



AIA Nebraska

2011 Leadership Handbook

AIA Nebraska Mission

The American Institute of Architects is the voice of the architectural profession and the resource for its members in service to society.

AIA Nebraska Leadership Handbook

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**AIA Nebraska Annual Leadership Retreat
Friday, November 19, 2010, 8:30 am – 1:00 pm
Strategic Air and Space Museum
28210 West Park Highway, Ashland, Nebraska**

Theme: Quick Wins and Long Term Plans

Schedule:

- | | |
|------------------|----------------------------------------------------------------------------------------------------------------------------------|
| 8:30 – 9:00 am | Continental Breakfast |
| 9:00 – 9:30 am | Welcome Tammy Eagle Bull, AIA, President Elect Introduction of Facilitator, Martha Gadberry Gadberry & Associates |
| | Self Introductions and Icebreaker Preview of Agenda |
| 9:30 – 10:00 am | Wins in 2010 – What did we do well? Chapter Members (5 minutes each chapter) |
| 10:00 -10:30 am | Board Engagement: Responsibilities of Serving on the Board(s) Martha Gadberry & Sara Kay |
| 10:30 – 10:45 am | Break |
| 10:45 – 11:45 am | Chapters evaluate and modify quick wins and long term plans for 2011 |
| Noon | Working Lunch Sponsored by AIA Nebraska |
| 12:30 pm | Chapter Conclusions Reports |
| 1:00 pm | Conclusion Tammy Eagle Bull, AIA |

2010 Retreat Facilitator



Martha Gadberry, Retreat Facilitator
Gadberry & Associates
Lincoln Nebraska
402-489-2667
mgadberry@neb.rr.com

Martha Gadberry has a long, successful record in helping government, business, and civic groups to achieve objectives and use people resources productively. Clients include non-profit and PACs, the public and private sectors. Special projects include Negotiated Rulemaking for the Nebraska Board of Engineers and Architects, marketing workshops for architectural firm, keynoter for South Dakota AIA Conference, and executive coaching of firm principals. Martha is a trained, seasoned facilitator, moderator, and trainer. She has extensive experience facilitating group decision making, board development and planning. Advising three governors and a mayor has deepened her public policy expertise in many areas. With a Master of Arts degree in Speech Communication and a certification in facilitation and mediation, Martha provides effective meetings for her clients using both the art and science of group dynamics. Serving repeat customers and receiving noteworthy praise on her facilitation projects and workshops is evidence of her success.

She is a member of the International Association of Facilitators, International Torch Club, a singer with Lincoln Civic Choir, President of the Board at the Loft at the Mill, and a member of several Downtown Lincoln Rotary committees including strategic planning. Married to John Lee, she enjoys his automotive journalist activities, sports, the arts, and their children and grandchildren.

AIA Nebraska Leadership Retreat

November 20, 2009
Strategic Air & Space Museum

AIA should look to...

A = Aspire

I = Introduce

A = Advance

AIA 2010 Goals

AIA Nebraska Goals

Recorder: Bob Ripley 402.471.0419

1. Communicate the value of membership
2. Explore alternative AIA NE storefront/office
3. Alternative Delivery Systems
 - a. Continue educational outreach process: conference booths + speaking engagements.
4. Identify Citizen Architects and those engaged in civic engagement.
 - a. Recognize/seek leaders within our organization for Legislature.

AIA Lincoln Goals

Recorder: Kevin Clark 402.476.7331

1. Improve Programs- CEU, Lunch, Fellowship
 - a. Engage non-AIA architects
 - b. Improvement of programs – focus of December 2009 meeting
2. Develop Public Awareness of AIA
 - a. Newspaper ads
 - b. NE Arch Foundation/AIA Lincoln
 - i. Home tour or neighborhood home tours
 - c. Building tour - AIA/general public
 - d. Be a credible voice
 - e. Communication Director on Board
 - i. Get message out/PR
3. Improve AIA-AIAS connection
 - a. Attend all AIAS Board and membership meetings
 - b. Host AIAS planning retreat
 - c. Revise Cunningham Medal process to include eligibility to all 6th year students

AIA Omaha Goals

Recorder: Jay Anderson 402.342.5575

1. Continue to Develop Emerging Professionals Support Network
 - a. Social media (i.e. Twitter/Facebook)
 - i. Committee to Facilitate
 - b. Work with AIAS

2. Build community Outreach
 - a. Talk with schools, towns, and other chapters
 - i. Liaison chair to report back to board
3. Evaluate Omaha Eco-town square design center
 - a. Benefits/Expectations of part-time director
 - b. Steering committee
4. Submit Homes Tour program to AIA National for Grassroots 2011
5. Establish value to non-AIA or previous AIA members

AIA Western Goals

Recorder: TBD

Duties & Responsibilities

Governors

- Define the chapters' objectives, commit to its intended outcome – then constantly revisit, re-defining and revising as needed.
- Assure that the chapters' regularly engage in effective visioning and planning and that the boards fully support and participate in that process.
- Assure that the directors meet their responsibilities to attend and participate in board meetings, lending the full scope of their individual skills and expertise for positive outcome. Report AIA Nebraska activities to your chapter or constituency.
- Serve as court of resolution for problematic issues, handling all such matters with the highest ethical standards.
- Administer the anti-trust laws.
- Recognize board directorship as a state of temporary stewardship.

Sponsors

- Assure adequate resources through significant personal contributions of each board member, support of and participation in financial development planning and implementation, and stewardship of all resources. Including an annual contribution to the AIA Nebraska Political Action Committee.

Ambassadors

- Operate with credibility, be free of conflicts of interest and recognize the responsibility to serve as ambassadors, advocates and stewards of the organization within the community.
- Recognize the importance of confidentiality of documents and discussions.
- Provide committees with the board support they need to succeed.
- Assure capable future board leadership by supporting and participating in an ongoing program of board development and recruitment.
- A responsibility of board members is to identify future leaders. The nominating committee plays a key role, but so does every board member. Committees and chapters may be a source of future leaders.

Managers

- Select the executive director, set clear expectations, provide full support and regularly review his or her performance.
- Conduct an annual assessment of its own performance.

