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2021 AIA Fellowship

Candidate Robert Kelly
Organization V|architecture+design llc
Location Ambler, Pennsylvania
Chapter AIA Pennsylvania; AIA Philadelphia

Category of Nomination

Object 3 > Led the Institute

Summary Statement

“Through Leadership, skillful Innovation, and Advocacy Robert Kelly AIA crafted a comprehensive strategy and methods for large component transformation, chapter collectivism, and community impact. In doing so he established a replicable model of national significance.”

Education

The University of Pennsylvania
Philadelphia, Pennsylvania
2.5 years
Master of Architecture

Clemson University
Clemson, South Carolina
4 years
Bachelor of Arts, Pre-Architecture (4+2 program)

Licensed in:

Pennsylvania

Employment

KCBA Architects llc
(Kelly,Clough,Bucher Associates, Architects llc; and predecessor names)
1979 - 2014

Bohlin Cywinski Jackson

Peter Q. Bohlin, FAIA (Special Consultant)

Bernard J. Cywinski, FAIA (1940-2011)

Jon C. Jackson, FAIA (1951-2018)

Frank W. Grauman, FAIA, LEED AP

William D. Loose, AIA

Gregory R. Mottola, FAIA

Robert E. Miller, FAIA, LEED AP

Raymond S. Calabro, FAIA

Steven D. Chaitow, AIA, LEED AP BD+C

Gabriel V. Hodge, AIA

Thomas F. Kirk, AIA, LEED AP BD+C

Daniel S. Lee, AIA, LEED AP

Patreece Martin, AIA, LEED AP BD+C

Kent Suhrbier, AIA, LEED AP

Nancy Rogo Trainer FAIA, Chair of the Fellows Jury
American Institute of Architects,
1735 New York Avenue NW, Washington DC

October 5, 2020

Dear Nancy Rogo Trainer:

Across his long career, Robert Kelly AIA has been committed to serving the Institute with an intensity and insight that deserves national recognition. Most significantly, his lifelong dedication has culminated in a set of reforms that truly transformed AIA Pennsylvania, making it a powerful model for AIA large components nationwide. These reforms are the core case for his elevation to Fellowship.

So, it is an honor to sponsor my friend and colleague's nomination. I came to know him most closely starting in 2016, when he and I occupied parallel leadership positions: Bob in his three-year presidency cycle at AIA Pennsylvania, and I performing the equivalent role in its largest chapter, Philadelphia.

It was a time of fascinating challenges. Both components had just installed new Executive Directors who were law school graduates rather than architects. While the state component faced a critical need for reanimation, we were grappling with a long-range plan in Philadelphia. AIA National had introduced a member-services mandate known as Restructuring. We also worried that membership dues in Pennsylvania could top \$1,000, jeopardizing recruitment and retention among young architects. Then, sparked by seismic shifts in the country's politics, American architects began clamoring to reinvigorate the profession's relevance. The humane values of social justice, sustainability, civic life, equity and social infrastructure were on everyone's minds.

With more than half the state's architects in Philadelphia, it made sense for Bob and me to coordinate our components' responses. While Bob reached out to test big ideas and seek solid support, I was personally grateful for his inspiring and supportive mentorship – and for his deep understanding of all things AIA. It was a pleasure to watch Bob's past AIA experiences coalesce, making him the right man for the moment. As a leader, he is deeply committed to helping the AIA better serve the states architects, and to expanding the profession's influence on society. Ultimately, Bob's efforts put mine to shame. To properly jumpstart AIA Pennsylvania's revitalization, he personally compensated for its modest human and financial resources. To this day, Bob continues investing large doses of volunteer effort, helping AIA Pennsylvania's many initiatives come of age.

Whether leading an extraordinarily successful architectural practice, or a far-flung professional association, Bob's way of being is rooted in classical design thinking. Innovation and advocacy are key elements of his leadership style. He attacks large problems by distilling them into manageable "projects," which he then tackles with entrepreneurial verve. He calms organizational politics through nuanced diplomacy, making the difficult possible across large geographic and professional divides. He tends to his projects for the long haul, ensuring their viability and longevity. Robert Kelly AIA has catalyzed a sea-change in the AIA's service to Pennsylvania architects, making him a model for national recognition and emulation. I urge the committee to give him its most serious consideration and to elevate him to Fellowship.

Sincerely,

Frank Grauman, FAIA, Principal

Architecture Planning Interior Design

Wilkes-Barre/Pittsburgh/Philadelphia/Seattle/San Francisco/New York

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01 SUMMARY STATEMENT

“Through Leadership, skillful Innovation, and Advocacy Robert Kelly AIA crafted a comprehensive strategy and methods for large component transformation, chapter collectivism, and community impact. In doing so he established a replicable model of national significance.”



This achievement culminates decades of service to the AIA in numerous leadership capacities. With each opportunity, Bob exhibits his belief that Leadership, Innovation, and Advocacy are the intertwining elements of success. A serious architect to the core, Bob advances design thinking as a powerful tool, whether in shaping better schools for kids or better professional communities for all architects.

Throughout his career, Bob has been deeply committed to advancing the profession through the AIA, culminating in catalyzing a multi-faceted modernization of AIA Pennsylvania. Never satisfied with mere stewardship, Bob understands that organizational progress starts with seeing the imperatives of the moment. He accepted leadership in AIA Pennsylvania at a time of great change nationally. With architects eager to build a better and more sustainable world came a major challenge - to redefine the component's relevance to all the state's architects. As with many states, Pennsylvania's AIA has the peculiarity that the overwhelming majority of its members are in two chapters, Philadelphia and Pittsburgh. Others practice in the relative isolation of their more outlying communities. Addressing this organizational dilemma was accompanied by a financial situation that required rethinking economies of scale and non-dues income sources.

Bob addressed these challenges from a deep base of experience, which had taught him that real change is often best achieved with a sense of craftsmanship - meaning that small interventions build cumulative effects and, ultimately, substantial outcomes. His skills had been well-tested through numerous prior responsibilities as Trustee, Chair or President within the AIA community and elsewhere. The opportunity to make things better was not always glamorous or acknowledged. Positive outcomes both large and small were his focus. Whether at AIA Bucks County, AIA Philadelphia, AIA Pennsylvania or organizing multi-state conferences, he stalwartly maintained that AIA is a *business* and should be run like one. If not, its customers, the membership, will not return. Simple.

There are direct parallels with Bob's noteworthy success as a practicing architect. He built an extraordinarily successful firm, widely regarded particularly for expertise in K-12 school design. KCBA Architects became a respected expert in the field, with an extraordinarily accomplished design portfolio. As with the AIA, each project was part of an undercurrent of inventiveness, advocacy and public good. His firm was an early and powerful advocate for reforming Pennsylvania's antiquated school funding and bureaucratic design regulations. School district administrators regularly reached out for his advice. Beyond this, the greatest pride of his design career is the lasting impact he made on the scores of young professionals whom he helped introduce to the world of architectural practice.

For Bob, Inventiveness is the essential ingredient of finding a better way. He quotes the artist and designer Harry Bertoia: "The urge for good design is the same as the urge to go on living. The assumption is that somewhere, hidden, there is a better way of doing things." Bob always assumes there is a better way. Some are simple, like stripping the minutia of board meetings to get to the real work at hand. Others are grander such as rethinking AIA Pennsylvania's design awards program to engage all chapters while creating a new source of non-dues revenue.

Bob is widely known for the tenacity of his Leadership and Advocacy and volunteerism, without which reforming initiatives would come to naught. Under his watch, AIA Pennsylvania re-invented its governance and member services delivery. He understood the power of positioning AIA Pennsylvania as a pivot between big and small chapters. He convinced Pennsylvania's far flung family of local AIA components that they are better off as a Collective of Chapters. Through willpower and technology, together they now embrace programmatic sharing, eliminating past redundancies that had sapped participation, impact and fellowship.

Underlying Bob's contributions to the Institute and to Architecture, are bold insights that cut to the fundamentals. He understood the power of positioning AIA Pennsylvania as the critical link between the protection of practice and the expansion of the profession's positive impact on an uncertain future. As a visible leader of in profession, Bob has a foot in both worlds: architecturally, politically, socially, environmentally and economically. These principles are what makes Bob Kelly's achievements so remarkably relevant and so certain to endure. His example has broad implications for the AIA, AIA state components and all American architects.



Charter High School for Innovation, Philadelphia

“As for his term as President-Elect and President, Bob began preparing an agenda well-before he took office. He has empowered me to operate the Society like a business allowing me to make decisions based on financial, social and political realities. The work we are doing to transform our committees, board and overall governance structure is nothing less than a best practice case study. The early results are a nearly 50% increase in member participation on our committee and task forces, real input from our members concerning policies and legislative positions, increases in non-dues revenues, more awareness of AIA in the public, legislative and association worlds and more opportunities for our members to sit at the adults table when discussing the built environment at the state capitol.”

Steve Swarney J.D., Executive Director
AIA Pennsylvania

02.1 SIGNIFICANT WORK

Leadership

Robert Kelly, AIA has occupied numerous volunteer positions throughout the AIA’s component structure. The initiatives he championed are numerous, and the detail of his follow-through intense. Over time, his leadership roles added up to a significant transformation of the AIA as it is known in Pennsylvania. The implications of this achievement are clearly national.

In 2020, Robert Kelly, AIA was awarded one of AIA Philadelphia’s highest honors

The 2020 AIA Philadelphia Thomas U. Walter Award

“Presented annually to a current member of the architectural profession and is intended to recognize their contributions to the architectural community through their service to the American Institute of Architects and other related professional organizations.”

- President, AIA Pennsylvania, 2016–2018
- Champion, AIA National Member Services and Repositioning Initiative, 2015-present
- Initiative Leader, AIA Pennsylvania Governance Restructuring, 2015-present
- Co-Chair, AIA Pennsylvania Non-Dues Revenue Committee, 2014-2015
- Past Co-Chair, Industrial Designers Society of America, Philadelphia Chapter, 2015-present
- Director, Secretary, and Representative to AIA Pennsylvania, AIA Philadelphia, (2008-Present)
- Chair, AIA Pennsylvania Committee on Design, 2018-present
- Vice President, Pennsylvania Architects Political Action Committee (PAPAC), 2012-present, 2018
- Chair, AIA Pennsylvania Government Affairs Committee, 2013-2014, 2017 President
- Chair, AIA Pennsylvania Strategic Council, (2018-present)
- Planning Committee Co-Organizer, Quad States (2017) and Tri-States (2019) Conferences, 2016-present
- Philadelphia Center for Architecture + Design, Director/Secretary Executive Committee, (2008-2010)
- Steering Committee, Design Philadelphia Festival, 2015-2018
- Director, AIA Bucks County, 1988-1996



Leadership role: AIA Pennsylvania, President (2016-2018)

Bob Kelly AIA's leadership years coincided with significant national changes within the AIA. He saw great opportunity in the moment. He chose to dedicate his three years as President-Elect, President and Past President to championing the AIA National Member Services and Repositioning initiative throughout Pennsylvania. He ultimately explored, developed, and promoted a fresh new governance structure, expanded the component mission and enhanced the brand image for AIA Pennsylvania in the minds of its members.

Agenda:

- To explore ways to update governance and service delivery appropriate to the changes and challenges to 21st Century architectural practice.
- To explore ways to seize the opportunities for change presented by the AIA Member Services and Repositioning initiative;
- To establish an outward focused posture for AIA Pennsylvania in support of architects making a difference in communities throughout the vast rural regions of the state;
- To create a multi-year roadmap with agendas for future component leaders to follow.

Leadership role: AIA National Member Services and Repositioning Initiative, Champion (2015-present)

In 2015, AIA National sponsored a facilitated meeting of the Member Services and Repositioning Regional Task Force. As a participant, Bob Kelly witnessed how the roll-out of their plan left many leaders from AIA Pennsylvania's eight chapters skeptical about meeting AIA National's threshold of viability, which some also perceived to threaten their identity, autonomy and traditions.

To relieve this anxiety, Bob designed a series of workshops based on the proposition, *"How might we re-imagine current AIA Pennsylvania governance, organizational and member services models to surpass membership expectations and to remain 'relevant' to our membership for decades to come?"* The year-long workshop process proved to ease chapter apprehension by proceeding at pace determined by the accumulation of trust and appreciation for the initiative's benefits. After twelve months of workshops, only two chapters were left deliberating. Overall, there was widespread buy-in. The results are highly regarded and nationally offer a replicable model for improving regional AIA components.

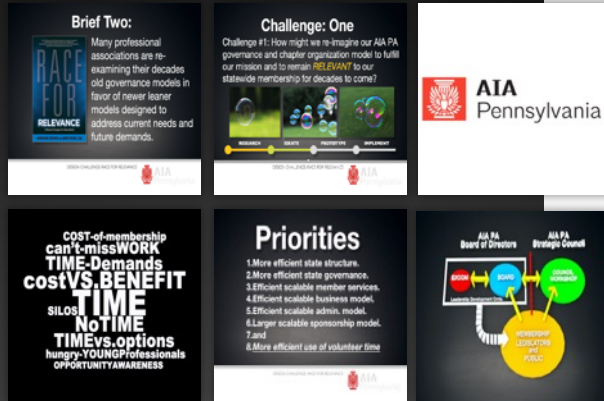
Achievements:

- The objectives of the AIA National Member Services and Repositioning mandate were accomplished;
- An initial group of three AIA Pennsylvania Sections was established and traditional barriers separating chapters from one another discussed and redefined;
- AIA Pennsylvania emerged as a "Collective of Chapters and Sections" in joint support of equitable statewide services and support;
- Community focused agendas became a guiding principle for AIA Pennsylvania in service Pennsylvania's middle-regions.

The logo for AIA Repositioning, with "AIA" in large red letters above "REPOSITIONING" in smaller white letters, all on a black background.

The logo for AIA, featuring a red square icon with a white architectural symbol to the left of the text "AIA" in a black sans-serif font.

The logo for AIA Pennsylvania, featuring a red square icon with a white architectural symbol to the left of the text "AIA Pennsylvania" in a black sans-serif font.



Leadership role: AIA Pennsylvania Governance Restructuring, Initiative Leader (2015-present)

Rethinking AIA Pennsylvania's governance structure and administrative practices was a significant aspect of the workshop process. Significant changes would be needed in response to the AIA National Member Services and Repositioning mandate. However, a more important question emerged: "How should a governance model suitable to the needs of the 21st century look and function?" Bob Kelly issued each board member a copy of, *Race for Relevance: Five Radical Changes for Associations* (Coerver and M. Byers, 2012), as the basis for a series of workshops. Each meeting was structured around a specifically crafted challenge question, ultimately leading the board to convincing answers.

Achievements:

- The development of a new 21st Century member focused governance model;
- A concept for an efficient scalable core member services model;
- A more efficient scalable business model;
- A more efficient scalable administrative model;
- A commitment to reducing the size of the governing board over time;
- The creation of the AIA PA Strategic Council as a nimble initiative focused body in the service of membership and community;
- A commitment to a broader mission for AIA PA for greater impact community impact across the state;
- A strategy to recruit deep into the chapter system to assure diversity and expertise of the BOD.



