, Salem Section
AIA SW Oregon President		AIA Oregon Director, Eugene Section
AIA Southern Oregon President		AIA Oregon Director, Rogue Valley Section
Bend not currently designated as a Chapter		AIA Oregon Director, Bend Section
AIAO Vice President of Legislative Affairs		AIA Oregon Director, At Large #1
		AIA Oregon Director, At Large #2

(Current) Chapter Delegates will no longer be required on the Board and can be candidates for future Directors At Large and are encouraged to be active members or and/or take leadership roles on committees. The intent is to create an efficient Board and allow members to focus on implementing programs and committee work.

Following the transitional board, a permanent Board structure will be:

**AIA Oregon Board**

- AIA Oregon Executive Director (non-voting)
- AIA Oregon President (elected by prior year Board)
- AIA Oregon Past President (alternate years) (elected by prior year Board)



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AIA Oregon President-Elect (alternate years) (elected by prior year Board)  
AIA Oregon Secretary (elected by prior year Board)  
AIA Oregon Treasurer (elected by prior year Board)  
AIA Oregon Director, Portland Section (elected by section members)  
AIA Oregon Director, Salem Section (elected by section members)  
AIA Oregon Director, Eugene Section (elected by section members)  
AIA Oregon Director, Rogue Valley Section (elected by section members)  
AIA Oregon Director, Bend Section (elected by section members)  
AIA Oregon Director, At Large #1 (elected by prior year Board)  
AIA Oregon Director, At Large #2 (elected by prior year Board)

Two Delegates at Large would be nominated and elected by the AIA Oregon Board of Directors. This Board configuration would maintain a proposed (target) number of eleven Board seats while providing equal representation for all Sections. Board appointment is for two years.

If new sections are formed, that section will elect a Director to sit on the Board. At the discretion of the Board, the Board may elect Allied Board members from related professions to sit on the Board as non-voting members.

This Board will be responsible for selecting delegates to the AIA National convention with equitable section representation.

AIA Oregon will have an Executive Committee comprised of the President, Past President/President Elect, Secretary, Treasurer and Executive Director. The Executive Committee members will be voted into position by the Board, and can be any AIA Oregon member. The Board is encouraged to ensure geographic diversity on the Executive Committee.

It is anticipated that Board meetings are attended by:

- Board Members
- Committee Chairs, to provide committee updates
- Special Guests as requested by the Board

**NEXT STEPS:**

- Propose State Chapter bylaws outlining the definition, composition, selection and responsibilities of the Board of Directors.
- Official section names to be determined by new Board.
- Determine criteria for selecting the “At-Large Director”

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MEMBER SVS	ADVOCACY	GOVERNANCE	TRANSITION
<b>COMMITTEES</b>			
INTENTION: Optimize AIA Oregon’s ability to address the needs of the chapter and its members through the leadership of statewide and local committees.			

**CURRENT CONDITION:**

Currently each chapter has its own committees, and the number, focus and resources available to committees varies from chapter to chapter.

**BACKGROUND:**

There are a number of very active and robust committees in the state that are specific to individual chapters. For example, COTE (the Committee on the Environment) is a Portland committee that does excellent work. With the formation of a statewide chapter, all AIA Oregon members across the state will have the opportunity to engage in committees that leverage their interests and experience regardless of their geographic location. This expands the perspective on important issues and increases AIA Oregon’s ability to address the views and needs of all members.

**PROPOSAL SUMMARY:**

Form statewide committees with chairs and co-chairs that address and implement the mission and objectives of AIA Oregon. These include *steering committees* that oversee the execution of AIA Oregon’s strategic plan such as programs, legislative affairs, local affairs, professional practice, membership, member services, finances, development, public awareness, communications and the Oregon Design Conference as well as *member committees* that engage AIA Oregon members and our communities with a shared interest and background on fundamental issues such as sustainability, resiliency, small firms, emerging professionals education, diversity in practice and codes. Local Sections may form their own committees for local issues/work with approval by the Board. For example, a section may form a Local Design Awards Committee.

**EXECUTION DETAILS:**

Committees are the primary resource through which AIA Oregon achieves its goals and objectives through its strategic plan. The Board of Directors will be responsible for the formation of statewide Committees and the appointment of chairs and co-chairs that are responsible for the execution of the committees’ work and reporting to the Board of Directors. Committees shall develop annual budgets and request funding from the Board for approved programs and





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initiatives on a timeframe established by the Board and shall operate per the adopted bylaws and policies of the Chapter.