Membership

The AIA delivers value to its members through advocacy, information, and community. **71% of architects in Nebraska are members- 421 Architect Members 594 licensed Architects.**

- Establish a relationship with a perspective member in a phone or personal conversation. Invite them to attend an AIA sponsored event as your guest.
- Be able to explain the organization's structure, goals, and mission.
- Understand AIA Continuing Education requirements: 18 LU/annual (8 must be HSW 4 out of the 18 must be sustainable design) Nebraska requirements: 24 LU/biennial (16 must be HSW)
- Stay current on issues and trends impacting the organization and the profession.
- Understand Membership dues for a new member:

Registered Architect: AIA

| | National | State | Local | Total |
|----------------|-----------------|--------------|--------------|--------------|
| Lincoln | \$244 | \$208 | \$50 | \$502 |
| Omaha | \$244 | \$208 | \$70 | \$522 |
| Western | \$244 | \$208 | \$45 | \$497 |

Associate Membership

| | National | State | Local | Total |
|----------------|-----------------|--------------|--------------|--------------|
| Lincoln | \$105 | \$62 | \$40 | \$207 |
| Omaha | \$105 | \$62 | \$55 | \$222 |
| Western | \$105 | \$62 | \$45 | \$212 |

Professional Affiliate Membership

\$219.00 for each Individual Professional Affiliate Membership

\$500.00 for each Firm Professional Affiliate Membership

Articulate at least (3) benefits of being a member:

- Protect against measures to undermine the profession. Assist with any issue relating to licensure of the profession at the local, state and federal levels.
- Sponsor continuing education experiences to help architects maintain their licensure.
- Help members connect with each other through countless networking opportunities.
- Provide knowledge through publications and web-based resources.
- A resource for the emerging professional to become licensed.

Membership Statistics

As of November 18, 2010 AIA Nebraska has 536 members.

- 44- Emeritus
- 377- AIA
- 114- Associate
- 1- International Associate

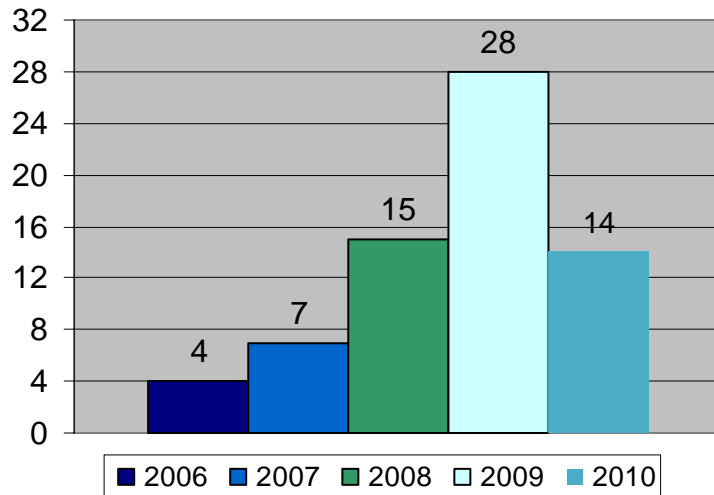
There have been 23 new members this year.

- 8- AIA
- 10- New Graduates
- 5- Associate AIA

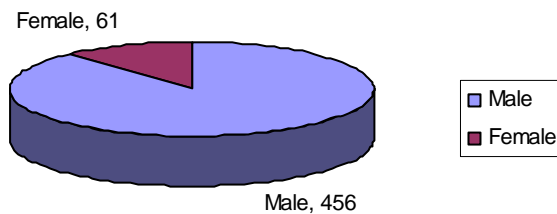
2009-2010 Members Renewal Comparison

| 2010 Total Members | | | | 2009 Total Members | | | |
|--------------------|--------|---------|-----------|--------------------|--------|---------|-----------|
| Local Chapter | Billed | Renewed | % Renewed | Local Chapter | Billed | Renewed | % Renewed |
| NELN | 154 | 140 | 91% | NELN | 153 | 134 | 88% |
| NEOM | 342 | 297 | 87% | NEOM | 340 | 298 | 88% |
| NEWS | 28 | 23 | 82% | NEWS | 25 | 20 | 80% |
| Total | 524 | 460 | 88% | Total | 518 | 452 | 87.26% |

Number of Newly Registered Architects



AIA NE Membership Gender Breakdown



Communication

AIA Nebraska uses website, e-mail, and social media outlets to communicate with our members and those of the design community.

Facebook: The AIA Nebraska Facebook Fan Page currently has 82 Fans.

Here are some interesting overall Facebook statistics:

- More than 500 million active users
- 50% of our active users log on to Facebook in any given day
- Average user has 130 friends on the site
- People spend over 700 billion minutes per month on Facebook
- There are over 900 million objects that people interact with (pages, groups, events and community pages)
 - Average user is connected to 80 community pages, groups and events
 - Average user creates 90 pieces of content each month
 - More than 30 billion pieces of content (web links, news stories, blog posts, notes, photo albums, etc.) shared each month.

Twitter: The AIA Nebraska Twitter Page currently has 266 followers and is following 7 organizations.

LinkedIn: AIA Nebraska's LinkedIn group has 24 members.

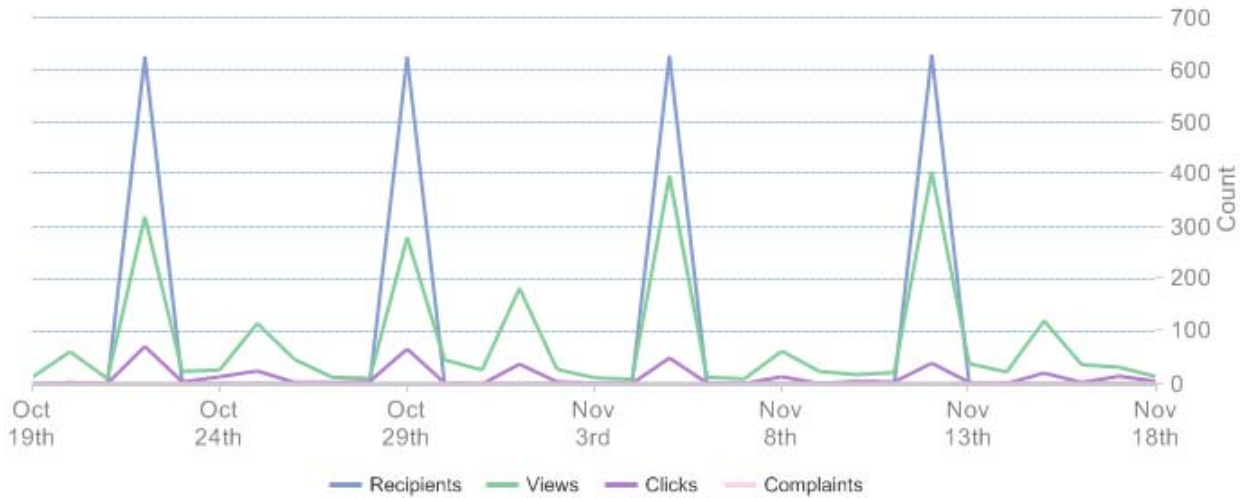
To join any of these groups, visit our website www.aiane.org