Leadership role: AIA Pennsylvania Non-Dues Revenue Task Force, Co-Chair (2014-2015)

In 2014, with the arrival of a new Executive Director it was natural to undertake a thorough review of the organization starting with the budget. The Executive Director and the Executive Committee explored areas where the budget could be improved. It was agreed that a key need was the generation of non-dues revenue. Total AIA membership dues were hovering close to \$1000 per year, approaching "uncharted affordability territory." Bob Kelly suggested the creation of a non-dues revenue committee. Their goal was to explore ideas for building a significant portfolio of non-dues and sponsorship revenue sources.

Achievements:

- A goal to create alternative revenue sources in order to limit yearly member dues increases to the A commitment to alternative revenue sources to limit yearly member dues increases to inflation index.
- Conversion of all dues-subsidized events to self-sustaining sponsored non-dues revenue programs.
- A commitment to maintaining two Constant Contact newsletters and multiple social media platforms thus expanding advertising and sponsorship income; none of these platforms existed prior.
- The design of a member-focused website with relevant content, and advertisement opportunities.
- Expansion of in-house Continuing Education provider capabilities and schedule regime.
- Partnerships with Continuing Education academies.
- Co-branded events with industry partners and other associations.
- Aggressive expansion of the portfolio of allied profession memberships and corporate partnerships.
- Development of a portfolio of affinity programs to benefit both membership and component revenues.



Leadership role: Industrial Designers Society of America, Philadelphia Chapter, Co-Chair (2015-2019)

Bob Kelly has a deep interest in Industrial Design, a field that appeals to his passion for inventiveness. He founded a small Industrial Design workshop called ideeDesignworks and is a member of the Industrial Designers Society of America (IDSA). There, he has become a leader in its Philadelphia Chapter, serving as its Co-Chair. In addition to the cross-discipline program noted below he serves regularly on Industrial Design student juries.

Achievements:

- Joint Architecture/ Industrial Design events: Bob recognized a unique opportunity in Philadelphia, a city that has five accredited Architecture schools as well as five Industrial Design programs. Accordingly, he designed a program series for joint for IDSA Philadelphia and AIA Philadelphia. Now in its third year, the program bridges these two fields. It is designed to foster interdisciplinary understanding and personal relationships between two design fields uniquely charged with the greatest potential for improving people’s lives.
- Bob Kelly regularly to participates in student ID juries and reviews. IDSA Philadelphia conducts the annual juried portfolio presentations to determine the best student portfolio from Philadelphia’s five industrial design programs; Temple University, Drexel University, Jefferson University, University of the Arts, and University of Pennsylvania

Leadership role: AIA Philadelphia, Director, Secretary and Representative to AIA Pennsylvania (2008-Present)

Bob Kelly has served on the AIA Philadelphia Board of Directors for nine years. For six of these, he simultaneously served on AIA Pennsylvania’s board. As a measure of his contributions, AIA Philadelphia honored him with the 2020 AIA Philadelphia Thomas U. Walter Award *“Presented annually to a current member of the architectural profession, intended to recognize their contributions to the architectural community through their service to the American Institute of Architects and other related professional organizations.”*

Achievements:

- Executive Committee Secretary. 2009-2010;
- Board of Directors 2011-2016;
- AIA Philadelphia’s Representative to AIA Pennsylvania 2011-2016;
- National Convention Planning Committee 2015-2016;
- National Convention Planning Committee 2019-2021;
- New Philadelphia Zoning Code Review Task Force, 2010;
- Membership Committee 2008-2010, Chairing it in 2009 and 2010;
- Town Hall Workshop series, 2017;
- Awards Committee, 2014;
- Founded and Co-Chaired AIA Philadelphia Regional Architects Committee 2010-2015;
- AIA Philadelphia Representative on the Philadelphia Charter High School for Architecture and Design, Board of Directors, *Ex officio* 2014-2015;





Leadership role: AIA Pennsylvania Committee on Design, Chair (2018-Present)

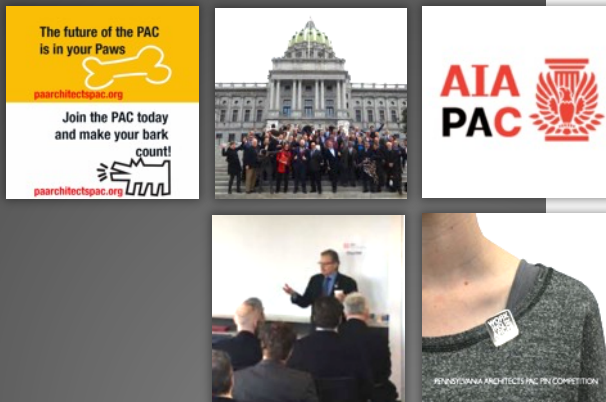
The AIA Pennsylvania Strategic Plan's 2019 establishes a new design committee to *"Demonstrably enhance the public's awareness of the value of design and architecture on communities, the environment and society."* A simple idea, this was nonetheless a significant change in emphasis. Traditionally, AIA Pennsylvania was best known for government affairs and lobbying prowess, but Bob Kelly stressed that championing design should be equally fundamental to the organization.

An incident in 2018 brought clarity to the issue. Venturi, Scott Brown and Associates' (VSBA), Abrams House was under threat of demolition in Pittsburgh. Bob discovered that neither VSBA nor local preservation groups knew much about the situation.

The episode led to Bob's proposing the new design committee to advocate for design, preservation, and other architecturally pressing matters statewide. The committee includes architects, planners, academics, and preservationists. They support the Government Affairs Committee as needed while promoting design excellence via the awards program, marketing campaigns, college programs, public engagements, conferences and design summits. They also serve as the annual AIA Pennsylvania Special Awards Selection Committee;

Achievements:

- Recruitment of an initial seven-person committee composed of design leaders, a former national AIA President, an allied professional, the AIA Pennsylvania Emerging Professionals Committee Chair, the current AIA Pennsylvania President, and a leading academic.



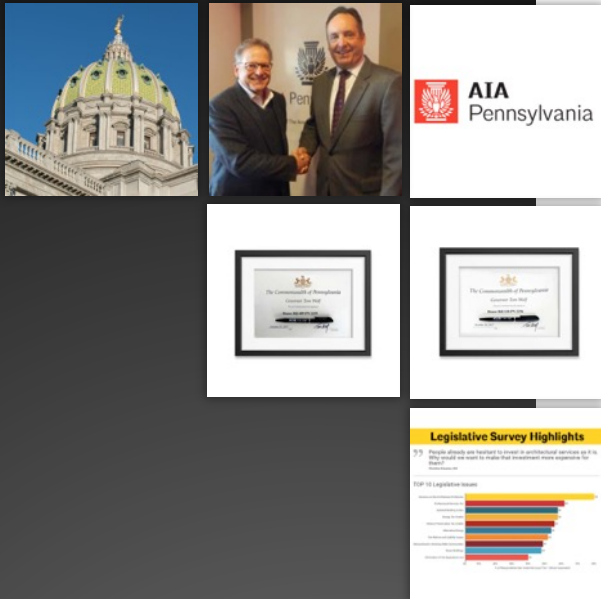
Leadership role: Pennsylvania Architects Political Action Committee, Vice President (2012-Present, 2018)

As a long term member of the Pennsylvania Architects Political Action Committee (PAPAC), Bob Kelly has participated and led many of the important duties required to maintain an effective state PAC including: PA PAC strategic planning, PA PAC fundraising member outreach, Lobbying delegations in the US Congress and Pennsylvania State Legislature, and hosting legislator meet and greets

His most significant contribution is his *pro bono* PA PAC brand identity work. His work to clarify the PAC message, create the digital platforms to project the message, and design the campaign to communicate the message had measurable and lasting impact on fundraising and member participation. (see Exhibit 03.6)

Achievements:

- First branded fundraising campaign for the PA PAC, including theme and graphic collateral;
- First PA PAC interactive website with click-and-contribute features supporting a variety of contribution options; ([View Link](#))
- First mobile swipe-and-contribute capability for canvassing component events ;
- The bi-annual PAC Pin Design Competition, PAC awareness campaign.
- In 2017, the first year of the campaign, 2.3% of AIA Pennsylvania members donated to the PA PAC, up 28% from 2016. In comparison, 1.07% of AIA members donated to the federal ArchiPAC in 2017.
- Personal donations rose 46% from 2016.
- Infrastructure was created for ongoing and future campaigns.
- A model was established for future campaigns.



Leadership role: AIA Pennsylvania Government Affairs Committee, Chair (2013-2014, President 2017)
 In 2013, as Chair of the AIA Pennsylvania Government Affairs Committee, Bob Kelly was instrumental in establishing the multi-year goal and brand initiative to make ***“AIA Pennsylvania the Voice of the Construction industry in Pennsylvania.”*** He was also part of the strategic decision to end the component’s contract lobbying in favor of developing the robust in-house capabilities necessary to accomplish the ambitious goal. This full-on business approach to influence architect-friendly legislative outcomes laid the foundation for what has become highly effective program. It is widely recognized by other Large State components across the country.

Achievements:

- The AIA Pennsylvania Interior Design Licensing Task Force, instrumental in strategy to “disentangle” Mandatory Continuing Education bill from the pending ID licensure proposal and creation of a fifteen-member coalition to help fight the professional encroachment, protecting architectural practice and public safety in Pennsylvania. ***This strategic alliance and collaboration earned the 2016 PASAE Laurel Award for “Large Association Government Affairs and Advocacy” for the AIA Pennsylvania Team.***
- Pennsylvania Department of General Services (DGS) Procurement Reform: Instrumental in securing AIA Pennsylvania’s seat at the table on DGS project procurement reform.
- Prototypical School Design: Helped develop strategies to defeat mandating prototypical school design.
- Department of Education “PlanCon” Reform: AIA Pennsylvania’s participation in rewriting the state’s antiquated school design regulations known as PlanCon;
- Building Relations with Allied Organizations: participated in strategic development of relations with Pennsylvania Bar Assoc., the Associated Builders and Contractors Assoc., PA Home Builders Assoc., the National Federation of Independent Business, Pennsylvania Retailers and Pennsylvania Code Officials;
- First annual Virtual Lobby Day: to teach the “art of lobbying” to grassroots membership;
- The passing of Act 36: updating Pennsylvania’s severely outdated building codes;
- Collaboration with State Architects Licensure Board: to rewrite electronic seal regulations;
- The passing of Act 40: ensuring growth in the state’s renewable energy industry;
- Mandatory Continuing Education: Oversaw AIA PA’s Mandatory Continuing Education bill out of the House and into Senate Committee. PA is one of only three states without CE requirement for licensure;
- Grassroots Conference: Attended multiple Grassroots Leadership Conferences
- State government Network (SGN): participant;
- Separations Act: Oversaw staging of a debate on the Separations Act at Harrisburg University;
- AEC Education Summit: Oversaw AIA PA’s first ever AEC Education Summit on school design;
- The Pennsylvania Society: Led and participated in multiple delegations to the annual event in NYC.
- AIA Pennsylvania Member Legislative Survey: Oversaw 2017 AIA PA member legislative survey;
- Canadian Reciprocity: Oversaw accomplishing of Canadian Reciprocity for Pennsylvania Architects;
- State House Majority Leader Mike Turzai: AIA Pennsylvania Government Dinner;
- Hosted Lieutenant Governor, Jim Cawley: AIA Pennsylvania Government Dinner;
- State Senate Majority Leader Jake Corman: Hosted reception at AIA Pennsylvania headquarters;
- Governor Tom Wolf: Oversaw effort in securing Governor Wolf’s address 2017 AIA Pennsylvania design awards program.



Leadership role: AIA Pennsylvania Strategic Council, Chair (2018-Present, 2018)

Creation of the AIA Pennsylvania Strategic Council was one of the most significant restructuring and repositioning outcomes. Proposed by Bob Kelly during the workshop process and crafted loosely on the national model, it is a nimble initiative-driven body serving both AIA members and the wider community. The Strategic Council draws on the extensive network of AIA Pennsylvania expertise: chapter and section leaders, business, academic, and government leaders from across the state. Collaborating and innovating in support of the public good, It is designed as a place for AIA Pennsylvania's members to contribute "Citizen Architect" service on an initiative driven basis and timeframe. ([View Link](#))

Achievements:

- Consolidation, streamlining, and weeding of dormant or ineffective committees;
- Online tools and methodologies to accomplish initiatives statewide;
- Recruitment and orientation of expertise from across the state;
- The community outreach initiative, AIA *Blueprint for Better Communities: Making a Vision for the Future, New Cumberland Borough, Pennsylvania*; ([View Link](#))
- AIA Pennsylvania Strategic Council Idea Queue. ([View Link](#))



Leadership role: Quad States (2017) and Tri-States (2019) Conferences, Co-Organizer (2016-2019)

Consistent with the objective to search for new non-dues revenue streams, earlier discussions with AIA New York State and AIA New Jersey led to the potential for a new co-branded event and the creation of a bi-annual conference serving over 14,000 regional AIA Members. Bob Kelly was instrumental in the early development of the two successful events. These three-day conferences held at the Albany Capitol Convention Center offered attendees over sixty continuing education seminars; over ninety exhibitors on the Expo floor; eight different architectural tours; and the Quad/Tri States Architectural Excellence Design Awards Celebration on Friday evening. ([View Link](#))

Achievements:

- Chaired online Architectural Excellence Design Awards process for both conferences yielding an average of 160 submissions and 23 awards each.
- Recruited distinguished jurors Sharon Johnston, FAIA; Christopher Hawthorne, Frank Escher, Steve Dumez, FAIA and Mark Ripple, FAIA for the awards program and keynote speaker program;
- Financial successes providing great professional value for attendees.

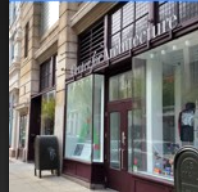


Leadership role: AIA Philadelphia National Conference Planning Committee, Member (2015-2016)

After a late cancellation of the Conference in another city, the AIA reached out to AIA Philadelphia to assume the task requiring considerable coordination and volunteer effort by chapter membership. Bob Kelly contributed to the early planning and later with a focus on the representation of Pennsylvania's family of chapters to a national audience.

Achievements:

- Participated in Conference planning
- Participated in the decision to capitalize on the Center for Architecture + Design's proximity to the convention center for AIA Philadelphia's "Hospitality Lounge" providing major economies;
- Coordinated with AIA Pennsylvania leadership and eight other state chapters, welcome center, and designed AIA Pennsylvania display on convention center main concourse.



Leadership role: Philadelphia Center for Architecture + Design, Director/Sec’y ExCom, (2008-2010)

The Philadelphia Center for Architecture + Design is AIA’s sister organization. Chartered as a non-profit, it focuses on outreach and public service for all design fields. It operates an events and display facility adjacent to the Pennsylvania Convention Center. There, it hosts several hundred events a year. Bob Kelly served on the Center’s Executive Committee for two crucial years after it opened its new facility. The 2008 opening coincided with the Great Recession, making this a challenging time to launch an ambitious new business model.