### **Statewide Committees:**

Statewide committees are proposed to include, but are not limited, to:

***Programs Committee*** - establishes the annual roster of programs to deliver across the state, and determines the logistics of delivery.

***COTE*** - Committee on the Environment

***Legislative Affairs*** - Focuses on Statewide legislative affairs, and is the interface point with the AIA Oregon lobbyist.

***Committee on Local Affairs (COLA)*** - Provides a framework for working groups within each Section to address local issues as they arise.

***Committee on Professional Practice*** - This committee focuses on and advocates in the state-wide community at a non-governmental level on topics that are key to the practice of the profession, such as contract terms, insurance and liability issues.

***Communications Committee*** - Focuses on operational, membership, and external communications.

***Membership Committee*** - Focuses on recruiting and retaining members, associate members, and allied members.

***Public Awareness Committee*** - Focuses on the public's perception of the profession, and public education on topics of design and construction.

***Development Committee*** - Ensures that resources, including financial and leadership are maintained strategically to support the delivery of the Chapter's mission. This includes fundraising and nominations.

***Small Firms Exchange*** - Shares best practices and fosters discussion of issues common to small firms throughout the state.

***Oregon Design Conference Committee*** - Designs and delivers the Oregon Design Conference.

### **NEXT STEPS:**

- Create a list of existing committees from each of the current chapters.
- Decide which statewide committees should be formed at the inception of a statewide chapter.
- Board of Directors appoints chair and co-chairs for the committees.
- Recruit for each committee based on current committee members and areas of expertise within the statewide membership.

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MEMBER SVS	ADVOCACY	<b>GOVERNANCE</b>	TRANSITION
<b>SECTIONS</b>			
<b>INTENTIONS:</b> <ul style="list-style-type: none"> <li>• Create clear criteria for what can be defined as a section, how to create one and what the transition will look like.</li> <li>• Create a transition model that addresses the geographic locations of members in a logical manner.</li> <li>• Allow members to choose which section to be affiliated with.</li> </ul>			

**CURRENT CONDITION:**

AIA members in the State of Oregon are currently served by four state chapters, these chapters include Southern Oregon, Southwestern Oregon, Salem and Portland. There are no Mandatory or Voluntary Sections. As a corporate entity, each chapter serves its local members and maintains operational and administrative functions associated with that chapter.

**BACKGROUND:**

The intention of potential restructuring into a single State Chapter, with local Voluntary Sections, is to streamline operation, minimize duplication of management activities, respect, leverage and optimize volunteer effort and provide improved services to all AIA members in Oregon. The bylaws of the national AIA identifies and defines both “voluntary” sections (those with non-assigned members) and “mandatory” (those with assigned members) Sections with membership assigned by AIA National have members that are required to pay Section dues. AIA membership can be terminated for being in default of these dues. Furthermore, these mandatory sections “have the authority and duties of chapters...including the obligation to meet the Core Member Services for the AIA.” Incorporation is also likely to be required per Oregon law.

The Single Chapter Task Force is therefore recommending that the proposed single State Chapter structure include voluntary sections. Mandatory sections, with assigned members and chapter responsibilities, would be less effective as a mechanism to achieve the overall goal of redirecting members’ volunteer time and chapter resources from management of incorporated components to AIA programs and initiatives that are coordinated and funded through a single State Chapter.

**PROPOSAL SUMMARY:**

The Single Chapter Task Force has recognized that the most efficient way to achieve objectives associated with restructuring is to create a single AIA Oregon Chapter with local Sections. This structure establishes a single corporate entity responsible for providing the resources and

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strategies needed to ensure services to members and statewide advocacy are executed effectively and in alignment with standards and objectives established by the AIA.

As proposed, local sections would include AIA Oregon Portland, AIA Oregon Salem, AIA Oregon Eugene/Corvallis, AIA Oregon Bend and AIA Oregon Rogue Valley. AIA Oregon members choose which section to be affiliated with based upon location of their residence, practice, or regular travel.