AIA Nebraska's website statistics:

| Summary by Month | | | | | | | | | | |
|--------------------------|-----------|-------|-------|--------|----------------|---------|--------|-------|-------|-------|
| Month | Daily Avg | | | | Monthly Totals | | | | | |
| | Hits | Files | Pages | Visits | Sites | KBytes | Visits | Pages | Files | Hits |
| Nov 2010 | 2951 | 2137 | 966 | 206 | 1833 | 2029804 | 3514 | 16422 | 36339 | 50174 |
| Oct 2010 | 2646 | 2281 | 787 | 222 | 2986 | 4966236 | 6908 | 24405 | 70731 | 82048 |
| Sep 2010 | 3055 | 2717 | 837 | 243 | 2963 | 4122447 | 7316 | 25115 | 81527 | 91658 |
| Aug 2010 | 2664 | 2155 | 831 | 212 | 2937 | 3381876 | 6583 | 25787 | 66807 | 82613 |
| Jul 2010 | 2632 | 2066 | 809 | 203 | 2675 | 4727798 | 6294 | 25093 | 64057 | 81621 |
| Jun 2010 | 2052 | 1541 | 647 | 156 | 2241 | 3103614 | 4709 | 19435 | 46241 | 61585 |
| May 2010 | 1658 | 1181 | 506 | 172 | 2222 | 2862320 | 5340 | 15708 | 36639 | 51418 |
| Apr 2010 | 1876 | 1308 | 580 | 173 | 2389 | 3169920 | 5198 | 17416 | 39250 | 56298 |
| Mar 2010 | 2100 | 1512 | 592 | 225 | 2930 | 3431433 | 6994 | 18369 | 46879 | 65104 |

| | | | | | | | | | | |
|--------------------------|------|------|-----|-----|------|-----------------|--------------|---------------|---------------|---------------|
| Feb 2010 | 1984 | 1384 | 626 | 214 | 2885 | 2562408 | 6015 | 17535 | 38775 | 55568 |
| Jan 2010 | 1889 | 1298 | 591 | 203 | 2353 | 2825605 | 6299 | 18322 | 40265 | 58578 |
| Dec 2009 | 1752 | 1273 | 528 | 224 | 2098 | 2594195 | 6966 | 16389 | 39492 | 54317 |
| Totals | | | | | | 39777656 | 72136 | 239996 | 607002 | 790982 |

AIA Nebraska Update is e-mailed out to over 620 AIA Members and AIA Affiliates each week



Media Relations – An Important Component of Your Public Relations Plan

Public relations is the management function that identifies, establishes and maintains mutually beneficial relationships between an organization and the various public on whom its success or failure depends. These publics may include employees, members, customers, local community members, and the general public. Media relations leverages the media as a communications channel to the publics you are trying to reach. Media relations is just one element of a Public Relations plan. We recommend you develop an overall Public Relations plan to determine where Media Relations might benefit you most.

What Is Media Relations?

Media relations is often one of the more cost-effective ways to build membership or influence public perception. Selecting the appropriate media relations activity and knowing how to implement it effectively can make all the difference in your level of success. Media relations offers the opportunity to raise awareness of the AIA brand, promote a worthy initiative, create goodwill, and tell the public more about the profession of architecture.

You may be actively engaging in media relations without even realizing it. Media relations activity can include writing an article for the business section of your local newspaper, distributing a press release, or sponsoring an awards program.

Primary media relations activities include:

Developing and maintaining positive relationships with the media.

Providing reporters with newsworthy information and story ideas (through press releases, pitch letters, bylined articles, letters-to-the-editor, etc.)

Answering reporters' questions with accurate and well thought out information in a timely manner.

Media Relations Tools

Press Releases, Pitch Letters, Press Kits

Once you have decided upon media relations as an effective means of accomplishing your public relations goals, and have identified a newsworthy story idea or program, it is time to sell your news to the media. Editors, news directors and producers are accustomed to well-established vehicles for announcing news. These vehicles are press kits press releases, pitch letters, and pitch phone calls. Each has a particular format.

Media List

Media lists are an important building block for your media relations campaign. They provide a list of targeted media outlets that are used for distributing your information. For more information on how to build a media list, or to download or request a media list created for you, visit [Download Media Lists](#).

Fact Sheet

As a background piece, a fact sheet can be an invaluable asset for reporters, saving them considerable legwork. It should list important facts pertaining to an issue. Such information should be presented clearly, concisely, and accurately. This is especially helpful for technical subjects, such as a new building, etc.

Visuals

Visuals such as photographs can help bring a story to life, and can make a print story more visually appealing. Make sure you include pertinent information when sending a photograph, as well as the correct resolution, size and format of image if you're sending it electronically (standard resolution, size and format is 300 dpi, 3X4 inches, TIFF). A photograph of a project should identify the project architect's name and photographer's credit. It should also include your component's name and address. Be sure that you have obtained the necessary permission to distribute multiple copies of a photograph to potential users.

Reprint

If a component or an officer has been featured in a newspaper or magazine article, obtain extra copies for possible press distribution. Keep copies handy in case a reporter asks for background. Reprints also can be used in press kits; they lend credence to the importance of an event or person covered. Reprints must be purchased from the publication; photocopies may violate copyright law.

Opinion-Editorial (Op-ed) Piece

An op-ed piece is commentary in your local newspaper's editorial page that can be used to examine an issue or to explain your component's position on an issue. Start out with a premise

and support it with facts, expert opinion, and personal experience. The piece should be no more than four pages, double spaced, and should be mailed to the Opinion-Editorial Editor. To learn more about writing an op-ed, read the editorials in your local newspaper.

Letter to the Editor

A widely read portion of most newspapers, letters to the editor should not be overlooked as a means to set the record straight. While newspapers are not obligated to print any letters, your communication may help establish your component as a source of expertise.

What's Newsworthy?

News is information that has value to the person who reads, hears or sees it. The proliferation of the media television, radio, newspapers, magazines, industry publications, even community newsletters increases your chances of gaining publicity, but only if your news fits the particular needs of the media.

When viewed from the perspective of the media, a variety of information from your component or firm can be newsworthy. The promotion of an employee, appointment of a staff member to a community, industry, or civic board, or an awards program might be newsworthy to an industry publication or small weekly newspaper. A unique viewpoint on a topic of interest in the community may be of interest to your local newspaper.

Becoming and Effective Media Spokesperson

Serving as a media spokesperson can be an exciting, yet disquieting experience. While news media exposure is a vital part of building a good public image, many spokespeople feel as though the interview and, ultimately, the public opinion of their organization is out of their hands and totally under the control of the reporter. It doesn't have to be that way.