Achievements:

- A strategic plan to redefine the business relationship between the Center for Architecture and AIA Philadelphia;
- Fundraising to pay down the Center’s construction debt;
- Rebranding Task Force, for the “Philadelphia Center for Architecture” in 2015.



Leadership role: Design Philadelphia Festival, Steering Committee (2015-2018)

This festival has grown into the Center for Architecture + Design’s signature citywide event. The Festival is held over the course of 11 days each October, involving hundreds of local designers, architects, and creative professionals and over 100 events at numerous locales.

Achievements:

- Expanded the festival during its crucial period of growth;
- Served on sponsorship sub-committee;
- Program host and presenter 2017 and 2018.

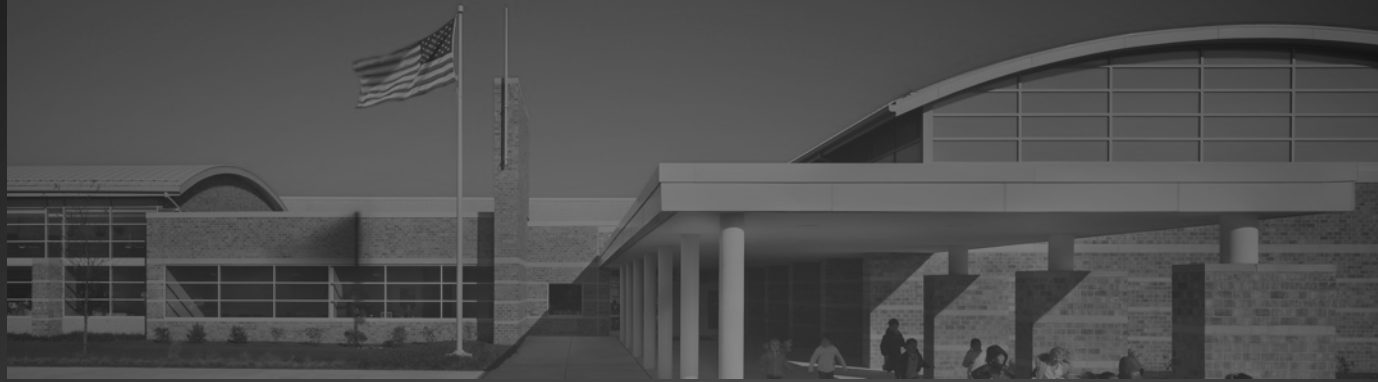


Leadership role: AIA Bucks County, Director (1988-1996)

AIA Bucks County was created in the 1960’s when a small group of suburban architects petitioned the AIA to establish their own chapter. Residing in the county at the time, Bob Kelly became a member of the small chapter. As a Director, Bob worked to broaden the member experience from that of a monthly “dinner club” to a working chapter with relevant member programming and a broader membership and community outreach agenda. This early work ironically anticipated the National Member Services and Repositioning challenges the chapter is dealing with today.

Achievements:

- A robust Speaker Program with multiple events annually;
- Outreach Committee school visitation Architecture program for elementary and middle school children;
- *While establishing an agenda for a semi-rural AIA chapter, Bob learned much about the dynamics of such components; and has gained a deep understanding of architectural practice in suburban and rural settings. This knowledge played a crucial role in his subsequent restructuring achievements at AIA Pennsylvania.*



Pickering Run Elementary School, Chester County, PA

“Through strategy, planning, collaboration, and sheer persuasion, Bob Kelly has forged a new path forward for AIA Pennsylvania. Bob’s energy, vision and leadership have pushed our state chapter in a new direction that elevates all aspects of the profession: design, community, technology, and collaboration. Collaboration across disciplines is especially important to Bob; I was fortunate to participate in a recent public forum Bob organized on the intersections between industrial design and architecture. Professional “silos” receded as the conversation turned from projects to process: embrace of new design tools, materials and technologies; innovative means of achieving environmental responsibility; and engagement with clients and community.”

*Richard Maimon FAIA, Partner, Kieran Timberlake Architecture | Planning | Research
2010 AIA National Honor Awards Chair*

02.1 SIGNIFICANT WORK

Innovation

Robert Kelly, AIA organizes his service to the AIA much the way he practices design. His organizational achievements are conceived as projects, and his way of solving problems epitomizes design thinking. Each project can be described as having a brief, and each brief sparks the search for a new and better way. Once a concept is recognized and endorsed by collaborators, Bob takes dogged interest in the details. He knows that problem-solving and innovation mean nothing unless the technical follow through exhibits the same passion as the project’s conception.

- Statewide Excellence in Design and Special Awards Program, AIA Pennsylvania, 2013-Present
- Statewide Focus Groups, AIA Pennsylvania, 2018-2019
- Statewide Committee on the Environment (COTE) Award, AIA Pennsylvania, 2020
- Associate Membership initiative, AIA Pennsylvania, 2017-Present
- How to Craft a Winning Submission, AIA Pennsylvania, 2015-Present
- Regional Architects Committee, AIA Philadelphia, 2011-2015
- Statewide Student Achievement Awards, AIA Pennsylvania, 2015-Present
- Leadership Development Committee, AIA Pennsylvania (2017-Present)
- The 50 Year Timeless Architecture Short Documentary Series (2015-Present)



Innovation: Statewide Excellence in Design and Special Awards Program, AIA Pennsylvania (2013 to present)

Brief: AIA’s design awards program had languished in terms of prestige and membership participation, while costing membership thousands of dollars to produce. Bob Kelly recognized that a dramatic change in the awards program could also become a key element of the 2014 non-dues revenue initiative.

Taking charge of the awards program, Bob used the next seven annual awards cycles to experiment with different production strategies, awards rules and categories, and non-dues revenue spin-off programming. His efforts have transformed the program from a net budget liability to the largest non-dues program in the AIA Pennsylvania budget, while rebuilding its prestige as coveted recognition for exceptional Architecture. (See Exhibit Four)

Innovative Outcomes:

- A self-sustaining profit center no longer subsidized by dues. Annual spin-off programs also generating non-dues revenue. The program, spin-off sponsorships and spin-off programming has generated nearly \$140,000. Additional net income for the component membership since 2014;
- Program prestige befitting a large-state’s celebration of design. AIA Pennsylvania once again recruits nationally recognized jurors, enhancing the meaning of award recognition.
- **Bob Kelly’s efforts to rebuild the AIA Pennsylvania Excellence in Design and Special Awards Program garnered AIA Pennsylvania the 2016 PASAE Laurel Award for Communications: *The Rejuvenation of the AIA PA Design Excellence Awards Program***

Innovation: Statewide Focus Groups, AIA Pennsylvania (2018-2019)

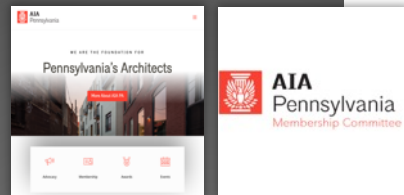
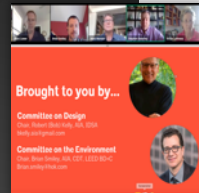
Brief: Much discussion during the “Race for Relevance” workshop process focused on the issues, needs, and expectations of membership now and in the future. The Membership and Communications Committees were charged to pinpoint obstacles facing architects at each stage of their careers. Skeptical of the value of another poorly subscribed member survey, Bob Kelly suggested an alternative.

The alternative would consist of a series of direct one-one-one conversations with membership from across the state. A marketing research agency was hired and a strategy was mapped out. Four-focus groups held in strategically selected locations, and the groups were designed to represent a diverse range of membership. The objective was to glean a clearer picture of how AIA Pennsylvania could maximize its relevance to members’ needs and to gauge awareness of existing chapters’ initiatives.

Innovative Outcome:

- The first professional grassroots outreach to membership. The valuable insight gained became the basis for many strategic planning objectives approved by the Board in 2020, as well as informing current AIA Pennsylvania programming, advocacy, and new member outreach initiatives.





Innovation: Statewide Committee on the Environment (COTE) Award, AIA Pennsylvania (2020)

Brief: Prior to this initiative, three Pennsylvania chapters had COTE committees, leaving the subject matter unaddressed in the other five chapters.

As Chair of the annual AIA Pennsylvania Excellence in Design Awards, Bob Kelly pulled the leadership together to design a statewide COTE awards program integrated into the 2020 AIA Pennsylvania Design Excellence Awards Program.

Innovative Outcomes:

- First statewide Framework for Design Excellence standards adapted from the well-developed AIA Philadelphia precedent; ([View Link](#))
- First statewide COTE Awards Program
- AIA Pittsburgh adopted AIA Pennsylvania's Excellence in Design Awards submission criteria, cementing statewide standards for awards submission. This facilitates firms' submission of projects to both state and local programs.
- First annual statewide, awards spin-off program: *Demystifying the Framework for Design Excellence for Excellence Awards* features a presentation by Vivian Loftness FAIA, followed by an expert panel of Philadelphia COTE members tutorial on the submission process. A follow-up program featured several scheduled days of Open Office hours by the COTE members for one-on-one calls with membership needing help navigating the process. ([view Link](#))

Innovation: Associate Membership Initiative, AIA Pennsylvania (2017-present)

Brief: Perceiving the need to boost membership among young architects, AIA National established a policy offering eighteen months' free membership upon graduation. Bob Kelly perceived the need to further entice the interest among architects during their pre-registration years.

The initiative focuses on graduating students' need to secure employment in a set of interrelated measures. A coordinated set of job-hunting benefits are offered to those who take advantage of the initial free Associate Membership. Rules and submission protocols are currently in development in conjunction with the new AIA Pennsylvania web design.

Innovative Outcomes:

- Portfolio workshops at Architecture Schools run by AIA Pennsylvania Strategic Council members, teaching basic portfolio strategies. while assisting in the making of standard format portfolios to be uploaded to the website prior to graduation;
- A prominent place for student portfolios on AIA Pennsylvania website and assistance in standardizing portfolio formats suitable for uploading;
- Student-to-firm matchups with pre-arranged interviews;
- Promotion of graduating student work in various AIA Pennsylvania media;



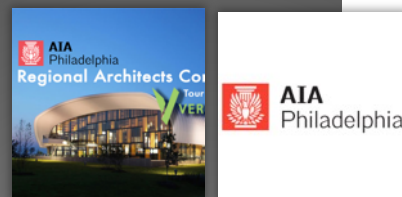
Innovation: How to Craft a Winning Submission, AIA Pennsylvania (2015-Present)

Brief: Many Pennsylvania architects, and particularly those practicing outside of Philadelphia and Pittsburgh, perceive awards programs as elitist. They complain that the same small group of prominent urban firms win almost all the awards year after year. Nonetheless, one of the important purposes of awards programs is the opportunity for new firms to build their visibility.

One of the original Awards Program spin-offs, How to Craft a Winning Submission series, is now in its sixth awards cycle. Programs vary from talks by awards jury chairs to day-long seminars done in collaboration with the Society for Marketing Professional Services (SMPS) featuring, award experts in submission preparation, marketing, graphic design and photography. Each year's theme is different. For example, the 2020 theme features experts from a signature design firm sharing their process. The programs are intended to increase award program participation; but their greater purpose is to help emerging firms build and promote portfolios that will advance *their* practices independent of the awards motive. Offered at very reasonable price-point to encourage participation, the programs also contribute to AIA Pennsylvania's non-dues revenues. ([View Link](#))

Innovative Outcomes:

- Attendance has increased yearly. As of this writing more than eighty members have registered for Secrets to Awards Success: In Conversation with Bohlin Cywinski Jackson featuring design and marketing professionals in their east and west coast offices;
- This awards spin-off program has become a very reliable non-dues revenue.



Innovation: Regional Architects Committee, AIA Philadelphia (2011-2015)

Brief: During his service with AIA Philadelphia, Bob noticed a member participation divide between center city firms and their suburban and rural counterparts. While the chapter serves four counties, only one – Philadelphia – is urban. For some members, travel time to downtown can be well over an hour. Outlying firms also have fundamentally different practice profiles, leading to a palpable sense member disenfranchisement.

In order to bridge the gap, Bob proposed and led the establishment of the Regional Architects Committee to provide accessible and regionally relevant programming at convenient satellite locations

Innovative Outcomes:

- Committee members organized a variety of programs such as building tours, talks, and social events all designed to earn CEU benefits while reinforcing the value of AIA Philadelphia to the suburban and rural architecture community.
- In support of the committee's work, a long-running suburban focused continuing education conference was re-branded the Regional Architects Procrastinators Conference;
- The Committee delivered greater value and equitable member programming to outlying firms while building a sense of community among these practices.



AIA
Pennsylvania
Awards Committee

Innovation: Statewide Student Achievement Awards, AIA Pennsylvania (2015-Present)

Brief: Historically partnerships between Pennsylvania’s seven Architecture Schools was meager, as was AIA Pennsylvania’s connection to the state’s students and AIAS chapters. Earlier in life, Bob Kelly had earned a graduating student award from the AIA. Understanding the lifelong value such recognition can impart he created a similar award in conjunction with the AIA Pennsylvania’s annual awards program. Now in its sixth year, the new AIA Pennsylvania Student Achievement Award recognizes one graduating student from each of Pennsylvania’s seven Architecture schools who exemplifies “*scholastic achievement and future promise.*”

Innovative Outcomes:

- Creates a bridge with the Pennsylvania schools of Architecture and AIA's future generation of members;
- Fosters collaboration between Pennsylvania’s Schools of Architecture and AIA Pennsylvania;
- Forty-two students have been honored since its inception.

Innovation: Leadership Development Committee, AIA Pennsylvania (2017-Present)

Brief: Committed to achieving greater diversity on the AIA Pennsylvania Board of Directors, during his presidency, Bob Kelly expanded the role of the nomination committee to become the Leadership Development Committee charged with reaching deep into the chapter system to assist chapters in the recruitment of diverse and qualified candidates for the AIA Pennsylvania Board; then to teach new board members skills necessary to serve in leadership roles three to five years later. In addition, the committee recruits members for the AIA Pennsylvania Strategic Council from AIA membership, other design professions, the arts, academia, government and business.

Innovative Outcomes:

- The first class of recruits for both bodies was accomplished in 2018 and 2019. The work continues.

Innovation: The 50 Year Timeless Architecture Short Documentary Series (2015-Present)

Brief: In response to the popularity of the first video production of the 50 Year Timeless Architecture Award introduced to the awards program in 2016, Bob Kelly is beginning production of the fourth in what has become The 50 Year Timeless Architecture Short Documentary Series to be permanently housed and featured on the new AIA Pennsylvania website. Each documentary features an academic from one a Pennsylvania NAAB school presenting a seminal Pennsylvania architectural work by a Pennsylvania architect.