Requirements associated with possible creation of subsequent Voluntary Sections would be determined by the AIA Oregon Board of Directors. The creation of any and all subsequent Voluntary Sections, and their representation on the AIA Oregon Board of Directors, is by sole authority of the AIA Oregon Board of Directors and would be subject to review and approval by the Board. Maintaining a reasonable number of Voluntary Sections recognizes a desire to maintain an efficient and effective AIA Oregon Board of Directors.

The creation of Voluntary Sections is intended to facilitate advocacy for local affairs and issues, and provide a platform for a geographically proximal group of AIA members to execute the programs and services of AIA Oregon and further the larger mission of the AIA within a local context.

Note: Volunteer Sections would not be governed by a “Board of Directors”, but would, instead, be served by “Elected Leaders”. The number, and titles (role) of Leaders would vary on a case-by-case basis and be determined by each Voluntary Section. Each Section will be led by, at minimum, the Director of the Section who sits on the AIA Oregon Board of Directors.

### **EXECUTION DETAILS:**

Following the creation of a new corporation, AIA Oregon, a Chapter of the American Institute of Architects, the process associated with dissolution of all other chapters will be undertaken and completed. Voluntary Sections would then be established and the Presidents and respective Boards of the dissolved chapters would become elected officers of their Voluntary Sections.

### **NEXT STEPS:**

- Propose State Chapter bylaws including the definition of a Voluntary Section, the associated definition of geographic boundary modification, the process associated with creation of new Voluntary Sections, the relationship and responsibilities of Voluntary Sections to AIA Oregon, the relationship and responsibilities of Voluntary Sections to their associated members and for the dissolution of Voluntary Sections.
- Determine whether a member can be affiliated with multiple sections simultaneously.
- Determine the necessary roles for the Section Leader(s). Outline the responsibility of the Leaders.



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- Determine the minimum requirements of a Section and the method for the creation of a Section

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MEMBER SVS	ADVOCACY	GOVERNANCE	TRANSITION
<b>COMMUNICATIONS</b>			
INTENTION: Establish efficient communications flow between members, sections and the statewide chapter and Board.			

**CURRENT CONDITION:**

Chapter communication plans are coordinated in various ways, and frequency and levels of communication to members and the public varies. Communication between chapters, other than their participation with the AIA Oregon Council, is limited. Each chapter and the Oregon Council currently have unique and separate websites with varied content.

**BACKGROUND:**

The formation of a single state chapter allows for a more consistent level and frequency of communication to membership, and uniform and better-resourced communication to the public. As a single state chapter, communication lines between sections should become robust.

AIA National is attempting to move towards a more uniform look and feel to AIA public- and member-facing media. As such, they will be rolling out new website templates for all chapters to use. At a state-wide level, we have the opportunity with the statewide chapter to provide a single website resource for all Oregon architects, rather than one for the state and one for their local Chapter.

**PROPOSAL SUMMARY:**

Communication from the chapter will be centralized through one website, newsletter and email communication platform. Members who are part of a committee will receive committee specific communication.

- Develop a Communication Committee to oversee communications. Communications should be three-pronged: membership, public, and operational.
- Review the purpose and format (paper vs digital) of the Oregon Architect newsletter.
- Establish a single statewide website with pages dedicated for sections.
- Ensure that committees have web-pages to share their efforts with membership.

**EXECUTION DETAILS:**

Website



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Public - Consider pages or links to information such as: “Find an Oregon Architect,” “Why Engage an Architect?” Promote architectural design to the public. Link to the “Look Up” campaign and consider our own.

Members - members only pages with special content, links to statewide and national CEU opportunities, job listings, etc.

Board - a page with meeting schedule, meeting notes and related documentation

Sections - each have a page for local events and updates

Committees - each have a page for committee events, updates and published documents

Newsletter - Review the purpose/content and format (paper vs digital). (see also emails below)

Emails - Determine frequency and content for statewide chapter emails. Keep short and include links to extended articles. Combine with newsletter?

News

National

State (including Board actions)

Sections

Committee updates

Design Spotlight

Editorials

Upcoming Events

Outward Public Communications - determine messages and media

Jobs Board - effective way of hosting and keeping up to date

Social Media - determine messaging and social media format

Event Announcements

**NEXT STEPS:**

- Refine the structure and roles for the Communications committee.
- Refine outline for robust communications plan.
- Research options for statewide website as indicated above, and as mentioned in the Member Services section of this report.