Here is a checklist you can follow while developing your efforts:

Determine what you want to accomplish.

Do you want to generate better public understanding of architecture or architects? Do you want news media exposure for an upcoming show or event? Do you want to generate publicity for a project?

Decide upon your audiences and learn as much information about them as possible.

Before you talk to the press, think about who will be reached by the article or television/radio program. Do you want to tell business executives about energy and environmental innovations in architecture? Do you want to spark the interest of the general public in an exhibition? Get to know as much as possible about your audiences-their interests, their dislikes, the types of messages to which they are most likely to respond, and key words that grab their attention. You may have a number of different audiences, and keep in mind that the news media itself may be one of these groups. While the news media is primarily a vehicle to communicate your information, you must first attract the attention of the news media to generate publicity.

Develop overall message strategies for each audience.

Create messages that grab the attention of your target audience. If you want to publicize new developments in energy efficiency or environmental design to business executives, you probably should examine the financial savings and the good public relations that can be generated by preserving our natural resources. If you want to promote an exhibit, focus on the importance or uniqueness of the show.

Know the medium.

Reporters, particularly television and radio reporters, work under tight deadlines. They need answers fast. They also need answers to be short and to the point. A television news story may be only a minute or two long, and in that minute you may be quoted for only 10 seconds. There is no time for beating around the bush—you have to make your point quickly and clearly. You want to give the reporter what he or she needs (so he or she will use it) but in a way that is beneficial to you.

Create key points and "nuggets" for interviews.

List three to five key points that you want your audiences to remember. Then mold these key points into "nuggets," which are key messages that concisely and directly deliver your primary positions on the issues in a positive manner. They should be brief, attention-grabbing, accurate, and memorable. For instance, the "nuggets" for your efforts in energy efficiency or environmental design could be, "New architectural innovations could help save the planet's environment while saving you money" or "Our children and their children may someday pay for our needless excesses. But it doesn't have to be that way. We can use new architectural techniques and materials to save the environment."

Support your messages.

To distinguish and add credibility to your "nuggets," you must support them with various kinds of information. Some of the techniques most commonly used to support statements include: facts, statistics, quotations from authorities or experts, analogies or comparisons, and personal experiences.

Determine what you want the audience to do.

Any discussion of an issue in the news media should always include suggestions to the audience about action they can take. This personalizes the discussion and makes it more interesting to the public. It also produces good results—ticket sales, voting for an issue, etc.

Provide visual materials.

Reporters, whether they work for newspapers or television stations, like visual material to show their readers or viewers. You can bring photos of a building, advertisement slicks which demonstrate your message, brochures, etc.

Interviewing Tips

Here is a checklist of helpful hints to help you do your best during an interview with the news media:

Project your best image.

While a speaker's looks should never overshadow what he or she has to say, appearance can help make the message more convincing. Conversely, poor appearance can negatively influence an audience. Dress conservatively, preferably in a dark suit. Wear a solid color shirt or blouse-the best color is light blue, because white tends to reflect light onto the face and can cause some problems in contrast for television and still cameras. Keep ties or bows simple with perhaps a touch of red for effect. Don't wear large or flashy jewelry, and keep your jacket or dress free of ornament except for the AIA lapel pin.

Be yourself.

You are an individual, not a group. Even though you speak for your component or your firm, you are still an individual. So don't use the "we" word. Speak in personal terms to enhance credibility and reduce stuffiness-"I think," "I do not know," "I designed," etc.

Do not use jargon.

How can an audience be interested in what you are talking about if they can't understand what you are saying? While the use of jargon among those in a profession demonstrates a particular knowledge, jargon that is not understood by your target audiences has the same effect as using a little-known foreign language-no one can understand what you're trying to communicate. The only exception to this rule is when you are dealing with those who work in the same profession and use the same specialized vocabulary.

Do not make a statement if you do not want it quoted.

There is no such things as an "off the record" or a "not for attribution" statement. Always remember when you're talking to a reporter that everything is "on the record." "Off the cuff" remarks made in an elevator or hallway are still "on the record." If you or the reporter make an inaccurate statement, correct it immediately. It may be too late if you wait.

Do not repeat reporters' questions that contain negative language.

For instance, a reporter may say, "Is it true that architects are responsible for most building collapses?" Whatever you do, don't answer by repeating the phrase, such as "No, it is not true that architects are responsible for most building collapses." A better way is to address the issue by demonstrating that you know more about it than a reporter. For example, you might say, "Many factors are involved in a building collapse, that is why it is important to...", and then make your key points.

Take control.

Savvy handlers of the media take control of interviews. Don't allow the reporter to put you on the defensive. Use the question as an opener to present your own agenda-key points and "nuggets." A reporter may ask, "Why did this building collapse?" You could reply, "There are many factors that go into building this type of facility, so it impossible for me to say at this time. However, there are a number of methods that we are using today to prevent these tragedies..."

Do not lie.

Lying can severely damage your credibility. If you don't know the answer, say so. Don't get defensive. Be firm. The reporter may try an old journalism technique of asking the same question several different ways. So, be consistent with your remarks.

Do not say, "No comment."

When you say, "No comment," reporters and the public often take this to mean that you are guilty and are covering up something. There are other ways of telling a reporter that you aren't going to answer the question, such as, "It would not be appropriate and responsible to discuss that at this time." Or, you can say, "Until we have more information, it is inappropriate for me to comment on the situation."

Do not get angry.

No matter what happens, do not lose control. When you get angry, reporters gain the advantage and rating points. What will be remembered is that you lost control, not the important things you said.

Advertising Opportunities

E-Newsletter Advertising

For \$25.00/week your company name and a link to your website will be on the AIA Nebraska Update e-newsletter. This newsletter is e-mailed to over 580 AIA Nebraska Architects and Affiliates.

For \$250.00/ week your company can be a sponsor of our weekly Nebraska Update e-newsletter. We can place two ads into the newsletter, which means your company and services will be notably displayed.

Contact Emily at AIA Nebraska to check dates of availability and size requirements for advertisements.

Website Advertising

For \$100.00/year your company name and a link to your website will be listed on the AIA Nebraska Website as a friend of AIA Nebraska. The AIA Nebraska website receives on average 155 visits per day. **AIA Nebraska members only!**

For \$500/month your company can be a website sponsor on the AIA Nebraska homepage. With 155 visits per day, you can't go wrong with this investment!

Labels

Affiliate Members and Non-Members can purchase Labels from the AIA Nebraska office, but the labels have to be used for education purposes. A copy of the actual mailing must be submitted to AIA Nebraska before any labels will be sent.