Innovative Outcomes:

- Fallingwater (1936-1939) Mill Run, Pennsylvania by Frank Lloyd Wright
- The Alcoa Building (1951-1953) Pittsburgh, Pennsylvania by Harrison & Abramovitz
- Philadelphia Savings Fund Society (1932) Philadelphia, by William Lescaze and George Howe
- George Nakashima Studio (1960-1967) New Hope, Pennsylvania by George Nakashima



AIA
Pennsylvania



AIA
Pennsylvania



Bucks County Community College, Bucks County, PA

“I know Bob as one of those architects who is not afraid to use his knowledge and passion for design to do what so few of us will do: advocate for progressive public policy. His very persuasive argument for why “hardening” the design of schools in response to gun violence was completely wrong had many ripple effects. First, it allowed him to rally an on-line support network, then to mobilize his local Educational/School Construction Committee. This led to a brilliant op-ed in the Philadelphia Inquirer that opened dialogue with state legislators, and the Governor’s office. To my way of thinking, this how truly effective architects make a difference in their communities. This is the kind of work the AIA needs us to do.”

*Mike Davis, FAIA, LEED AP President, Bergmeyer
Past President Boston Society of Architects
Appointed Member of the AIA Board Government Advocacy Committee*

02.1 SIGNIFICANT WORK

Advocacy

Creating opportunities to advocate for making things better is a fundamental goal in all Bob’s spheres of activity. This is as true for his volunteer work with the AIA as it is in his professional practice and his private life. He reacts as an architect would: with an entrepreneurial edge, that is visible in the set of skills that define his agency and persona.

Advocacy - The American Institute of Architects

- Membership Services and Repositioning in Pennsylvania (2015-Present)
- AIA Blueprint for Better Communities: *Making a Vision for the Future, New Cumberland, PA* (2018-2019)
- Speaking Up: Advocating for an Appropriate Approach to School Security (2018)
- Speaking Up: A Proposal for the Creation of an AIA National Legislative Action Fund (2017)
- Recognition: The Senate of the State of Pennsylvania for Professional and Community Service (2018)

Advocacy - Professional Practice

- Advocating for Reform of Public-School Design and Construction (1990’s-Present)
- Supporting Emerging Professionals - Habitat for Humanity (2007-2008)
- Stewardship of a National Treasure, Carpenters’ Hall, Philadelphia (2019-Present)

Advocacy - Private Life

- Building a Safe Place for LGBTQ Youth: *The 53 Christopher Resource Center & Coffee Shop* 2019-Present)
- Robert Venturi’s First Built Work: *Protecting and Restoring the NPVN Headquarters* (1993,2019-Present)

Advocacy – The American Institute of Architects

As a candidate for fellowship under Object 3, “Led the Institute or a related Organization” the majority of this submission is dedicated to Bob’s extensive volunteer service to various AIA components, and particularly to AIA Pennsylvania.



Advocacy Cause: Membership Services and Repositioning in Pennsylvania (2015-Present)

Brief: This is the advocacy cause for which Bob Kelly is most widely known in the architectural community. As an upcoming AIA Pennsylvania president, Bob realized that merely conforming to the National AIA’s Member Services and Repositioning edict was not enough. Rather, it could be used as a trigger to undertake a long-needed overhaul of the AIA’s structure in Pennsylvania.

Past leadership experiences in both small and large AIA chapters alerted him to the inequities inherent in the *status quo*: Architects in the Philadelphia and Pittsburgh chapters enjoyed ample benefits, while those practicing elsewhere had little to show for their membership fees. Bob chose to dedicate his three-year cycle of service as president (first as President-Elect, then as President and ultimately as Past-President) to championing this cause statewide. This was a multi-faceted endeavor.

- Politically, he personally appealed for change throughout the state chapter system, befriending chapter leaders and bringing them together;
- Financially, he championed non-dues revenue initiatives to offset dues increases and ensure the longevity of the new initiatives;
- Through Branding, he created new brand strategies such as the AIA Pennsylvania Strategic Council, A Collective of Sections and Chapters, and brand identity for the Pennsylvania Architects PAC;
- Through Design, AIA Pennsylvania took on a new form, continuing its broadly recognized government affairs capacity but also assuming a membership-oriented stance capable of providing small-town architects with professional support that was previously offered only by big-city chapters.

Advocacy Cause: AIA Blueprint for Better: *Making a Vision for the Future - New Cumberland PA* (2018-2019)

Brief: American Society of Association Executives (ASAE)s awarded their highest honor for community support and engagement to the AIA Pennsylvania Blueprint for Better project team. Completed as the first project of the AIA Pennsylvania Strategic Council this important initiative, was organized and led by Bob Kelly working alongside fellow AIA Pennsylvania members to develop and prioritize a plan to revitalize the downtown business district of New Cumberland, Pennsylvania.

The five-month *pro bono* community service project *AIA Blueprint for Better: Making a Vision for the Future, New Cumberland, Pennsylvania*, started with a series of meetings and community design workshops with residents and the New Cumberland Borough Council. The concepts developed through the process included activating Market Square, painting a Directional Mural, transforming an alley into a Theatre Pocket Park, and reclaiming the west shore of the Susquehanna River for a Riverwalk. (see Exhibit O3.3)





Advocacy Cause: Speaking Up: Advocating for an Appropriate Approach to School Security (2018)

Brief: In the aftermath of the horrific shootings at Stoneman Douglas High School in Parkland, Florida, Bob Kelly launched a small Facebook campaign that had a significant outcome. His purpose was to elevate the public discussion of school safety to a more nuanced and humane level. This approach contrasted sharply with national politicians’ focus on “hardening” and “fortifying” the nation’s schools. Bob’s efforts led the AIA Pennsylvania Governmental Affairs Committee to craft an editorial published in the State’s largest newspaper, the Philadelphia Inquirer. In turn, this led to inclusion of the only architect seated on Governor Tom Wolf’s School Safety Committee, a post that was filled by a KCBA (below) principal. (See Exhibit O3.8)



Advocacy Cause: Speaking Up: A Proposal for the Creation of an AIA National Legislative Action Fund (2017)

Brief: By 2016, the pending intrusive legislation concerning encroachment by others into the practice of architecture in Pennsylvania was escalating and AIA Pennsylvania would need to apply greater assets to the fight; assets the budget did not allow for. At the same time, colleagues in AIA New York State were struggling with a similar situation. Leadership of both state components met to discuss a solution.

Nearly all legislation impacting the practice of architecture is done at the state level. The question was raised, “why then, shouldn’t National help by contributing funds to lobbying at the state level particularly in urgent situations and in support of national agendas?” This led to a joint AIA Pennsylvania and AIA New York appeal to National leadership. Bob Kelly with his Presidential counterpart in AIA New York State, and the component directors, crafted a letter to National proposing an AIA National Legislative Action Fund. The appeal was successful and trial initiative established. In the case of AIA Pennsylvania, the situation required funds for highly specialized lobbying services to augment their own in-house capabilities. A budget proposal was submitted and quickly approved by National. The effort was a success.

The results: the intrusive legislation was defeated; a novel approach to solving urgent lobbying needs established; and at last check, National leadership was contemplating expansion of the initiative to other state components.



Recognition: By the Senate of the State of Pennsylvania for Professional and Community Service (2018)

Brief: Bob Kelly received a 2018 Recognition by the Senate of the State of Pennsylvania for Professional and Community Service. Presented by State Senator Art Haywood representing Philadelphia and Montgomery counties to, *Robert Kelly AIA, IDSA, “Recognizing those citizens who through professional excellence, contribute in a meaningful way to the well-being of their communities and ultimately to all of the people of this great commonwealth.”*

Advocacy - Professional Practice

KCBA is a firm of 60 professionals in two offices and has designed nearly 150 education buildings in the public and private sectors. Project typologies span from K-12 through higher education. Under Bob's leadership KCBA was frequently ranked among the top performing firms by the Philadelphia Business Journal. As KCBA's President and Design Director, Bob Kelly's personal focus on leadership, innovation and advocacy very much characterize his firm's public-facing stance. (KCBA Architects: Succeeding by Maintaining Core Values, Philadelphia Architect, August 2006)



Advocacy Cause: Advocating for Reform of Public School Design and Construction (1990's-Present)

Brief: For two decades the firm has partnered with AIA PA and school districts in the fight to reform Pennsylvania's antiquated school construction process known as PlanCon. PlanCon is an arcane set of procedures and regulations that explicitly commodify school building design. Its primary effect is to limit school construction spending. Further, recent legislation fundamentally perpetuates educational disparities between the state's wealthy communities and those that are economically challenged. Despite decades of advocacy, PlanCon remains an impediment designing schools in Pennsylvania for the 21st century. KCBA continues fighting for reform testifying to the State legislature as recently as 2019.



Advocacy Cause: Supporting Emerging Professionals - Habitat for Humanity (2007-2008)

Brief: Bob lent his full support, guidance, and office resources to a group of young KCBA Citizen Architects embarking on a *pro bono* project for Habitat for Humanity. The brief called for the planning, design, and documentation services for five new two-story, three-bedroom townhouses priced within reach of families who may not otherwise have the opportunity to become homeowners. Located on the site of an abandoned mansion destroyed by fire in 2003 the design contributes to the redevelopment of the surrounding blighted area capturing the original architectural character of the neighborhood. The Carriage Stone Development is a great success for the community, for Habitat for Humanity, and a great accomplishment for the KCBA emerging professionals team donating their time to change the lives of five families with new homes.



Advocacy Cause: Stewardship of a National Treasure, Carpenters' Hall, Philadelphia (2019-Present)

Brief: As a respected leader in the profession, Bob Kelly was nominated and elected to The Carpenters' Company of the City and County of Philadelphia. The Carpenters' Company is the oldest extant craft guild in the United States founded in 1724. The Company consists of nearly 200 prominent Philadelphia area architects, building contractors and structural engineers and has been served by only 900 members in almost three centuries of existence. The Company built, owns and continues to operate Carpenters' Hall located in Philadelphia's Independence National Historical Park. As a current member and steward he is participating in a capitol campaign for renovations and restoration plans in preparation for its 300 year anniversary celebration in 2024.

Advocacy - Private Life

Bob Kelly's drive to apply his leadership skills is also seen in advocacy work he undertakes as a private citizen. He volunteers his time, applies his political, business, promotional, communication and design skills to causes he encounters in private life exemplifying the "Citizen Architect"



Advocacy Cause: Building a Safe Place for LGBTQ Youth: The 53 Christopher Resource Center & Coffee Shop (2019-Present)

Brief: Bob Kelly is, Co-founder of The Stonewall Inn Gives Back Initiative . SIGBI, is a nonprofit charitable organization based in New York City "dedicated to providing educational, strategic and financial assistance to grassroots organizations offering crucial support and shelter to LGBTQ youth throughout the United States." Now in its fifth year, SIGBI has earned support nationally and internationally through celebrity, political, and corporate support. SIGBI has been able to improve the lives of LGBTQ youth and organizations in rural communities in Kansas, Mississippi, and Puerto Rico to name a few locations. ([view Link](#))

In this context, Bob Kelly is providing *pro-bono* professional services for the construction of a community center providing a safe place for New York City LGBTQ community. The brief calls for the design of destination for LGBTQ youth, adjacent to the historic Stonewall Inn, Stonewall National Monument, in New York's East Village. The 5,000-square foot storefront includes interactive displays interpreting LGBTQ history, along with space for meetings and lectures. It is designed with the comfortable ambiance of coffee shop or art gallery. In conjunction with façade improvements, the original Stonewall Inn sign will be restored with the goal of making the historic venue whole again. The project is currently in its fundraising stage.

Advocacy Cause: Robert Venturi's First Built Work: Protecting and Restoring the NPVN Headquarters (1993, 2019-Present)

Brief: "Architecture is the most fragile of the media", wrote Robert Venturi in 1993 soon after he learned about the changes that were about to take place to one of his most beloved early works. "The building was recently purchased by a CPA firm," he writes, "they have further renovated it without respect for the original quality of its design — although the head of this firm, when the artistic significance of his building was revealed to him by a noble local architect, expressed sympathy and understanding concerning the situation." [Iconography and Electronics upon a Generic Architecture: A View from the Drafting Room](#) (Robert Venturi 1998 MIT Press). The "noble local Architect" to whom he refers is Robert Kelly, AIA. Despite appeals from Vincent Scully, Venturi, Kelly and others, the damage was not halted.



Built in 1961, The North Penn Visiting Nurses headquarters is Robert Venturi's first and one of his most beloved early built works. In the aftermath of the Abrams House incident (p.6 above), Bob remounted his preservation efforts. In many ways, this building is a classic example of current trends in historic preservation, whose focus is now pivoting towards the latter half of the twentieth century. With that in mind the current research project is intended to promote fresh historic perspective and become a catalyst for reconsidering regrettable design decisions made nearly thirty years ago. The objective is two-fold: to establish protected status for the building, and to promote restoring the façade to its pre-1993 design.



Bucks County Community College, Bucks County, PA

“While some of the results [of his work] are not readily seen by our average member, I can assure you that we have enjoyed prestige and acknowledgement that makes us the envy of some of our allies and others here in Harrisburg and around the state. This will translate into jobs and better practice possibilities for many of our members. Bob has had a tremendous impact on the profession that will continue to gain momentum and produce results many years after his term ends because he planted the seeds and did the initial hard work laying the course.”