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MEMBER SVS	ADVOCACY	GOVERNANCE	TRANSITION
<b>ADMINISTRATION</b>			
INTENTION: Provide increased administrative and governance efficiency.			

**CURRENT CONDITION:**

Currently, each Chapter, as a corporate entity in the State of Oregon, administers its own day-to-day operations. The Southern Oregon Chapter and Salem Chapter are administered through volunteer effort of elected members. The Portland Chapter is largely administered by paid staff members. The Southwestern Oregon Chapter is administered through volunteer effort of elected members with the help of a part-time paid staff member.

**BACKGROUND:**

The Single Chapter Task Force recognizes that a significant benefit of restructuring multiple chapters into a single chapter is increased administrative efficiency and level of administrative service to members across the State. This restructuring would also allow volunteer effort provided by members to focus on direct support of AIA's mission rather than administrative functions.

**PROPOSAL SUMMARY:**

AIA Oregon, through its Boards of Directors, would establish an administration comprised of a paid Executive Director (non-voting Executive Vice President / CEO) and staff to oversee the administration and day to day operation of the AIA Oregon Chapter including the support of its programs and services executed statewide. The President of each Voluntary Section or another designated section member, will communicate directly with AIA Oregon's Board of Directors and staff on behalf of the section.

The current AIA Portland/Oregon Executive Director and AIA Portland/Oregon staff located in Portland are proposed to serve as the initial administrative staff resources - notwithstanding potentially proposed additional staff to serve the needs of AIA Oregon and potentially located strategically in Voluntary Sections beyond Portland.

**EXECUTION DETAILS:**

While finalizing the governance model of the new corporation, AIA Oregon, the current AIA Oregon Council Executive Committee and Single State Chapter Task Force will request the submittal of a proposed Operations Plan from the current Executive Director of the AIA Oregon Council - the executive Vice President of AIA Portland. This proposal shall be reviewed by the current AIA Oregon Council Executive Committee and Single Chapter Task Force with any



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independent consultants deemed necessary and revised as required prior to final approval and incorporation.

**NEXT STEPS:**

- Propose State Chapter bylaws including the definition of a Voluntary Sections as noted in this report and the role and responsibilities of Board Directors, Officers and Executive Committee including the Executive Vice President/CEO of AIA Oregon
- Review and comments by the existing AIA Oregon Council Executive Committee and Single State Chapter Task Force of the proposed AIA Oregon Operations Plan.
- Adoption of an approved Operations Plan following the formation of the new corporation, AIA Oregon.



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MEMBER SVS	ADVOCACY	GOVERNANCE	TRANSITION
<b>FINANCIAL STRUCTURE</b>			
INTENTION: Establish a financial mechanism that addresses the joint needs of the state as a whole and also allows sections some financial autonomy to host programs and events at a local level.			

**CURRENT CONDITION:**

Each component independently, through its Board of Directors for its non-profit corporation, establishes its own programs, activities and budget to provide member services to its assigned members. Funding is based upon membership count. AIA Oregon takes the lead in legislative advocacy and hosting the bi-annual Oregon Design Conference. The Architecture Foundation of Oregon takes the lead in coordinating the Architects in the Schools program in the parts of the State that offer that program. The individual chapters may share, via technology or by invitation, events of interest and/or continuing education to members in other chapters. By setting their own dues structures, chapters respond to their members' values in structuring events, activities and programs. Chapters also have autonomy to solicit allied or affiliate memberships, sponsors and other financial supporters. Chapters also have autonomy to fund initiatives which may break even financially but which involve complex planning and funding. Such initiatives may occur on short notice, requiring chapter Board approval on relatively short notice. Due to the varying membership sizes, financial resources for each chapter vary considerably, affecting a chapter's ability to provide member services.

**BACKGROUND:**

As individual non-profit corporations, each Chapter elects and insures its own Board, which then prepares and adopts an annual budget as required by their respective by-laws. The formatting of each chapter budget and the resultant financial reporting is up to their discretion. Periodic mid-year adjustments to their budget is allowable as permitted by their by-laws. AIA Oregon follows the same patterns as a separate and distinct non-profit corporation. Tax reporting and non-profit filings are the responsibility of each component.