ALL AIA NE MEMBER LIST

\$75.00 Member Price

\$150.00 Non-Member Price

CHAPTER LISTS

\$25.00 Member Price

\$55.00 Non-Member Price

ALL OTHER LISTS ARE CHARGED AT .50/EA LABEL

Contact Emily at AIA Nebraska to check dates of availability and size requirements for advertisements.

If you have any questions or have any ideas for the AIA Nebraska Affiliates you can e-mail Emily Wilcox at ejennings3@unl.edu or call (402) 472-1456.

Quick Refresher

Mission: *To serve as the voice of the architecture profession and the resource for our members in service to society.*

This Society is a nonprofit membership corporation duly incorporated in the State of Nebraska on the 17th day of February, 1956, under and by virtue of the provisions of the Nebraska Nonprofit Corporation Act, and is a successor to the Nebraska Chapter, The American Institute of Architects, an unincorporated association duly chartered by the Institute on the 15th day of April, 1919.

Antitrust Compliance It is the practice of the American Institute of Architects and its members to comply strictly with all laws, including federal and state antitrust laws that apply to AIA operations and activities.

The AIA has a long history of requiring that its members adhere to the highest ethical standards.

The Code of Ethics and Professional Conduct requires members of the American Institute of Architects be dedicated to the highest standards of professionalism, integrity, and competence. This Code 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:

AIA is a 501 (c) (6).

IRS Definition: Defines a business league as an association of persons having a common business interest, whose purpose is to promote the common business interest and not to engage in a regular business of a kind ordinarily carried on for profit.

Its activities are directed to the improvement of business conditions of one or more lines of business rather than the performance of particular services for individual persons.

Tax Information: As a 501(c) organization AIA is exempted from federal taxes. Where does your chapter fit?

- Less than \$25,000 are not required to file a Form 990 or a 990-EZ, Short Form with the IRS.

- More than \$25,000 but less than \$100,000, and total assets of less than \$250,000 at end of year, the local needs to file a 990-EZ, Short Form with the IRS.
- More than \$100,000 per year the local is required to file a Form 990.

Membership Dues for a 501(c)(6) are tax deductible as business expenses, however any percentage of these used for political activities (like lobbying) is not tax deductible. The organization must report what percentage of these "dues" is not deductible. **94% of AIA Nebraska's state dues are deductible.**

501(c)(6) organizations may engage in limited political activities that inform, educate, and promote their given interest. They may not engage in direct expenditures advocating a vote for a political candidate or cause. Donations to 501(c)(6) organizations are not required to be disclosed.

AIA Nebraska PAC – Under the Nebraska Political Accountability and Disclosure Act, a committee is an entity whose function is to receive contributions and/or make expenditures for the purpose of influencing or attempting to influence the action of the voters for or against the nomination or election of one or more candidates or the qualification, passage, or defeat of one or more ballot questions. **Donations are not tax deductible.**

The Architectural Foundation of Nebraska is a 501 (c) (3).

IRS Definition: Federal tax exemptions apply to corporations, and any community chest, fund, or foundation, organized and operated exclusively for religious, charitable, scientific, testing for public safety, literary, or educational purposes, or to foster national or international amateur sports competition, or for the prevention of cruelty to children or animals. Another provision, 26 U.S.C. § 170, provides a deduction, for federal income tax purposes, for some donors who make charitable contributions to most types of 501(c)(3) organizations, among others.

Following Institute Policy

A component's bylaws determine its formal organization. Most components model their organizational structure after the Institute's. This section offers guidelines that a component may adapt for its own use.

Articles of Incorporation

AIA policy strongly recommends that all AIA components (except sections that do not have mandatory membership) be incorporated. Newly chartered components have three years to comply with the standards.

The articles of incorporation of a component establish its name and legal existence as an independent corporate body. By approving the articles, the state grants corporate status to the organization under the applicable nonprofit corporation law. The articles of incorporation contain the basic information required by the state's corporation law, including the name of the organization, its purposes, legal address, and the names of the initial incorporators. If a component is not an incorporated entity, its legal status is similar to a partnership where all members are partners.

Institute Charter

A component's charter, issued by the Institute, identifies the organization as a component of the AIA, dates its formation, and establishes its name and territory. If a component is incorporated, the information in its charter will duplicate some information in its articles of incorporation. If changes occur that relate to the charter, such as in the name of the component, the articles of incorporation should be amended accordingly. If a component is not incorporated, the Institute charter will establish the component's existence.

Bylaws

Bylaws, which are rules of internal organization and governance, are required by the Institute as well as by state corporation law. They constitute a component's most important governing document. While the articles of incorporation delineate an agreement between a component and the state, and the Institute charter outlines an agreement between a component and the AIA, the bylaws represent an agreement between the component and its members as to how it will operate.

Bylaws typically include the following elements, as explained in the model bylaw guidelines for AIA components:

- Organization, composition, and general powers (including the name, objects, and territory of the component)
- Membership (including Institute-assigned members, Associates, and the Allied and Affiliate membership categories established by the component)
- The component's representation in the Institute, state, and regional components
- Meetings and elections
- The board of directors and/or executive committee
- Officers and their duties
- Dues, fees, and assessments
- Property and finances
- Committees and commissions
- Affiliations

A component's bylaws, generally the responsibility of the secretary, should be reviewed every three years. The assistance of legal counsel in drafting or revising bylaws may be required, in order to be certain that they conform to any requirements of state law. In addition, component bylaws must conform with the AIA Bylaws and Rules of the Board.

When a component is initially chartered, and when amendments are made to the component bylaws or to the Institute Bylaws that may require changes in the component bylaws, the component must submit its bylaws to the Institute for review. They should be sent to the AIA component affairs department, where they will be reviewed for conformity to the AIA Bylaws. The bylaws or amendments become effective upon approval by the Institute Secretary.

The AIA publishes "Model Bylaw Guidelines for AIA Components," which can make the bylaws preparation and revision process relatively simple. Copies of these model Bylaws are available from the General Counsel's office. The major areas that a component must decide for itself are:

- The component's meeting format
- The composition of the component board or executive committee and its powers
- The number and duties of officers
- The dues structure
- The committee structure

Dues

Although the AIA Bylaws prohibit a component from charging an admission or application fee for assigned members, the AIA does not specify what a component's dues structure should be; this is left to the component to determine. Many components provide in their bylaws that dues must be determined by the membership; others grant authority for the board to set dues. Wide variations exist in the dues amounts different components charge and how they are applied. In some components, dues include meals at meetings, while others issue separate assessments.