*Steve Swarney J.D., Executive Director
AIA Pennsylvania*

02.1 SIGNIFICANT WORK Service to the AIA Chronology

2020-Present	Director, AIA Pennsylvania
2020-Present	Representative to AIA Pennsylvania from AIA Philadelphia
2020-Present	AIA Philadelphia National Conference Planning Committee
2018-2019	Co-Champion, AIA Blueprint for Better Communities
2018-Present	Chair, AIA Pennsylvania Strategic Council
2018	Past-President, AIA Pennsylvania
2018-Present	Chair AIA Pennsylvania Committee on Design
2018-2019	Co-Organizer Tri States Conference Organizing Committee Albany, New York
2018	Member, AIA Philadelphia Town Hall Workshop
2016-2018	Leader, Facilitator AIA National Member Services and Repositioning AIA Pennsylvania
2017-2018	AIA Pennsylvania Center for Architecture Task Force
2017	President AIA Pennsylvania
2017	Member Large States Roundtable Committee
2016-2017	Co-Organizer Quad States Conference Organizing Committee Albany, New York
2016	President-Elect, AIA Pennsylvania
2015-Present	Member AIA National State Government Network
2015-2016	Member, AIA Philadelphia National Conference Planning Committee
2015	Secretary, AIA Pennsylvania Executive Committee
2015	Leader, AIA Pennsylvania Diversity Task Force
2014	AIA National Member Services and Repositioning Initiative State Workshop
2014-2015	Director, Ex Officio Philadelphia Charter High School for Architecture and Design
2013-Present	Chair, AIA Pennsylvania Excellence in Design and Special Awards Programs
2013-2014	Chair, AIA Pennsylvania Government Affairs Committee
2012-2013	Member, AIA Philadelphia Design Committee
2012-2016	AIA Pennsylvania Membership Committee
2011-2015	Co-Chair and Organizer AIA Philadelphia, Regional Architects Committee

02.1 SIGNIFICANT WORK

2010-Present Director, AIA Pennsylvania
 2010-Present Member AIA Pennsylvania Communications Committee
 2010-2017 Director, AIA Philadelphia
 2008-2010 Director, Vice President Executive Committee, AIA Philadelphia

Service to Other Organizations

2019-Present Director, Philadelphia Chapter of Industrial Designers Society of America (IDSA)
 2018 President-Elect Pennsylvania Architects Political Action Committee
 2015-2019 Co-Chair Philadelphia Chapter of Industrial Designers Society of America (IDSA)
 2015-2017 Design Philadelphia Steering Committee
 2015 Member Philadelphia Center for Architecture + Design, Rebranding Task Force
 2012-present Member Pennsylvania Architects Political Action Committee
 2008-2010 Director, Secretary, Executive Committee, Philadelphia Center for Architecture + Design

02.1 SIGNIFICANT WORK

Service to Community

2019- present The Protection and Restoration: *Robert Venturi's North Penn Visiting Nurses*
 2015-present Co-founder, Secretary, Advisor, Stonewall Inn Gives Back Initiative
 (a New York City nonprofit supporting to LGBTQ nationwide)
 2008-2009 KCBA Emerging Professionals Habitat for Humanity Townhouse Project
 2004-Present Charitable Giving Committee, BMW CCA, DVC Chapter
 1996-1997 Community Member, Wissahickon School District Facilities Strategic Planning Committee
 1995-1996 Volunteer Habitat for Humanity of Montgomery County
 1993-1999 Director, Facilities Chair, Wissahickon Valley Public Libraries

02.1 SIGNIFICANT WORK

Service to Membership - Programs

2020 Organizer, Demystifying the COTE Awards Process
 Presenter, Vivian Loftness FAIA with panel of Pennsylvania COTE leaders
 2019 Organizer, Tri States Conference Keynote Speaker-Sharon Johnston FAIA
 2018 Program Organizer and Moderator, Design Philadelphia Festival, INTERSECTIONS: Arthur Radebaugh, Closer Than We Think
 2017-2020 Organizer AIA Pennsylvania Architectural Excellence Design Awards "Virtual Gala"
 2017 Program Organizer and Moderator, Design Philadelphia Festival, INTERSECTIONS: The Fluid Boundaries Between Industrial Design and Architecture
 2017 Organizer, Quad States Conference Keynote Speaker- Steve Dumez FAIA/Mark Ripple FAIA
 2017,2018 Presenter, Chapter and EPIC Outreach: AIA Pennsylvania Race for Relevance Project
 2016 Lecture Organizer and Moderator, Philadelphia Academy of the Fine Arts
 The Work of Eskew Dumez + Ripple, Presenter José Alvarez AIA, LEED AP
 2015- 2020 Organizer, Moderator, Panelist Annual Program, Demystifying the Design Awards Process:
 How to Craft a Winning Submission Webinar
 2015 Lecture Organizer and Moderator, Philadelphia Academy of the Fine Arts, The Work of
 Thomas Phifer and Partners, Presenter Gabe Smith FAIA,
 2014-2016 Organizer AIA Pennsylvania Architectural Excellence Design Awards Gala
 2010 Community Tour, Delaware Valley Green Building Council: Two LEED Gold High Schools
 2008 Design on the Delaware Conference Session, Case Study: Two LEED Gold High Schools
 2005 AIA Philadelphia Window on Architecture Exhibit: KCBA Architects

02.1 SIGNIFICANT WORK

Service to Membership - Juries

2019	Juror, AIA Eastern Chapter Design Awards
2019	Chair and Organizer, Tri States and Quad States Architectural Excellence Design Awards, Johnston FAIA, C. Hawthorne, Escher, Escher GuneWardena - Los Angeles
2019	Juror, AIA Bucks County Design Awards
2017-2018	Juror, Jefferson University Industrial Design Student Capstone Project Review
2017	Juror, AIA New Jersey, Architect of the Year / Distinguished Service Award
2015-2018	Juror, Industrial Designers Society of America Student Merit Awards
2015	Juror, AIA Philadelphia Emerging Architecture Prize (PEAPrize)
2014-2020	Jury Chair, AIA Pennsylvania Architectural Excellence Design
	2020, Kundig FAIA, Weinstein, FAIA, Miller Hon. AIA - Seattle
	2019, Blackwell FAIA, Scarpa FAIA, Evans Joseph FAIA - New York
	2018, Ross-Barney FAIA, Jones AIA, Feldman FAIA - Chicago
	2017, Wiess FAIA, Kroloff AIA, Lehman-Smith FAIA - Washington DC
	2016, Dumez, FAIA, Alvarez AIA, Z Smith FAIA, Anderson FAIA - New Orleans
	2015, Phifer FAIA, Smith FAIA, Arad AIA, Drake FASLA, AIA - New York
	2914, Davis FAIA - Boston
2014-Present	Jury Chair, AIA Pennsylvania Special Awards Selection Committee

02.2 SIGNIFICANT WORK

Personal Honors

2020	AIA Philadelphia Thomas U. Walter Award (Presented annually to recognize contributions to the architectural community through the AIA and other related organizational service)
2019	Elected to the Carpenters' Company of Philadelphia (Philadelphia' Carpenters' Company is the oldest extant craft guild in the United States. Founded in 1724, the Company consists of nearly 200 prominent Philadelphia architects)
2018	Pennsylvania State Senate recognition for Professional and Community Service (Recognizing citizens whose professional excellence contributes meaningfully way to community well-being to all of the people of Pennsylvania)
1999	Service Award Wissahickon Valley Public Libraries, Robert Kelly AIA
1986	National Competition Winning Entry Bucks County Vietnam Veterans War Memorial
1976	Student Achievement Award Clemson University School of Architecture for " <i>scholastic achievement and future promise.</i> "

02.2 SIGNIFICANT WORK

Organizational Honors (recognition garnered for AIA Pennsylvania from BK initiatives)

2020	American Society for Association Excellence, <u>Power of "A" Gold Award</u> , <u>AIA Blueprint for Better Communities: Making a Vision for the Future, New Cumberland, Pennsylvania.</u> The prestigious national award is one of only three awards ever given to any component of the AIA and the only Gold Award.
2017	PASAE Laurel Award for, <u>Large Association Government Affairs and Advocacy: Creation of a fifteen-member coalition to fight encroachment and protect the practice of architecture in the Commonwealth both for architects and public safety.</u>
2016	PASAE Laurel Award for <u>Communications: The Rejuvenation of the AIA PA Design Excellence Awards Program.</u> The program tripled participation, converting negative revenue stream to profit in first year.



Penridge High School, Bucks County, PA

“Bob Kelly is the consummate architect. He built an exceptional practice through his abiding belief in Architecture and Design, attributes he’s vigorously carried into service for our profession. I know Bob as a mentoring companion in leadership: he was AIA Pennsylvania’s President while I was Philadelphia’s. Through his tenaciously warm outreach, Bob has created a boldly transformational strategy for Pennsylvania’s architects: uniting our many components while forging strong alignment with the state’s leading chapter, Philadelphia. Bob Kelly’s achievements are an enduring contribution to practice in Pennsylvania and a brilliant model for the Institute, nationwide.”

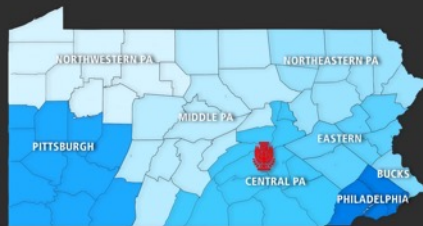
*Frank Grauman, FAIA, Principal
Bohlin, Cywinski, Jackson*

03 EXHIBITS Related Projects

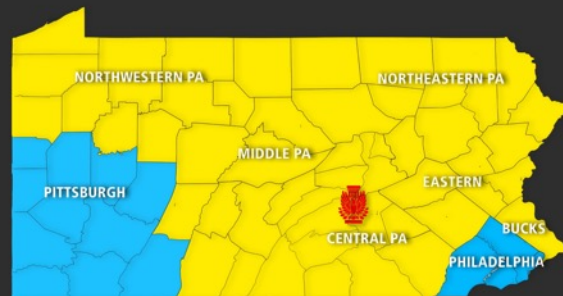
- Exhibit 03.1 Re-thinking AIA Pennsylvania: crafting a replicable model of national significance
- Exhibit 03.2 The AIA Pennsylvania Strategic Council: building a platform for innovation
- Exhibit 03.3 AIA Blueprint for Better: a national, state, and local AIA collaboration
- Exhibit 03.4 Non-Dues Revenue Task Force: creating new sources of revenue
- Exhibit 03.5 Non-Dues Revenue Task Force: revitalizing the Design Awards Program
- Exhibit 03.6 Breaking Down Silos: fostering a collaboration between two design professions
- Exhibit 03.7 Pennsylvania Architects Political Action Committee: re-thinking the Brand
- Exhibit 03.8 Monocacy Elementary Center: *Advocating for School Safety*
- Exhibit 03.9 Two New LEED Gold® High Schools: helping one community go “Green”

References

03.1 EXHIBITS



2015



“Collective of Sections”



2018

Re-thinking AIA Pennsylvania: crafting a replicable model of national significance

Synopsis: *Bob Kelly perceived a clearly mandated agenda for his leadership role in AIA Pennsylvania; the opportunity to fundamentally restructure AIA Pennsylvania to ensure service to all the state’s architects. In 2016, prior to restructuring, Pennsylvania had eight AIA chapters of which only two – Philadelphia and Pittsburgh – had the critical mass to foster vibrant professional communities. Bob’s vision was to consolidate the AIA map into three regions: Philadelphia, Pittsburgh and Pennsylvania-at-large.*

The mission of providing service levels on par with the urban chapters without disrupting the uniquely distinct traditions and collegiality of its sections would become a key to a successful transformation and a new raison d’être for AIA Pennsylvania. By coalescing into a Collective of Sections, such an extraordinarily large and lightly populated region would have sufficient numbers to offer a member experience competitive with the big cities. Information Technology would be a major key in supporting the professional community across great distance.

Challenge

AIA National’s Member Services and Repositioning initiative presented the opportunity to significantly rethink component practices. Bob Kelly led the process of building a new governance model while expanding AIA Pennsylvania’s mission beyond its traditional legislative agenda.

By spring of 2016 the plan was in place to conduct six facilitated board workshops that would extend through 2017. Three major objectives were accomplished:

- The Design and implementation of a new statewide governance structure designed to meet the needs of geographically disadvantaged architects in Pennsylvania’s vast middle regions.
- Transitioning AIA Pennsylvania into a “collective of chapters and sections” capable of working together to deliver equitable member service statewide.
- Meeting and significantly exceeding AIA National’s Member Services and Repositioning mandate.

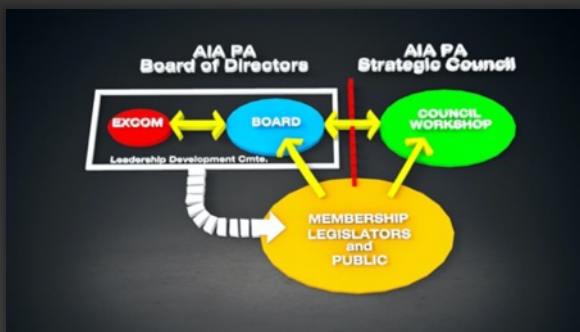
Bob Kelly designed and facilitated each workshop using collaborative design thinking workshops. Each Board workshop began with projected visual prompts and challenge questions; moving along with multiple ideation exercises and pin ups. Each workshop ended with participants’ homework: points to be researched, developed and carried forward to the next workshop. To set the tone for this year-long process, everyone started out by reading the book, *Race for Relevance: 5 Radical Changes for Associations* (Coerver and Mary Byers, 2013). The exercise proved essential to establishing the context of the work they were embarking upon and the qualities that define a twenty-first century professional association.



The Design Thinking Process



AIA PA “Leaner” Board



AIA PA Governance Structure



AIA PA Strategic Council

A New Governance Model

Several initial workshops were devoted to defining “relevance” in the context of member expectations. Using classic design thinking strategies, the group divided into four teams. Each addressed the day’s challenge by researching and ideating solutions, and then winnowing to identify those with promise. The process was fun. Everyone was involved as large and small chapters shared and understood the each other’s needs, expectations, and visions for the future.

Participants gained a richer understanding of the cultural and practice differences among the chapters. There was common acknowledgement in all chapters that volunteer time was a precious commodity and should not be taken for granted. It became obvious that the redundancies between chapters were costing precious volunteer time. What emerged was that the state Chapter, AIA Pennsylvania, could be the vehicle to minimize redundancies and disparities through a program of sharing. This gave rise to the “Collective of Chapters and Sections” concept.

The three diagrams to the left summarized these workshops. They represent a streamlined structure, calling for a leaner board to be achieved over time. The new governance structure is based loosely on AIA National’s model with two related bodies: (1) a small and nimble administrative board and (2) a separate initiative-driven Strategic Council.

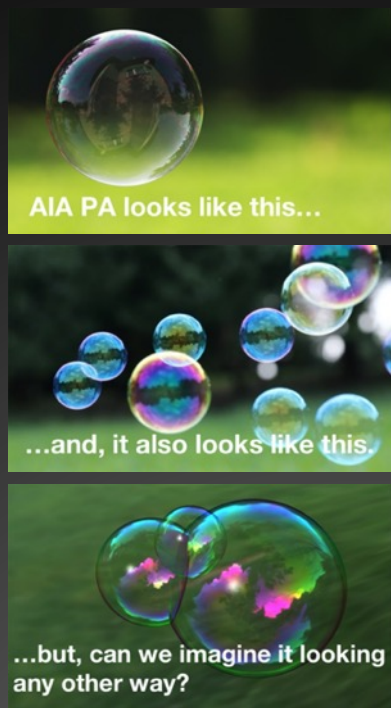
A Collective of Chapters and Sections

A second series of workshops was designed specifically to address the AIA Member Services and Repositioning initiative. Having committed to new governance model, the next step was to work out how AIA Pennsylvania would become “ecosystem” capable of thriving with all chapters contributing and sharing.