**PROPOSAL SUMMARY:**

Combining into a single State chapter will require dissolution of all existing chapter non-profit corporations. The new AIA Oregon single chapter Board would set and adjust the dues structure and would budget and provide for member services throughout the state. State-level services and programs would be delivered directly by AIAO committees and staff with participation from Sections. Sections would attempt to responsively deliver programs both for statewide consumption and tailored to local and community needs while seeking approval and funding from the chapter Board.

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The annual AIAO budget process would include a discretionary expense account for each section's advisory committee to administer for programs with specific or generic prior approval. AIAO Board meetings would review and approve unexpected programs and opportunities.

### **EXECUTION DETAILS:**

AIA Oregon would be the primary source for the following services:

- Oregon Design Conference
- Oregon Architect publication
- Legislative affairs and lobbying
- AIAO Website: create, support, maintain
- Public education and media materials
- Technology purchase, installation, maintenance and training
- Emerging Professional and IDP support
- Establish CFA's or dedicated places to gather for each section
- Maintain supportive relations with Schools of Architecture
- Develop and deliver comprehensive Continuing Education opportunities
- Contract language, legal advice, membership administration

The individual approved Sections would be the primary source for the following services:

- Establish and maintain AIAO web content for that area
- Program for CFA exposure and use
- Administer local awards (design, craftsmanship, etc) and publications
- Administer program content developed by the Section and broadcast by other sections

### **NEXT STEPS:**

- Refine list of division of responsibility
- Support the Resource/Expense analysis described in the Dues section
- Propose a budgeting process
- Determine methodology for additional cost to members and non-members for chapter programming. How much will CEU credits cost? Will there be admission fees for programs, etc.?

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MEMBER SVS	ADVOCACY	GOVERNANCE	TRANSITION
<b>MEMBERSHIP DUES</b>			
INTENTION: Dues should be proportional to the value received by the membership.			

**CURRENT CONDITION:**

AIA members in the State of Oregon are currently assigned membership in one of the four existing Chapters. Each Chapter sets their own dues rates. In addition, each Architect AIA member in the State of Oregon is also a member of AIA Oregon and pays dues directly to AIAO as well. Associates currently pay no AIA Oregon dues. Dues for components at both levels fall into broad categories of Architect and Associate. Within each category, further variation occurs with reductions offered for new graduates, new members, Emeritus members and new licensees. Firms in the Portland Chapter also pay voluntary Firm Dues, collected directly by the Chapter. In addition, components individually sell Allied (SO, PDX) or Affiliate (SWO) dues for related professional individuals and firms. Further, components have created sponsorship packages which offer varying levels of benefits and recognition. These funds have been collected directly by components.

Dues to the AIA NW Pacific Region are paid as an expense by the AIA Oregon and by chapters based on membership.

**BACKGROUND:**

As individual non-profit corporations, each Chapter, as established by their respective by-laws, has set their local dues rates. These rates have then been adjusted by their respective Boards of Directors. Dues to AIA Oregon have been set and adjusted by the Board of Directors of AIA Oregon. These dues rates have been reported to the AIA National office, which collects all dues payments and redistributes them to the respective components.

**PROPOSAL SUMMARY:**

One goal of restructuring is to establish an equitable dues structure for all members of a new AIA Oregon chapter. That dues structure will be defined by its Board of Directors to be paid by members throughout the State of Oregon. An adjustment factor will be established by the Board of Directors in recognition of reduced access to services for members in outlying areas. All dues will continue to be collected by the AIA National office and distributed to AIA Oregon. Sections will not assess or collect member dues.

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### **EXECUTION DETAILS:**

The sum of all Resources available to and all Expenses of existing components will be analyzed by modeling to determine the initial individual and firm dues structure. Future dues adjustments will be determined by the AIA Oregon Board of Directors. The goal of this model will be to create a balanced initial budget which will include all projected expenses needed to provide core member services to members throughout the State of Oregon. The total expenditures needed may exceed the sum of all current component expenses due to an increase in the level of services delivered. Every effort will be made to implement efficiencies of administration while providing responsiveness to individual members and to Sections throughout the State of Oregon.

Increased level of services which may require additional funds include:

- Advocacy (public education, CFA's, public awareness and information efforts)
- Communication (create and maintain robust AIAO website; purchase, install, maintain and train technology needed for expanded member services)
- IDP/EP support

Savings are assumed in reduced costs for composite financial reporting, insurance, filings, legal assistance, and maintenance of the former Chapter entities.