Nonpayment of dues or other obligations owed to a component can result in termination of AIA membership. A component should recognize, however, that termination can be effected only by the national organization. The Central Database permits the component and National to maintain consistent membership records and resolve any discrepancies promptly.

The issue of section dues also should be noted. The AIA Rules of the Board allow sections to levy dues with the permission of the parent chapter. While section membership is usually voluntary, and members are not assigned to sections by the AIA, section membership can be mandatory in a section of a statewide chapter if the section board petitions for it and the parent chapter approves. The AIA will terminate membership for nonpayment of section dues only if section membership has been made mandatory.

Use of AIA Symbol

Many components use the AIA symbol (column and eagle) on their stationery and brochures. Reproducible symbols are available upon request through the Design and Production Services department at national. The following rules apply to its use.

- The AIA symbol may be used by components on their stationery, business cards, publications, and purchased advertisements.
- The symbol should not be used by itself without the name of the Institute or a component.
- The symbol may be used by individual Architect members and their firms if each living person in the firm's name is a current AIA member.
- The symbol may not be used by a firm if a firm name includes the terms "Incorporated," "P.A.," "Company," "and Associates" or a similar term, or if the firm name is a trade name such as "Architecture & Design," in which personal names are not used.
- The official oval seal of the AIA is reserved exclusively for official Institute and component use.

Use of AIA Name and Initials

The following guidelines must be followed by individuals, components, and firms when using the Institute's name or initials.

Individuals

Persons falling within the categories listed below may print or otherwise use the name or initials as stated in the Bylaws and Model Bylaws. No other forms or abbreviations are permitted.

Architect Members

- Member of The American Institute of Architects
- Member of (assigned chapter or organization), The American Institute of Architects
- AIA

Associates

- Associate Member of The American Institute of Architects
- Associate AIA
- Assoc. AIA

Members Who Are Fellows

- Fellow, The American Institute of Architects
- FAIA

Honorary Fellows

- Honorary Fellow, The American Institute of Architects
- Hon. FAIA

Honorary Members

- Honorary Member, The American Institute of Architects
- Hon. AIA
- Honorary (Affiliate), or (Associate) of the _____ Chapter, The American Institute of Architects

Member Emeritus

- (AIA) or (FAIA), Member Emeritus

Affiliate Members and Student Affiliates

- Are not permitted in any way to use the title or initials of any chapter or of the Institute

Components

- Components must use the phrase "The American Institute of Architects" in their name.
- Components must clarify in their actions, affiliations, publicity, or program that the action, affiliation, etc., is that of the component and not of the Institute. Components are responsible for ensuring that those who repeat or print the information cite the component organization and not just The American Institute of Architects.

Firms

- "AIA" may be used after an individual member's name in the name of a firm, for example, "John Jones, AIA, Architect."
- "AIA" may not be used following a firm name that includes terms such as "Incorporated," "P.A.," "Company," "and Associates" that are not the names of individual members.

Sponsorship, Endorsements, and Approval

The Institute's position on sponsorship, endorsements, and approval of projects, publications, and similar efforts by other organizations or individuals is summarized below. Action by the component's board or executive committee may be required for sponsorship, endorsement, or approval.

Components are responsible for ensuring that any list of sponsors identifies the component and not simply the "AIA" without reference to the local or state organization.

Sponsorship and Co-sponsorship

- Refers to involvement in a financial, administrative, or advisory capacity
- Requires involvement in the initial planning or development stages of an activity
- Permits the use of the Institute's symbol when requested or appropriate
- Is usually restricted to universities, governmental agencies, non-profit organizations, and similar groups
- Shall not be accorded to programs or materials produced by an individual or an organization for the sole purpose of making a profit

Endorsement

- Refers to involvement in an activity without financial participation
- Requires that the activity must be completed, or the plan and draft form must be submitted for review for technical proficiency and compliance with established policy
- Permits the use of the Institute's symbol when requested and appropriate

Approval

- Refers to involvement in an activity either in the planning or completed stages
- Is used to commend projects, programs, materials, or educational activities to the general public or to the profession in order to induce acceptance
- Can be granted only when plans, proposals, or publications are submitted for review
- Does not permit the use of the Institute's symbol

AIA Public Policies

A discussion and directory of AIA public policies is contained in the Government Affairs section of this manual.

Formation of Chapters and Sections

The formation of new chapters and sections is governed by Institute Bylaws and policies of the Board and approved by the Secretary. Members wishing to form a new chapter should:

- Submit the required petition to the Institute (with the signatures of at least 10 members in good standing, no more than three of whom may be associate members, the president of the parent chapter, and the regional director)
- Submit bylaws
- Submit a projected budget for the first year's operations
- Establish a calendar year based on the national AIA's
- Submit annual evaluation reports and meet minimum mandatory standards after the third year of operations
- Adhere to the Performance Criteria of the AIA as set forth elsewhere in this Manual

Additional requirements apply in the case of proposed component whose territory is outside the United States. Contact the Component affairs department for more information.

Code of Ethics and Professional Conduct

The current Code of Ethics and Professional Conduct of the Institute became effective January 1, 1987, and has been amended since then. A copy of the current Code is posted on AIAOnline. Whenever the Code is amended, the new language is distributed in AIArchitect All members in all classes of membership are required by the AIA Bylaws to conform their conduct to the standards set forth in the Code.

Components should assist members and prospective members in knowing their obligation to comply with the Code.

The Code is organized in three tiers. In the first tier are the five Canons, which are broad statements of principle on members' general obligations and their obligations to clients, the profession, colleagues, and the public. Under each canon are one or more ethical standards (E.S.) These are more specific goals to which members should aspire. Finally, the Rules of Conduct (R.) are mandatory and violations may be the basis for discipline.

The Code is interpreted and enforced by the National Ethics Council (NEC). No individual member, officer, director, or component has authority to interpret the Code or impose discipline for violations. Contact the General Counsel's office, (202) 626-7348, for information on NEC procedures for filing a complaint.

Selection of Delegates to the National Convention

Each component's Bylaws should define the manner in which that component selects its delegates to the annual business meeting of the Institute, held during the national convention. Forty days prior to the business meeting, the Secretary will send to each component a notice of the number of delegates to which that component is entitled. Also included in this mailing are copies of all Bylaws amendments or resolutions to be voted upon by the delegates, and biographies of the candidates for national office.

Submitting a Resolution to the Annual Business Meeting

Resolutions to be voted upon by delegates to the Annual Business Meeting may be sponsored by one or more of the following:

- a Regional Director
- the Associate Director
- a state or regional organization
- a local component, provided it is also co-sponsored by the Regional Director or state or regional organization of which the component is a member the Board of Directors
- any AIA officer
- the American Institute of Architecture Students
- a minimum of 50 members of the Institute

Individual chapters without co-sponsorship who wish to support a resolution that has an eligible sponsor as listed above may be listed as endorsers.