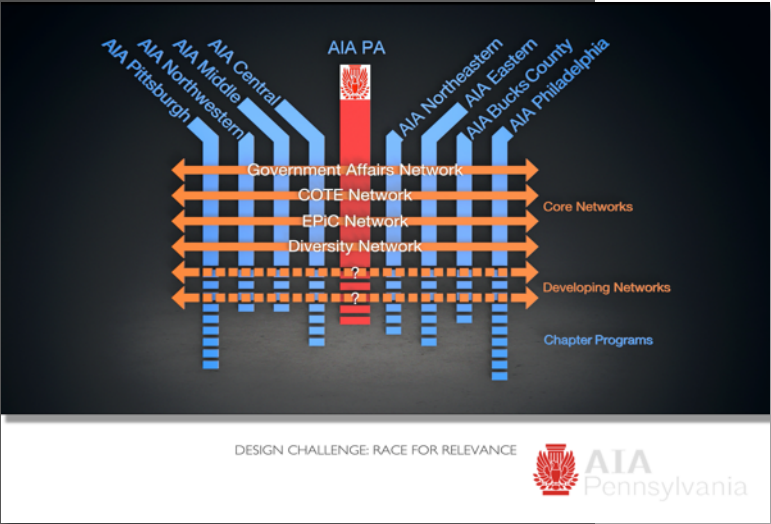
AIA Pennsylvania is a large state component encompassing a very diverse collection of chapters. Some small chapters cover huge areas of rural mountains and farmland while the two largest chapters are compact, dense urban and suburban regions. The ability to meet AIA National’s Member Services challenge differed greatly from chapter to chapter.

This was not new news for AIA Pennsylvania leadership, the state component had already been providing customized contract services to four of its chapters for over a decade. This was not easy to manage as each chapter required a custom suite of services. In practice, these contracts lacked scalability. Delivery was very difficult and inefficient. Needless to say, it was nearly impossible to support these efforts financially.





Workshop Visual Prompts



AIA PA Sharing Network

The first workshop in this second series was a dedicated full-day program. There was no business meeting. Instead the morning session was dedicated to learning how other large state chapters were dealing with the AIA Membership and Repositioning initiative. Bob invited the leadership from three other Large State components to share their experiences with the board. Specifically covered were the challenges posed by geography, local chapter culture, and operational efficiency. Each state component was dealing with the issues in their own unique way. Pennsylvania would be no different. As workshop facilitator Bob prepared the group for the day’s work with visual prompts and questions arising from the previous workshops:

- “Could we imagine chapters sharing programming equitably to reduce redundancies, to produce economies of cost, staff support and volunteer time?”
- “From a non-dues revenue point of view, would such an arrangement reduce demands on the finite pool of sponsors in the state?”
- “How could AIA Pennsylvania facilitate the assembly and redistribution of core member programming to meet the Member Services challenge?”

Ideas emerged involving the sharing of content through both traditional and information technology driven media. Much like the museum world’s reliance on traveling exhibits, individual chapters would produce content for chapter events and designed to be shared by “uploading” and “downloading” statewide. Such a practice would augment and equalize member experience; but it would also reduce program redundancy, expense, and precious volunteer time. As an early experiment, Bob Kelly produced the first Virtual Awards Program in 2017. Other statewide networks include chapter COTE committees and a Small Firm Forum allowing shared conversations among members across the state.

Outcomes

By the end the year, compliance with AIA National’s Member Services and Repositioning initiative was accomplished. This in itself was a significant accomplishment, one that would be hard-won in many other state components. However, Pennsylvania’s process was much more far-reaching, producing significant reforms to the state component in order to create viable futures for its chapters and enhanced value for its members; thus, ensuring AIA Pennsylvania’s long-term relevance.

- AIA Pennsylvania’s board adopted a new governance structure based loosely on the national model of a smaller board and an initiative-driven Strategic Council.
- AIA Pennsylvania is no longer under the burden of providing custom contracted services.
- Three Chapters elected to become sections of a larger collective, significantly including one of the most viable and third largest chapter in the state.
- Three chose to retain their independent status.
- Two Chapters, former recipients of contracted services are currently considering their options.

Completed: 2016-2018 + ongoing
Role of Nominee: Designed initiative, facilitated, produced all graphic collateral
Responsibility: I have personal knowledge that the nominee was **largely responsible** for the design of the project listed above.
Steven Swarney, J.D., Executive Director, AIA Pennsylvania

03.2 EXHIBITS

The AIA Pennsylvania Strategic Council: building a platform for innovation

Synopsis: *The Strategic Council is designed as a forward focused innovation platform for AIA Pennsylvania ensuring the organization remains relevant to membership and the communities they serve. In his proposal, Bob Kelly clearly perceived it as a place for Pennsylvania’s Citizen Architects to participate in making a difference in their communities through well-defined initiative-based commitments to volunteer service.*

Challenge

Consistent with the plan for a new governance structure based on AIA National’s model with two related bodies: (1) a small and nimble administrative board and (2) a separate initiative-driven Strategic Council, the following objectives were defined:

- Design a new overarching platform, coordinating and extending functions of the traditional committee system to Improve communication and collaboration among committees.
- Build into the Strategic Council a greater knowledge community composed of AIA members at large as well as community, business, academic and government leaders from across the state.
- Design an agenda in service of membership, the communities they serve, and AIA Pennsylvania brand.
- Create a place for AIA Pennsylvania’s members to contribute “Citizen Architect” service on an initiative driven basis and timeframe.

The Strategic Council is made up of two member categories. One consisting of permanent component committees and committee leadership; and, the other as less permanent or initiative driven knowledge community. The SC is not charged with component governance. Rather, it is a working initiative-driven body of the Board of Directors designed adapt to the needs of the moment while acting as a creative think tank for the Board’s long-term objectives. It is to both inward member focused body as well as an in addition to its outward community focused agenda. Some primary duties include:

- The coordinated and efficient delivery of core member services as well as the exploration of innovative new programming, content and delivery methods all with the goal of minimizing redundancies throughout the state.
- The development of a statewide knowledge, content and program sharing network.
- The development and maintaining of crucial partnerships with the seven NAAB architectural programs in Pennsylvania.
- The development and maintaining of a network of allied knowledge leaders, members at large, community, business and government leaders as collaborators on programming and initiatives.
- The development of next generation of architects-members through AIAS mentoring programs
- The development initiatives in underserved communities across the state beyond the reach of AIA PA’s two urban chapters.
- The development of a spirit of collectivism within the state’s family of chapters and sections.

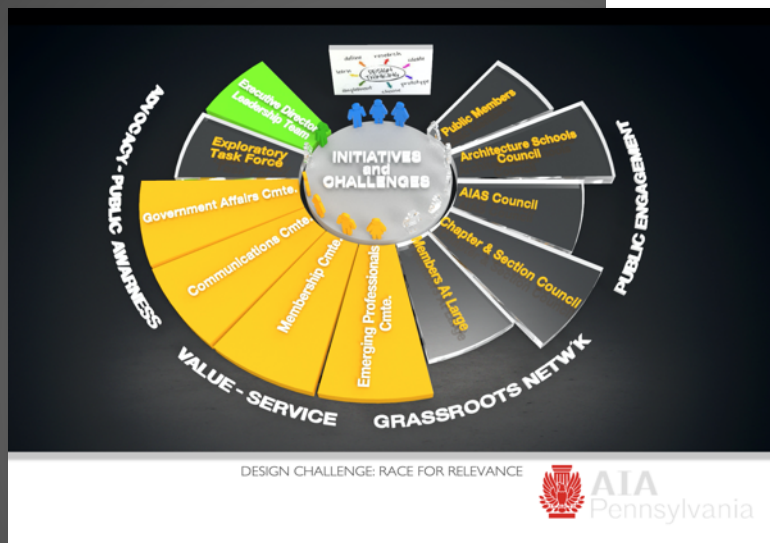


Chapter Outreach

SC Orientation

SC Handbook

SC Design Thinking



AIA PA SC Team Diagram

AIA PA SC Open Innovation Platform

Building a Think Tank

At this writing, the AIA Pennsylvania Strategic Council remains work in progress. It was launched in 2018 and completed its first community outreach initiative in 2019 (see Exhibit 03). Nonetheless, coalescing a new body takes time. Upcoming Strategic Council agendas will focus on new tasks initiatives while also recruiting expertise in all the targeted disciplines:

- Government Affairs: AIA Pennsylvania's largest and most important committee whose critical mission is protecting and promoting the interests of our members in the state legislature;
- Communications: general communications, strategic messaging and promotional initiatives;
- Emerging Professionals: a forum that proposes and develops programs that benefit young architects;
- Chapter and Section Council: a forum composed of the presidents and select leaders from each group; intended as a primary channel for the upward percolation of grassroots ideas.
- Architectural School Council: a forum for critical partners from Pennsylvania's seven NAAB accredited schools of Architecture with the goal of producing the best prepared graduates.
- AIAS (American Institute of Architects Students) Council: a forum for student representatives from Pennsylvania's schools charged with identifying issues to facilitate transition into the profession.
- At-large Members: appoint AIA members or non-members to fulfill the Strategic Council's need for diversity, special expertise and targeted leadership.
- Public Members: Each year, the Council may appoint members from the public to collaborate and contribute a special insight and expertise.

Creating the AIA PA Strategic Council Toolbox

To compliment the successful design thinking workshop model now integral to many board meetings, Bob Kelly designed and built an "online workshop platform" to facilitate innovation and problem solving at distance. In a large state like Pennsylvania the idea has equally large potential and is a possible model for considerably larger state components. Initially it is a tool for the fledgling Strategic Council, but he sees the day in the near future when it becomes a true Open Innovation Platform used to capitalize on the vast problem-solving capability of AIA Pennsylvania's nearly 3000 members.

Outcomes

- The AIA Pennsylvania has used the Strategic Council platform successfully through a cycle of workshop challenges. ([view Link](#))
- The Council completed its first community outreach initiative, "AIA Blueprint for Better Communities: Making a Vision for the Future: New Cumberland Borough, Pennsylvania."

Completed:

2016-2018 + ongoing

Role of Nominee:

Designed, produced all collateral and website, and participated in process
I have personal knowledge that the nominee was **largely responsible** for the design of the project listed above.

Responsibility:

Steven Swarney, J.D., Executive Director, AIA Pennsylvania

03.3 EXHIBITS



Blueprint for Better Final Report



Community Participation



Community Feedback

AIA Blueprint for Better: a national, state, and local AIA collaboration

Synopsis: After two years of planning the AIA PA Strategic Council was ready to accomplish its first community outreach initiative led by Bob Kelly in partnership with the AIA Blueprint for Better program, and AIA Pennsylvania's Central Chapter Citizen Architect volunteers - AIA Blueprint for Better: Making a Vision for the Future, New Cumberland, Pennsylvania.

Challenge

New Cumberland Borough (NC) is a community of approximately 7000 residents in an area of nearly two square miles. It is situated on the western bank of the Susquehanna River, opposite the City of Harrisburg. The community's story is all too common. As the regional economy changed, many of the town's earlier industries disappeared. After an extended period of economic decline, New Cumberland Borough has shifted to a commuter-oriented community and regained some of its financial footing. In spring of 2018, to address economic and infrastructure issues, particularly seasonal flooding of a portion of its central business district, the Borough received a grant and engaged a civil engineering firm to study the problem.

At the same time, Bob Kelly was leading the AIA Pennsylvania Strategic Council reviewing a number of potential projects. He was made aware of New Cumberland and its needs by a local chapter architect who felt the community should have an architectural vision to compliment the engineering study. Bob immediately reached out to borough leadership. Several weeks later the project was solidified with an agreement for *pro bono* services signed; a process designed; a Blueprint for Better grant obtained; a design team of local architects and emerging professionals established; and finally, a five-month timeframe paralleling the engineering study, committed to.

Process

- Workshop One: All project stakeholders met in an open discussion.
- Workshop Two: B4B volunteers were briefed on the project background and the project objectives. The team began vetting possible study sites within the borough's target study area.
- Workshop Three: B4B volunteers presented target study area thoughts and options to the NC Steering Committee in an open community meeting. The consensus was to study options within Market Square area subject to some blight especially in the low-lying areas subject to flooding.
- Workshop Four: B4BT volunteers meet with two dozen members of the community. At this meeting, those in attendance were encouraged to share their thoughts on the needs and possible and uses of the Market Square area and other nearby points of interest.
- Workshop Five: The B4BT volunteers returned to their studios with valuable community input to prepare for a B4BT workshop with invited outside critics to evaluate the team's work to-date.
- Workshop Six: In late January 2019, with a room of seventy-five people including residents, political leaders, business owners and press, the B4B Design Team successfully presented the product, conclusions and summary of their collaboration with the community.

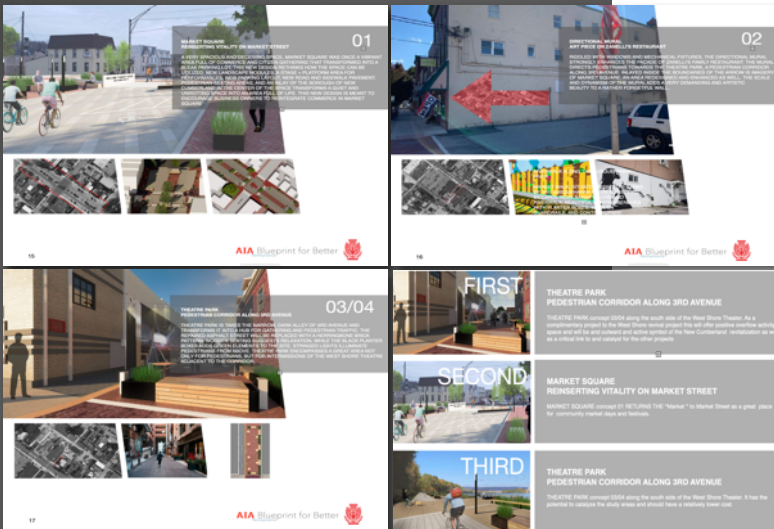
From the positive reactions during and following the final meeting, the team clearly accomplished their goal of giving the New Cumberland community a peek at their while demonstrating in real-time the value and importance of design and architects in determining the quality of their everyday lives.



Blueprint for Better Team



Blueprint for Better Community Roll-out



Blueprint for Better Prioritized Options

“AIA Pennsylvania’s urban design charrette for New Cumberland’s downtown area will be a key step to creating the successful future that New Cumberland desires.”

*Don Kibler, New Cumberland Borough Councilman,
Revitalization Steering Committee, Chair*

Outcomes

Most importantly, this project brought significant benefits to the New Cumberland community. As project participant Kirk Stoner, Director of Planning, Cumberland County, Pennsylvania Planning Department, summarized:

“Successful revitalization efforts mesh public input, market feasibility, and aesthetic enhancements to establish a vision of “what could be” for a given community. AIA’s urban design charrette for New Cumberland’s downtown provides the professional expertise required to transform public aspirations into real, visual improvements in the future. The design charrette engages residents and architects in a collaborative process aimed at creating the future as both parties work together to determine what the future should be and then cooperatively design it. The resulting product has immediate public buy-in and professional integrity”



Blueprint for Better Video Production

- The project also proved that a small dedicated group of AIA Pennsylvania board members could implement the Strategic Council’s public outreach mission, providing valuable support to its sections and the communities they serve. It also elevated the AIA Pennsylvania brand in the eyes of regional community, business and political leaders. Other communities have noted their need and desire for similar service in their communities.
- The AIA Pennsylvania Blueprint for Better Team donated three hundred and seventy-five hours of professional time valued at \$37,000. Funding for incident costs were underwritten through a \$5,000 AIA Blueprint for Better grant and a matching grant from AIA Pennsylvania.
- AIA PA earned its first national award recognition for the work of the AIA PA Strategic Council, American Society for Association Excellence, Power of “A” Gold Award, AIA Blueprint for Better Communities: Making a Vision for the Future, New Cumberland, Pennsylvania. The prestigious national award is one of only three awards ever given to any component of the AIA and the only Gold Award. ([view Link](#))
- [Blueprint for Better Communities Video.](#) ([view Link](#))
- [Blueprint for Better Communities Report.](#) ([view Link](#))

Completed:

2018-2019

Role of Nominee:

Led, organized, grants, participant, produced final report and video.