The annual budget of AIA Oregon will be established near the end of the year prior, and will need to anticipate needs throughout the State for the coming year. The Board may adopt a process to establish a discretionary fund for unanticipated expenses throughout the State to remain as responsive and nimble as possible. The Board may also adopt a process to delegate an Expense account to Sections for routine, pre-approved expense categories.

The dues structure will change for all members, combining state and chapter dues into a single dues payment. Dues structure calculations will be determined during the transition phase, by the transition financial team. Due to the complexity of the transition, exact dues amounts, use of existing reserves, and how dues are adjusted over time will be considered but cannot be determined at this time.

It is anticipated that dues for current members of smaller chapters are anticipated to increase. The intent is to align an increase in dues with an increase in member services. It should be noted that failure of the smaller chapters to vote to join a statewide chapter could ultimately result in a struggle to maintain their chapter accreditation due to AIA National's mandatory delivery of prescribed member services. If smaller chapters remain independent chapters, dues may need to increase in order to meet required services they may need to increase its dues to increase its level of services. A chapter that loses its accreditation would need to dissolve and its members would be assigned to another chapter, most likely resulting in a dues increase. In

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short, members of smaller chapters should anticipate increased dues regardless of their vote on the formation of a single state chapter.

The topic of how to use Chapter financial reserves will need to be carefully addressed. Options can include:

- Option A: Each section use their reserves to offset section members dues until the reserve is depleted.
- Option B: Each section is allocated their former chapter reserves as discretionary money.
- Option C: Pool into one reserves pot to offset dues statewide during the transition.
- Option D: Pool as discretionary dollars and use to pay for communications infrastructure.

**NEXT STEPS:**

- Complete the combined Expense/Resource compilation currently in process by the Task Force.
- Project costs of added member services so that every member has ready access to mandated Core Member Services needed for Accreditation throughout the State. Goal: composite dues in close alignment to existing dues for currently-accredited chapter members.
- Retain a professional consultant to model options for dues structures to provide these services for Task Force consideration.
- Be mindful of and proactive regarding the likely effect on small sections: composite dues may increase. Have a communication plan and an outline of the increased services that correlate to the increased dues.
- If dues increase for some members, consider strategy to incrementally increase dues over time.

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MEMBER SVS

ADVOCACY

**GOVERNANCE**

TRANSITION

**ALLIED PARTNERSHIPS AND AFFILIATIONS**

**INTENTION:** While a statewide chapter can leverage partnerships and affiliations across the state, sections should form strong relationships with local allied partners and/or affiliates that may sponsor local events.

**CURRENT CONDITION:**

All components currently have a combination of Affiliate members (related professionals) and Allied members (industry partners). These range from annual memberships for individuals and businesses to sponsors of specific programs, events and initiatives. This support is evidenced in membership listings, website recognition, print display advertising and recognition at events. Funds from these activities are collected directly by and available to the component securing the relationship. Some businesses maintain memberships in multiple components. It is assumed that such members at all levels adhere to a reasonable standard of ethics and practice.

**BACKGROUND:**

Each component currently is incentivized to develop this type of partnership and affiliation to create resources to deliver a portion of core member services. Special events such as awards programs, special exhibits and displays, honoraria for special speakers and community events, and conferences rely significantly on this source of funding for their existence and/or enrichment. A summary of 2015 and 2016 estimated funds from these sources for all components is being compiled by the Task Force for future reference.

It is assumed that such members at all levels adhere to a reasonable standard of ethics and practice. There is currently no such enforceable standard for component compliance. Each component assumes responsibility for professional action in this area.

**PROPOSAL SUMMARY:**

The AIA Oregon Chapter would identify and create statewide partnerships and affiliations that would impact all AIA members throughout the state. Sections would be encouraged to form local relationships with affiliate and allied partnerships to support the funding of local activities and events, subject to compliance with policies implemented by the AIA Oregon Board. The sections and chapter would work closely to avoid duplication of solicitations for support while maintaining the option for Sections to seek local support for events and activities.

**EXECUTION DETAILS:**



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From the summary compiled by the Task Force , a listing of sponsors most suitable for state-level partnerships and affiliates will be created. Sections would then request prior approval from a designated source before approaching those entities for financial assistance when appropriate for their respective geographic location. The Board would identify entities that should be restricted to approach at the statewide level.