The AIA Rules of Procedure define the process for submitting a resolution to delegates from the floor at the business meeting, and for making any changes to a printed business item. This information is reprinted at Appendix III in this section.

THE AMERICAN INSTITUTE OF ARCHITECTS ANTITRUST COMPLIANCE GUIDELINES

Introduction

The American Institute of Architects and its members are committed to full compliance with all laws and regulations, and to maintaining the highest ethical standards in the way we conduct our operations and activities. Our commitment includes strict compliance with federal and state antitrust laws, which are designed to protect this country's free competitive economy.

Responsibility for Antitrust Compliance

Compliance with the antitrust laws is a serious business. Antitrust violations may result in heavy fines for corporations, and in fines and even imprisonment for individuals. While the General Counsel provides guidance on antitrust matters, you bear the ultimate responsibility for assuring that your actions and the actions of any of those under your direction comply with the antitrust laws.

Antitrust Guidelines

In all operations and activities of the Institute, you must avoid any discussions or conduct that might violate the antitrust laws or even raise an appearance of impropriety. The following guidelines will help you do that:

- **Do not** have discussions with other members or competitors about any of the following subjects (unless you've first consulted legal counsel):
 - your prices for products or services, or prices charged by your competitors
 - costs, discounts, terms of sale, profit margins or anything else that might affect those prices
 - allocating markets, customers, territories or products with your competitors
 - limiting production
 - whether or not to deal with any other business
 - any competitively sensitive information concerning your own business or a competitor's.

- **Do not** stay at a meeting, or any other gathering, if those kinds of discussions are taking place.
- **Do not** discuss any other sensitive antitrust subjects (such as price discrimination, reciprocal dealing, or exclusive dealing agreements) without first consulting counsel.
- **Do not** create any documents, e-mail or other records that might be misinterpreted to suggest that the Institute condones or is involved in anticompetitive behavior.
- **Do** consult counsel about any documents or activities that touch on sensitive antitrust subjects such as pricing, market allocations, refusals to deal with any business, and the like.
- **Do** consult with counsel on any non-routine correspondence that requests one of the Institute's members to participate in projects or programs, submit data for such activities, or otherwise join other members in the Institute's actions.
- **Do** use an agenda and take accurate minutes at every meeting. Have counsel review the agenda and minutes before they are put into final form and circulated.

We're Here to Help

Whenever you have any question about whether particular Institute activities might raise antitrust or other problems, don't hesitate to contact us.

**The American Institute of Architects
General Counsel's Office
September 2002**

□ **Establish the Strategic Plan Framework**

The board of directors sets the vision, mission, value statements, goals, and some objectives in a committee of the whole.

□ **Refine and articulate objectives, projects, strategies, and action steps**

Committees or small groups articulate objectives, identify responsible persons and timelines.

□ **Reconcile goals and objectives, timelines and responsibilities**

The board of directors reviews all committee goals and objectives, and reconciles unnecessary, or necessary, overlap, conflicting timelines and makes final decisions on responsibilities and resources.

□ **Recruit volunteers to assist the board of directors in implementing objectives.**

□ **Write regular board meeting agendas around goals or objectives.**

Discussing goals and objectives should appear on every agenda.

Save time for discussing goals and objectives by replacing time spent on routine matters that do not need face to face time. Routine items may be placed on a “consent list” indicating that unless someone objects, the items are placed on file without a vote or motion. If someone objects to an item it is placed on the agenda for that meeting.

□ **Discuss goals and objectives at each quarterly meeting.**

Identify barriers that need to be removed, actions being delayed and actions that will move the plans forward. Some objectives may be dropped from the plan as not doable, inappropriate, or no longer timely.

□ **Review goals and objectives as a whole annually, making adjustments to the plan document.**

A Plan Must

- Instruct
- Direct
- Create confidence not doubt
- Integrate not alienate
- Provide greater influence over the future
- Strive for managerial excellence
- Provide opportunities for personal fulfillment

Goal Setting Check List

1. Does the goal help support or carry out your mission and help you achieve your vision of the future?
2. Does the goal move the organization forward? (A “stretch goal” may not be reached in one year, but moves the organization forward.)
3. Can the members understand the goal and be motivated by it?
4. Is the goal achievable in the short, medium, or long term?
5. Are there sufficient resources in place to reach the goal? (human, financial, material)
6. Are there sufficient individuals in the organization that will work for and advocate for the goal?
7. Is there a regular time dedicated to reporting the goal’s status?
8. Does the expression of the goal allow you to determine if you are successful?
9. If there are barriers to achieving the goal, what are they and how can they be removed?
10. What additional support or resources are needed from the parent organization to achieve the goal?



AIA Nebraska Action Plan

Recorder:

Aspire, Introduce, Advance

| Goals | Action Steps | Staff / Volunteers | Date of Completion |
|--------------|---------------------|-------------------------------|-------------------------------|
| | | | Start / End |

AIA NEBRASKA 2011 BOARD OF DIRECTORS

President

Tamara Eagle Bull, AIA
Encompass Architects
720 O Street, Lot F
Lincoln, NE 68508
Phone: (402) 477-2404
tammy@encompassarch.com

President Elect

Robert Ripley, AIA
Office of the Capitol
Commission
PO BOX 94696
Lincoln, NE 68509
Phone: (402) 471-0419
Bob.Ripley@nebraska.gov

Secretary

Kenneth West, AIA
DLR Group, Inc.
400 Essex Court, Regency
Park
Omaha, NE 68114
Phone: (402) 393-4100
kwest@dlrgroup.com

Treasurer

Bob LeZotte, AIA
BVH Architects
440 N 8th Street, Suite 100
Lincoln, NE 68508-3647
Phone: (402)475-4551
blezotte@bvh.com

Director

Thomas R. Zuk , AIA
Holland Basham Architects
119 South 49th Avenue
Omaha, Nebraska 68132
Phone: (402) 551-0800
Fax: (402) 551-2295
tzuk@hba1.com

Director

Roger Doehling, AIA
LYNC Architecture
16360 Riggs St
Omaha, NE 68135
Phone: (402) 650-9409
rdoehling@lyncarchitecture.com

Associate Director

Melissa Ryan, Assoc. AIA
Encompass Architects
720 O Street, Lot F
Lincoln, NE 68508
Phone: (402) 477-2404
Melissa@EncompassArch.com

Lincoln Chapter President

Nate Krug, AIA
University of Nebraska-Lincoln
232 Architecture Hall- Architecture
Dept
Lincoln, NE 68588
Phone: (402) 472-9236
nkrug@unlnotes.unl.edu