Responsibility:

I have personal knowledge that the nominee was largely responsible for the design of the project listed above.

Steven Swarney, J.D., Executive Director, AIA Pennsylvania

03.4 EXHIBITS

Non-Dues Revenue Task Force: creating new sources of component revenue

Synopsis: In 2014, the Executive Committee explored areas where the budget could be improved. It was agreed that a key need was the generation of non-dues revenue. Total AIA membership dues were hovering close to \$1000 per year, approaching “uncharted affordability territory.” Bob Kelly suggested the creation of a non-dues revenue task force. Their goal was to explore ideas for building a significant portfolio of non-dues and sponsorship revenue sources.

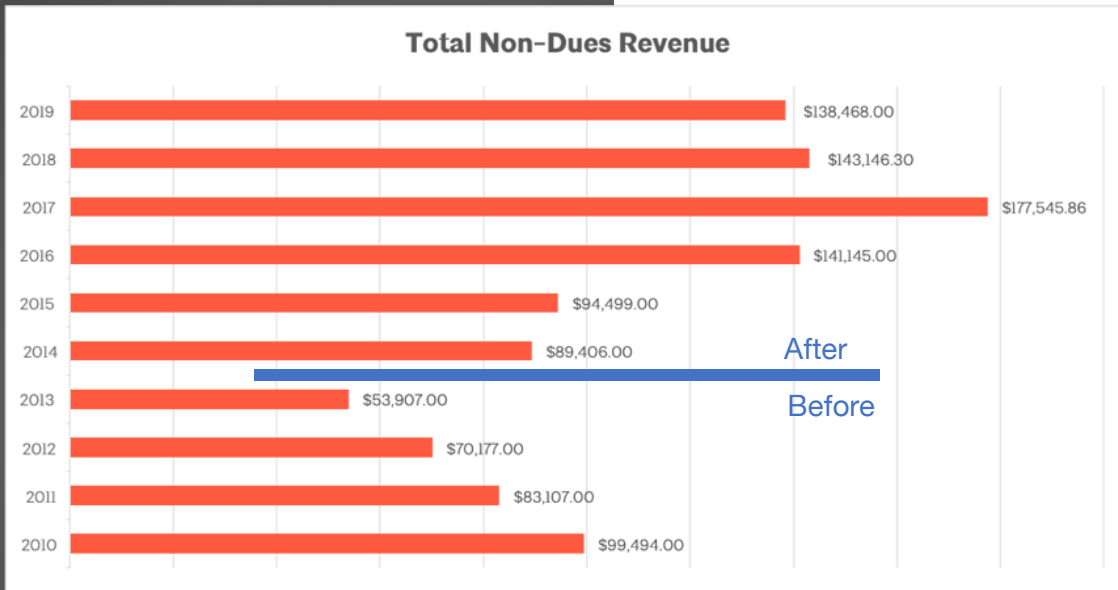
Challenge

Create a substantial Portfolio of Non-Dues Revenue Sources and sponsors with performance goals and standards in order to minimize the yearly financial impact on membership.

- A goal to create alternative revenue sources in order to limit yearly member dues increases to the A commitment to alternative revenue sources to limit yearly member dues increases to inflation index.
- Conversion of all dues-subsidized events to self-sustaining sponsored non-dues revenue programs.
- A commitment to maintaining two Constant Contact newsletters and multiple social media platforms thus expanding advertising and sponsorship income; none of these platforms existed prior.
- The design of a member-focused website with relevant content, and advertisement opportunities.
- Expansion of in-house Continuing Education provider capabilities and schedule regime.
- Partnerships with Continuing Education academies.
- Co-branded events with industry partners and other associations.
- Aggressive expansion of the portfolio of allied profession memberships and corporate partnerships.
- Development of a portfolio of affinity programs to benefit both membership and component revenues.



Non-Dues Revenue - Partnerships



Total Non-Dues Revenue

Outcomes

- A quick look at the charts shows that within two years of the Non-Dues Task Force total non-dues revenue shot up over three-fold to \$177,500. during his year as component President.
- The increase is in large measure attributable to the re-build of the awards program plus the many other non-dues programs that emerged the Non-Dues Task Force.
- Another significant contributor to non-dues revenue increase comes from the recommendation for an “aggressive approach to the development of allied profession memberships and corporate partnerships” illustrated in the top chart.

Completed:

Role of Nominee:

Responsibility:

2014-2015 + ongoing

Initiated and co-led the initiative.

I have personal knowledge that the nominee was **largely responsible** for the design of the project listed above.

Steven Swarney, J.D.,

Executive Director, AIA Pennsylvania

03.5 EXHIBITS

Non-Dues Revenue Task Force: revitalizing the Design Awards Program

Synopsis: By 2013, AIA Pennsylvania’s design awards program was rapidly losing its prestige while also costing the general budget thousands of dollars a year to produce. In 2014, as Co-Chair of the Non-Dues Revenue Task Force, Bob Kelly volunteered to assume leadership of the program. Seven awards cycles later he has transformed it the leading source of non-dues revenue in the component budget and restored its prestige befitting to a large-state component.



Virtual Awards Production

Challenge

Redesign the AIA PA Excellence in Design Awards Program befitting a Large State component. His brief included the following inter-dependent objectives:

- Design the program as its own “profit center” no longer subsidized out of the component budget.
- Personally, recruit nationally-celebrated architects as jurors, thus elevating the prestige of member participation and the value of an AIA Pennsylvania award at every level.
- Design the program to maximize statewide sponsorship opportunities and income.
- Design ways to make the program a member service throughout the year.
- Create spin-off programming to further enhance the brand and spin-off non dues revenue.

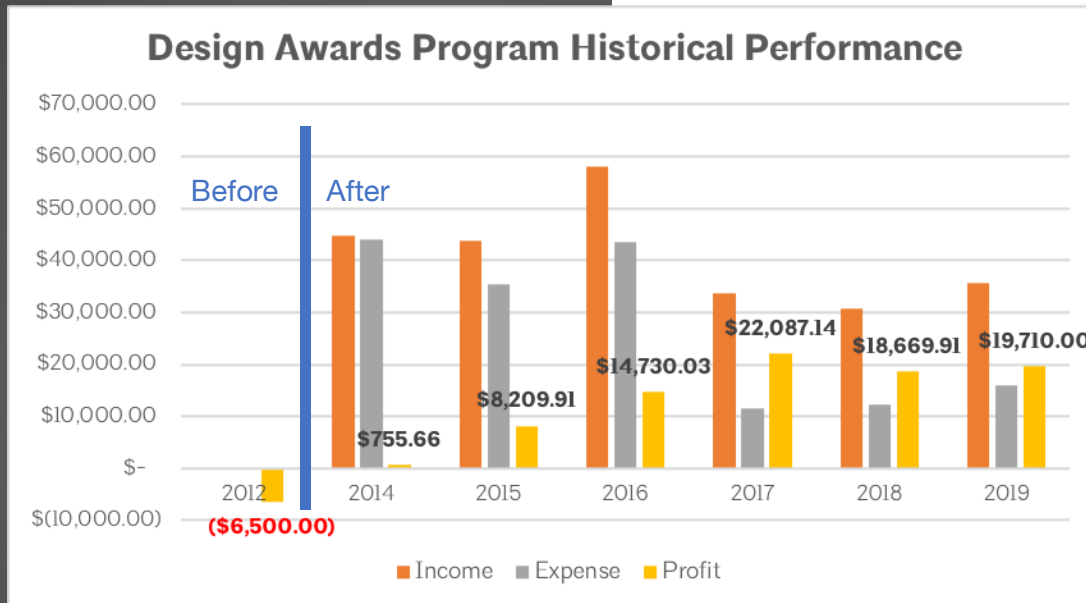
Over the first three awards cycles, the program had been turned around financially and had already become a leading source of revenue. Both participation and sponsorship revenue shot up dramatically. But not without the risks associated with staging a large conventional gala in early winter in Philadelphia – the only

economically feasible location in the state. In addition, by 2017, the board was already deeply into discussions surrounding equitable member service and statewide participation (noted elsewhere). Now was the opportunity to try something new.

Creating a “Virtual Awards Gala”

In 2017, Bob designed a prototype “virtual gala” that would simultaneously stream the awards presentation to chapter viewing parties throughout the state. The success of this initiative financially and participation-wise while providing equitable access to the program for all membership not just those in Philadelphia has silenced most of the skeptics. Each successive year refinements were introduced, offering new features of proven member benefit. For example, the income-drop in 2018 and 2019 were due to investments in improved content, production quality, and value. Other examples are:

- The template he designed for the video production allows membership a “fly on the wall” perspective of some of the most notable architects in the nation deliberating and in their multiple voices presenting collective critique of the winning submissions. This additional insight has been well received by members.



Performance Over Seven Awards Cycles



50 Year Short, Prof. David Brownlee, U of Penn



50 Year Short, Prof. Steven Lee, CMU

EXAMPLE DIGITAL PRODUCTIONS

[Typical Awards Promotional](#)

[2019 AIA PA Architectural Excellence Awards](#)

[2018 AIA PA Architectural Excellence Awards](#)

[Gift Trailer for Winners](#)

[50 Year Short Film – Fallingwater](#)

[50 Year Short Film – The Alcoa Building](#)

[50 Year Short Film – The PSFS Building](#)

[50 Year Short Film – George Nakashima Studio](#)

- Sponsors are enthusiastic about the opportunity to have their brand associated with the program and projected to a statewide audience, making possible a broad range of sponsorship price-points increasing participation and revenue.
- Winning firms can gain access to specific production segments, allowing them to use customized segments of their projects reviewed in jurors’ voices for marketing their firm.
- The video format allows subsequent showings for office lunch hours and other events.
- AIA Pennsylvania creative staff can reuse the awards production assets to promote Architects and the AIA to legislators, business leaders and communities throughout the state throughout the year

Under Bob’s leadership the program broadened its award categories in recognition of greater diversity and range of expertise and practice that define architecture today including: [\(view Link\)](#)

- AIA Pennsylvania Impact Design Award;
- AIA Pennsylvania Impact Designer Award;
- AIA Pennsylvania Firm of the Year Award;
- AIA Pennsylvania Fifty-Year Timeless Architecture Award accompanied by its video archive series;
- AIA Pennsylvania Student Achievement Award in collaboration with Pennsylvania’s seven NAAB programs
- AIA Pennsylvania EPIC Firm Awards to firms best exemplifying the nurture of next generation architects;
- AIA Pennsylvania COTE Award (AIAPA COTE) establishing the first statewide Framework for Design Excellence.

Bob Kelly’s efforts to rebuild the AIA Pennsylvania Excellence in Design and Special Awards Program garnered AIA Pennsylvania the **2016 PASAE Laurel Award for Communications: *The Rejuvenation of the AIA PA Design Excellence Awards Program***

Outcomes:

- Net revenue has increased to an average of approximately \$20,000. per year over the last three awards cycles. As of this writing, including sponsorships and spin-off revenue the program has added a reliable yearly source of income and has added approximately \$150,000 to the component treasury since Bob assumed leadership.
- The program has become the largest single non-dues revenue source in the component budget.
- Program submissions and member participation have grown significantly.
- Sponsorship revenue and participation have risen significantly.
- The ability to deliver “equitable member experience” statewide was developed and the concept proven.
- The virtual format has dramatically reduced the financial risk to membership and sponsors.
- The digital production assets are becoming a permanent archive producing future historical value.

Completed:

2014 - ongoing

Role of Nominee:

Re-Invented the Program, video production producer, Awards Chair

Responsibility:

*I have personal knowledge that the nominee was **largely responsible** for the design of the project listed above.*

Steven Swarney, J.D., Executive Director, AIA Pennsylvania

03.6 EXHIBITS



Inaugural Event



20th Century INTERSECTIONS



21st Century INTERSECTIONS



21st Century CONVERGENCE

Breaking Silos: fostering a collaboration between two design professions

Synopsis: *In pursuit of his deep interest in Industrial Design, Bob Kelly founded a small Industrial Design workshop called *ideeDesignworks* and is a member of the Industrial Designers Society of America (IDSA). There, he has become a leader in its Philadelphia Chapter. Also, a leader in the AIA, Bob recognized a unique opportunity in Philadelphia, a city that has five Architecture schools as well as five Industrial Design programs. Accordingly, he designed a cross-discipline program series for IDSA Philadelphia and AIA Philadelphia as part of the annual Design Philadelphia Festival.*

Challenge

In a time when Architecture seeks broadly to re-define itself, the idea of nurturing cross-disciplinary ethos has great appeal. And, as Bob Kelly does with nearly every novel proposition, he crafts a challenge question. In this case, “how might two disciplines sharing common missions of improving people’s lives, share problem solving knowledge, process, and technology to that end?” He was determined to find out. He and his colleagues created an annual program called “INTERSECTIONS” to establish a dialogue between the two design communities with the hope of nurturing cross-discipline understanding and collaboration.

The first event he produced series was titled INTERSECTIONS: The Fluid Boundaries Between Industrial Design and Architecture. As lead presenters, Bob Kelly recruited Kieran Timberlake partner, Richard Maimon, FAIA and Chris Murray, partner and Director of Industrial Design at the Bressler Group. Both are design leaders of nationally and internationally recognized Philadelphia design firms. Both practice at the intersections of these two profoundly impactful design disciplines. The program highlighted the historic, current, and future implication of blurring boundaries between Industrial Design and Architecture.

The second program in the series, INTERSECTIONS: Arthur Radebaugh, Closer Than We Think featured the Philadelphia premiere of the award-winning documentary, about the visionary illustrations of Arthur Radebaugh’s mid-century predictions of our future architectural and industrial design world. The film was followed by discussions with the film’s contributor and raised the inevitable questions about the relationship between “design fiction” and commercial innovation in the world of design.