**NEXT STEPS:**

- Compile a comprehensive summary of support received from allied and affiliate members, sponsors and financial supporters from the last two years for all components.
- Create a policy statement for the single AIA Oregon Chapter Board to adopt in determining criteria for assignment to statewide financial support.

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MEMBER SVS

ADVOCACY

GOVERNANCE

TRANSITION

**TRANSITIONING LEGAL ENTITIES**

INTENTION: Create a clear path for how to address transition as it relates to non-profit organizational status and existing contracts and debt held.

**CURRENT CONDITION:**

Within the State of Oregon there are five AIA organizations that operate as legal entities; AIA Portland, AIA Salem, AIA Southwestern Oregon, AIA Southern Oregon and AIA Oregon Council. Each of these entities functions independently as a legal entity, entering into legal agreements and paying taxes. All contractual obligations must be acknowledged and resolved.

**BACKGROUND:**

In order to transition to a single statewide organization, the legal entities of the existing AIA Chapters will need to be dissolved. The dissolution will need to occur in compliance with each existing chapter's governing document.

**PROPOSAL SUMMARY:**

Each of the five chapters, based on the independent governing documents, will need to begin the process of dissolving their legal entity. Depending on each chapter's existing bylaws this process may need to modify existing governance documents and will need a vote of the membership of each chapter.

At the same time the creation of the new AIA Oregon will need to be established in order to engage in the aspects, services and agreements of the current chapters.

**EXECUTION DETAILS:**

- AIA Oregon Council Board of Directors Vote to recommend to the four chapters the formation of a single state chapter, as outlined in this report.
- The membership of each of the four Chapters vote on whether or not to move forward with the formation of a single state chapter.
- AIA Oregon, following successful chapter voting, requests funding from AIA National for the cost of restructuring & attorney consultants.
- Formation of a new entity: a State Chapter
- Transfer membership of all AIA members in Oregon to the new State Chapter
- Dissolve AIA Oregon Council and existing chapters
- Form sections within the new AIA Oregon chapter





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**NEXT STEPS:**

- Determine all legal obligations binding all existing state components.
- Modify bylaws of each component to allow for orderly dissolution.
- Establish bylaws for AIA Oregon prior to formation.

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MEMBER SVS

ADVOCACY

GOVERNANCE

TRANSITION

**TRANSITION COMMUNICATIONS PLAN**

INTENTION: Develop a robust communication plan for the formation of a single chapter such that each existing chapter can easily communicate the vision, goals, and proposed new structure to its membership in a way that objectively presents information and allows for informed discussion and voting.

**CURRENT CONDITION:**

None.

**BACKGROUND:**

In order to provide the necessary information required for members to understand the proposed changes to the structure of the AIA in Oregon and how that change will affect them sufficient information will need to be made available.

**PROPOSAL SUMMARY:**

The information provided in this report is to be developed into a clear communication plan intended to effectively communicate the reason and rationale for repositioning with **honesty & transparency**. This information will be distributed in multiple media to ensure all members of the Oregon AIA community have the opportunity to review.

**EXECUTION DETAILS:**

The goal of the communication plan is to inform the membership clearly and effectively about the concept of repositioning, its benefits and consequences.

The communication plan will distribute the content provided as part of this report in both a digital format and print format to members across the state. To accomplish this distribution there will be an establishment of a web accessible platform, either as part of the AIA Oregon website or independent, which will focus on providing the information in this report as well as background information gathered in its creation. Additionally this website will provide a method for feedback on the issue from the members in the state. In addition to the digital platform a print version of the information is intended to be provided to ensure all members are reached. This print version will contain the same basic information as the digital platform however will direct members to the digital platform for the supporting information and to provide feedback.

Should the membership respond with the need for additional discussion and dialogue on the topic the potential for in person meetings with general membership and members of the Task Force will be established following the release of print and digital packages. This will allow

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members to review and understand the content prior to open discussion, providing for a better overall discussion on the topic.

**NEXT STEPS:**

- Review the content of this report and confirm the proposed communications plan will effectively address the messaging needs of the repositioning effort.
- Include comment period for member/public input.
- Develop complete list of member services in easy to read FAQ format, or similar.
- Establish and coordinate the final communications plan with the communications efforts at each Chapter and with AIA Oregon.
- Publish established content for member review.