Omaha Chapter President

Bryan Zimmer , AIA
The Architectural Offices
5015 Underwood Avenue
Omaha, Nebraska 68132
Phone: (402) 551-3400
Fax: (402) 551-8331
bzimmer@thearchitecturaloffices.com

Western Chapter President

Barb Gay, AIA
Nebraska Public Power District
PO BOX 499
Columbus, NE 68602
Phone: (402) 563-5942
bjgay@nppd.com

Past President

Kristi Nohavec, AIA
The Clark Enersen Partners
1010 Lincoln Mall, Suite 200
Lincoln, NE 68508
Phone: (402) 477-9291
knohavec@clarkenersen.com

Ex Officio Member

Wayne Drummond, FAIA
College of Architecture/UNL
210 Architecture Hall
Lincoln, NE 68588
Phone: (402) 472-3592
drumm@unl.edu

Student Chapter President

Nick Pajerski, AIAS
UNL College of Architecture
210 Architecture Hall
Lincoln, NE 68588
Phone: (402) 472-9212
nmpajerski@gmail.com

Executive Director

Sara A. Kay
AIA Nebraska
102 Architecture Hall/UNL
Lincoln, NE 68501-0045
Phone: (402) 472-1456
skay2@unl.edu

Executive Assistant

Emily Wilcox
AIA Nebraska
102 Architecture Hall/UNL
Lincoln, NE 68501-0045
Phone: (402) 472-1456
ejennings3@unl.edu

2011 LINCOLN BOARD OF DIRECTORS

President

Nate Krug, AIA

University of Nebraska-Lincoln
232 Architecture Hall- Architecture Dept
Lincoln, NE 68588
Phone: (402) 472-9236
nkrug@unlnotes.unl.edu

President-Elect

Todd Hesson, AIA

Encompass Architects
720 O Street, Lot F
Lincoln, NE 68508
Phone: (402) 477-2404
todd@encompassarch.com

Secretary

Richard Burton, AIA

7500 Glenwood Circle
Lincoln, NE 68510
Phone: (402) 326-1212
richburton@juno.com

Treasurer

Cleve Reeves, AIA

BVH Architects
440 N 8th Street, Ste 100
Lincoln, NE 68508-3647
Phone : (402)475-4551
creeves@bvh.com

Director

Fred Zarate, AIA

State of Nebraska Building Division
521 S 14th Street
Lincoln, NE 68508
Phone: (402) 471-0414
fred.zarate@nebraska.gov

Director

Nick Pischel AIA

The Clark Enersen Partners, Inc.
1010 Lincoln Mall, Suite 200
Lincoln, NE 68508
npischel@clarkenersen.com

Director

Cristy Joy, AIA

Archi & Etc. LLC
2436 N 48th St Ste E
Lincoln, NE 68504
Phone: (402)429-7150
cjoy@archi-etc.com

Associate Director

Lucas Kielion, Assoc. AIA

studio951, Ltd
800 P Street, Suite 203
Lincoln, NE 68508
Phone: (402) 477-1666
lucask@studio951.net

Associate Director

Kristin Miles, Assoc. AIA

Berggren Architects
1201 O Street, STE 302
Lincoln, NE 68508
Phone: (402)475-0597
km@berggrenarchitects.com

Affiliate Director

Debbie Swanson, Affiliate AIA

ME Group, Inc.
2820 N 48th Street
Lincoln, NE 68504
Phone: (402) 464-3833
debbie.swanson@megroup.com

Past President

Scott Sandquist, AIA

Sandquist Construction
3701 O Street, Suite 202
Lincoln, NE 68510
Phone: (402) 466-2041
scott@sandquistcgi.com

2011 OMAHA BOARD OF DIRECTORS

President

Bryan Zimmer , AIA

The Architectural Offices
5015 Underwood Avenue
Omaha, Nebraska 68132
Phone: (402) 551-3400
Fax: (402) 551-8331
bzimmer@thearchitecturaloffices.com

President-Elect

Christopher J. Johnson , AIA

The Weitz Company
10707 Pacific Street, Suite 201
Omaha, Nebraska 68114
Phone: (402) 592-7000
Fax: (402) 592-0015
Chris.Johnson@weitz.com

Secretary

Robert Soukup, AIA

Carlson West Povondra Architects
5060 Dodge Street
Omaha, Nebraska 68132
Phone: (402) 551-1500
BSoukup@cwparchitects.com

Treasurer

Alison M. Topp, AIA

TSP
9802 Nicholas Street, Suite 205
Omaha, Nebraska 68114
Phone: (402) 493-8997
Fax: (402) 493-9228
ToppAM@TeamTSP.com

Director

Thomas R. Zuk , AIA

Holland Basham Architects
119 South 49th Avenue
Omaha, Nebraska 68132
Phone: (402) 551-0800
Fax: (402) 551-2295
tzuk@hba1.com

Director

Brian Spencer, AIA

RDG Schutte Wilscam Birge, Inc.
900 Farnam on the Mall, Suite 100
Omaha, NE 68102-5089
Phone: (402)449-0842
Fax: (402)392-0413
brianj.spencer@gmail.com

Associate Director

Jay Anderson , Assoc. AIA

Carlson West Povondra Architects
5060 Dodge Street
Omaha, Nebraska 68132
Phone: (402) 551-1500
janderson@cwparchitects.com

Associate Director

Matt DeBoer, Assoc. AIA

Leo A. Daly
8600 Indian Hills Drive
Omaha, Nebraska 68114
Phone: (402) 391-8111
Fax: (402) 391-8564
mjdeboer@leoadaly.com

Past President

Michael P. Hamilton , AIA

Leo A. Daly
8600 Indian Hills Drive
Omaha, Nebraska 68114
Phone: (402) 391-8111
Fax: (402) 391-8564
mphamilton@leoadaly.com

2011 WESTERN BOARD OF DIRECTORS

President

Barb Gay, AIA

Nebraska Public Power District
PO BOX 499
Columbus, NE 68602
Phone: (402) 563-5942
bjgay@nppd.com

President-Elect

Michael A. Tomczak, AIA

University of Nebraska-Kearney
2507 19th Ave.
Kearney NE 68849
Phone: (308) 865-1700
tomczakma@unk.edu

Secretary/Treasurer

Stephen Granger, AIA

CG Architects
319 E Francis ST #101
North Platte, NE 69101
Phone: (308) 532-0411
stephengranger@cgarc.com

Director

Lee Davies, AIA

CG Architects
319 E Francis ST #101
North Platte, NE 69101
Phone: (308) 532-0411
leedavies@cgarc.com