## CONCLUSION

### **SUMMARY:**

The current Presidents of the four Oregon Chapters and the current President of the AIA Oregon Council with assistance from the Executive Director of AIA Oregon & AIA Portland, have prepared a concept in this report for a new Single State Chapter of the AIA in Oregon that facilitates a highly desirable outcome and proactively addresses the current concerns of the four existing local chapters. The desired outcome is focused on three primary and universal benefits:

- Better member services provided more equitably throughout the state.
- Better state-wide networking and ability to leverage efforts to support the practice.
- More efficient governance structure, resulting in volunteer time focused on higher priorities.

The report forms the framework with which to take the next step, and has been developed at a level of detail appropriate to take to the current chapters' memberships to determine support for a Single State Chapter.

Once support for the idea of forming a single state chapter is formalized by current chapter membership votes, additional execution details remain to be developed. This will require the formation of the Single State Chapter Transition Committee (SSCTC) to develop the additional levels of detail outlined in this report.

After the work of finalizing all the transitional and new formation details is complete, a single chapter will be formed and the members of current chapters will vote to dissolve their chapters.

### **NEXT STEPS:**

- The AIA Oregon Council Board of Directors votes to recommend proposal to chapters for membership vote. (January 27th, 2017)
- Each local Chapter holds special membership meetings in 2017 with an intent to vote in 2017 on whether or not to approve the plan. A "Yes" vote will not immediately change the status of Chapters or their members. A "Yes" vote will authorize the five components to dissolve upon completion of the legal and administrative requirements necessary to set the new single state chapter in place. This is anticipated to take 12 to 18 months.
- In anticipation of the local chapters adopting the plan, the SSCTC will be formed in 2017, in order to develop a workplan and timeline for implementation including the following actions and products:
  - Determine anticipated cost associated with transitioning and apply for funding from AIA National to cover or defer the costs.
  - Develop and propose bylaws for a new State Chapter, with membership input.
  - Develop and propose a new State Chapter dues structure.



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- Refine, if necessary, the proposed mission statement for a new State Chapter.
- Determine a if/then strategy for the possibility that not all chapters will vote to dissolve and join the statewide chapter.
- Propose and solicit committee members for each of the proposed committees for the State Chapter.
- Establish corporate resolutions.
- Analyze and refine the transition plan.
- Develop and propose the operations/business plan and financial structure.
- Engage consultants for required legal and financial planning.
- AIA Oregon will apply to AIA National for a grant to reimburse for the legal and administrative costs of transition.

**FORMATION OF THE SINGLE STATE CHAPTER TRANSITION COMMITTEE (SSCTC):**

AIA Oregon will form a SSCTC to take on the Next Steps identified in this report. The Task Force recommends the committee be formed during the initial meeting of the AIA Oregon Board in 2017. Recommended SSCTC members include the following:

- Current members of the Single Chapter Task Force, to provide continuity.
  - Existing/Past Presidents of:
    - AIA Portland
    - AIA Salem
    - AIA Southwestern
    - AIA Southern
    - AIA Oregon
  - Representative from Bend.
  - Executive Director of AIA Portland and AIA Oregon.
- Incoming Presidents of each of the four existing Chapters.
  - AIA Portland
  - AIA Salem
  - AIA Southwestern
  - AIA Southern
  - AIA Oregon (incoming President Elect)
- AIA Oregon Secretary, to provide assistance and guidance with bylaws (with assumption they will work closely with Secretaries of each of the Chapters, who may not be delegates to the Board).
- AIA Oregon Treasurer, to provide assistance with financial topics (with assumption they will work closely with Treasurers of each of the Chapters, who may not be delegates to the Board).
- AIA Oregon Communications Committee Chair
- Committee Members At Large with the following experience and/or expertise:
  - Legal & Contracts



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- Financial & Budgeting
- Communications & Branding

As an at-large committee, its success will require that the committee divide the work into discrete, measurable tasks that can be assigned to subcommittees. Topics should include, but are not limited to: Membership, Advocacy, Governance & Finance and Transition & Communications. (The Next Steps outlined in each of the sections of this report provide a starting point for each of the subcommittees.)

**EXECUTION TIMELINE:**

It is estimated that the transition will take 12 to 24 months to complete following approval by the membership of the current components.