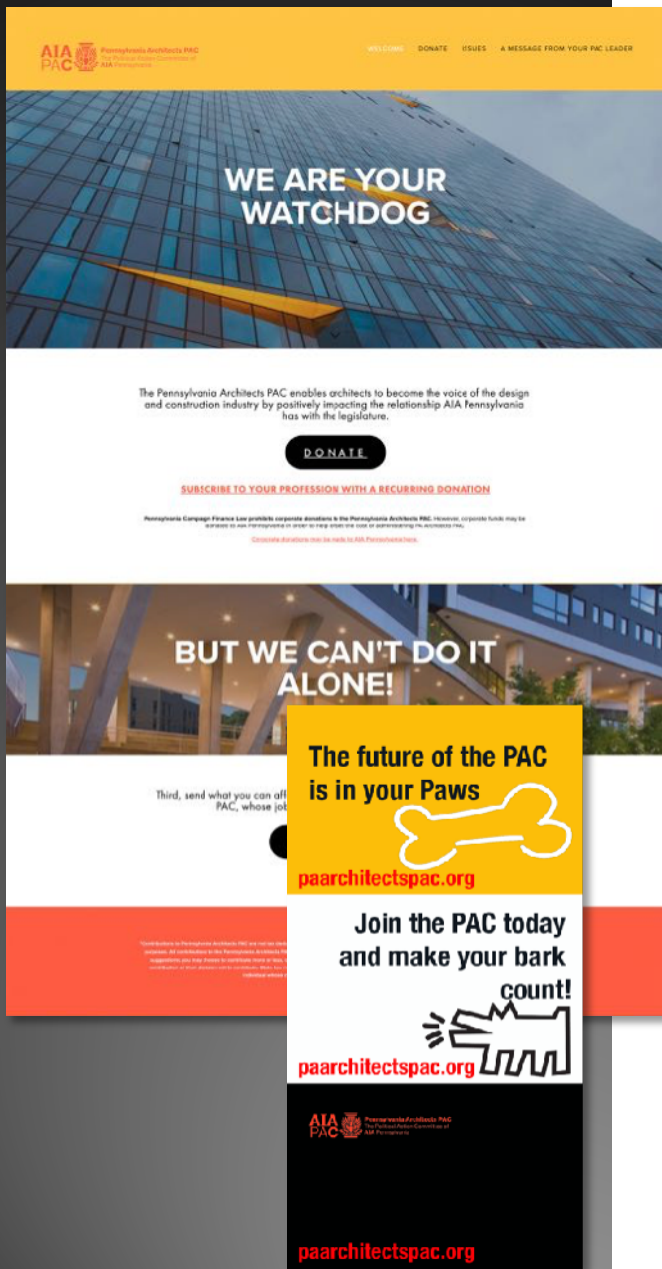
The third program will be INTERSECTIONS: A Team Student Design Sprint between mixed teams of both architecture and ID students from each of Philadelphia’s five NAAB Architecture programs and five Industrial Design programs. It will feature a relevant cross-discipline design challenge to be designed and prototyped by each team over three days with juried presentations on the final day of the Design Philly Festival.

Outcomes

The program has been well received as a forward focused bridge building process.

Completed: 2017 - ongoing
Role of Nominee: Designed, moderated, produced graphic collateral
Responsibility: *I have personal knowledge that the nominee was **largely responsible** for the design of the project listed above.*
Meredith Ingrassia, Chair, IDSA Philadelphia

03.7 EXHIBITS



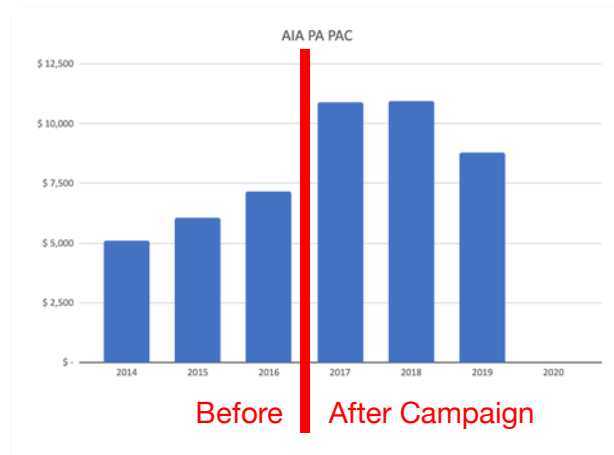
Pennsylvania Architects Political Action Committee: re-thinking the Brand

Synopsis: For a multitude of reasons, architects have not demonstrated broad financial support for state political action committees. As a leader Pennsylvania Architects PAC (PA PAC) in 2016, Bob Kelly realized the PAC was lacking some very basic fundraising tools, infrastructure, branding, and promotional strategies. He volunteered to fill the voids.

Challenge

The primary missing pieces he identified were a clear and simple message to project, the digital platforms to project the message from, and a long-term campaign strategy to drill that message supported by news information, and insights that demonstrate the tireless work, accomplishments, and value of the PA Pac to so-called “kitchen-table” practice issues that architects care about.

Bob Kelly quickly proceeded to design and implement the PA PAC’s first comprehensive branded fundraising campaign. He created the pun-based idea that as a PAC, Architects were also a pack, requiring support from each member. He designed a mailer and other graphic assets but most impactful was building a website with click-and-contribute features supporting a variety of contribution options and a mobile swipe-and-contribute capability for canvassing component events. In addition, the website is a ready resource for the PAC mission statement, legislative position statements, and PAC news. All is supported by coordinated social media, email, and Constant Contact capabilities.

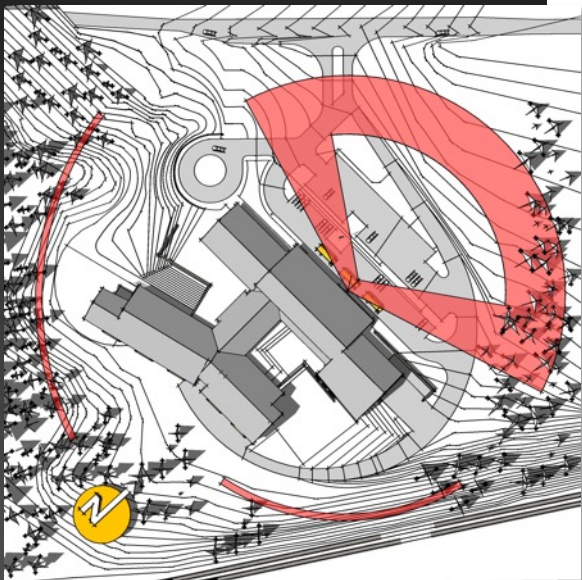


Outcome

- 2.3% of AIA Pennsylvania members donated to the Pennsylvania Architects PAC in 2017, up 28% from 2016. In comparison, 1.07% of AIA members donated to the federal ArchiPAC in 2017.
- Personal donations rose 46% from 2016.
- Web infrastructure was created for ongoing and future campaigns. ([view Link](#))
- A model was established for future campaigns.

Completed: 2015 - ongoing
Role of Nominee: Produced website, brand campaign strategy, and graphic collateral.
Responsibility: I have personal knowledge that the nominee was **largely responsible** for the design of the project listed above.
 Steven Swarney, J.D., Executive Director, AIA Pennsylvania

03.8 EXHIBITS



Natural Access Control



Natural Surveillance

Monocacy Elementary Center: advocating for school safety

Synopsis: *By the time of the national politicization of school safety design after the shootings in Parkland Florida in 2018, and his subsequent social media response (“Speaking Up” pg. 17), Bob Kelly had already designed numerous school buildings a different way; using school security “science” without sacrificing age appropriateness and local cultural values.*

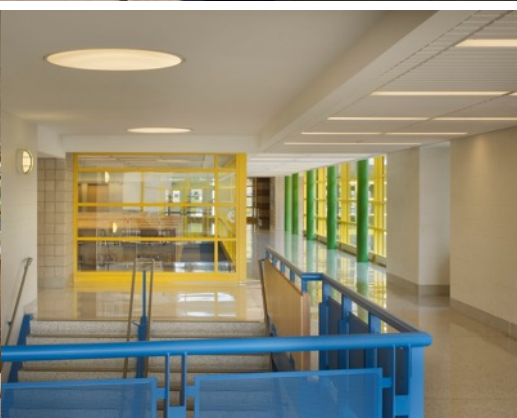
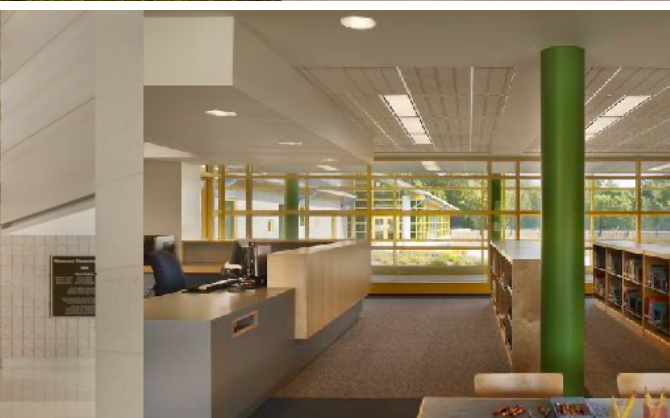
The Monocacy Elementary Center designed in the wake of both shootings at a nearby Amish one room schoolhouse in Nickel Mines, Pennsylvania, killing five children, Bob Kelly and his colleagues at KCBA Architects had an additional challenge, to prove to an unnerved community that security could be achieved without sacrificing the essential qualities of light, openness, and playfulness.

In this project, the design team integrated state of the art security and sustainability strategies seamlessly into the design producing a building massing with a home-like simplicity well suited to its young occupants. Their use of artful, durable, and economical material palette produced a simple aesthetic that emanates both modernity and warmth as well as reflects the building’s bucolic natural setting belying the sophisticated security and strategies and energy efficiencies.

Sited defensively, railroad tracks to the East and low-lying wooded wetlands to the south make for physical barriers deterring anyone from approaching without drawing suspicion. Consequently, all visitors must enter from the northwest immediately entering into a “natural access control” portal where from a single control point at the building entrance, all site movement becomes observable.

Upon entering the pavilion, visitors pass through a discrete yet effective security zone. This strategy forces all who enter to traverse through the building’s administrative suite in order to gain permission for entry. The true spirit of the building is revealed upon entering the lobby — a bright and colorful two-story volume with a variety of materials and interesting architectural elements and details. From this vantage point the administrative offices, multipurpose room, library, cafeteria, an enclosed and secure learning art garden, play yard and an enclosed kindergarten play yard are efficiently organized and plainly revealed to the building visitor as it is to the receptionist control point. Openness and ample glass serve the security principle of “natural surveillance.” That is, legitimate users have the advantage over an intruder for their ability to observe movements around them during the course of their ordinary activities.

Design Firm:	KCBA Architects, LLC
Architect of Record:	KCBA Architects, LLC
Client:	Daniel Boone school District, Berks County, Pennsylvania
Completed:	2008, 60,000 sf new construction, Daniel Boone School District
Role of Nominee:	Design Principal
Responsibility:	<i>I have personal knowledge that the nominee was largely responsible for the design of the project listed above.</i>
	James Clough, Managing Principal, KCBA Architects



03.9 EXHIBITS



Harriton High School



Lower Merion High School

Two New LEED Gold® High Schools: helping one community go "Green"

Synopsis: *This project, spanning a decade and led by Bob Kelly, exemplifies how design Leadership, Innovation, and Advocacy underscore Architecture's fundamental ability forge pathways toward a community's comprehensive vision of a sustainable future; thus, altering community mindset and life for generations.*

This extraordinary project required the design of two programmatically identical high schools for two hugely different sites in a community adjacent to Philadelphia minutes from Center City. The buildings would need to be designed, documented, and bid within two months of each other and each bespoke design would need to be constructed while maintaining the safe operation of the existing schools later to be demolished. Finally, each school would need to be designed to achieve LEED® Gold certification. The project would result in 660,000 sf of new school construction (330K each) representing the largest LEED® Gold project in the State of Pennsylvania and at the time of certification two of only 260 schools in the nation to achieve that certification.

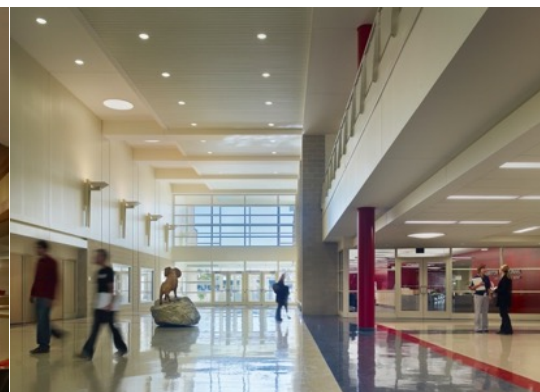
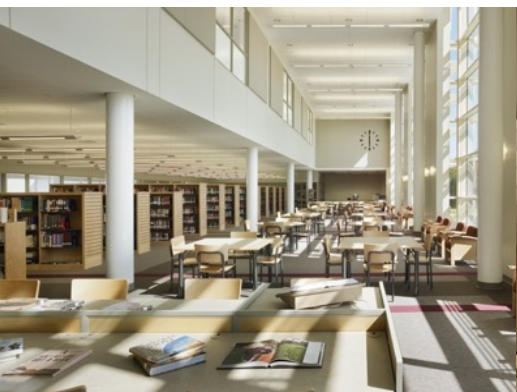


Lower Merion High School

As Part of an impressive "Community Greening" initiative both at the district *and* municipal government levels these projects became a leading example of the community-wide progress being made. The district had a long commitment to sustainability exemplified by their bus fleet which runs on compressed natural gas. Their engagement and dedication to the green design process provided a forum to investigate an exciting array of potential sustainability strategies for site design, building design, building operations, and community interface. Some green strategies that were featured in the building include:

- Site design and policy facilitating carpooling and bicycles ridership.
- Bioswales systems to purify runoff in the groundwater infiltration process.
- Stored rainwater and other strategies to reduce water waste by 50%
- Strategies to "reforest" both sites to reduce CO2, infiltrate runoff, and reduce the "heat island effect."
- Wetland ponds and wildflower meadows to further purify infiltrating runoff and create natural habitats.
- "Dark sky" strategies and high-efficiency lighting and control systems
- Strategies to reuse 90% of all former building waste and new construction waste on-site or recycled.
- Strategies for "daylight harvesting" via sunscreens, refractive transom glazing, and interior light shelves.
- Specification of numerous building materials manufactured regionally and within 500 mile radius of site

Design Firm	KCBA Architects, LLC
Architect of Record	KCBA Architects, LLC
Completed:	2013 – LEED Gold® certified, 660,000 sf, Lower Merion School District, PA
Role of Nominee:	Design Principal
Responsibility:	<i>I have personal knowledge that the nominee was largely responsible for the design of the project listed above.</i>
	James Clough, Managing Principal, KCBA Architects



04 REFERENCES

Sponsor

Frank Grauman FAIA, Principal - Bohlin Cywinski Jackson Architecture / Planning / Interior Design

2017 President AIA Philadelphia

1994 AIA Firm Award

Close collaboration during three-year presidency at AIA Philadelphia and AIA Pennsylvania respectively

Sponsor, Collaborator, Colleague

References

Richard Maimon, FAIA, Partner - Kieran Timberlake Architecture / Planning / Research

2010 AIA National Honor Awards Chair

2008 AIA Firm Award

Collaborated with Bob Kelly on Interdisciplinary Architecture and Industrial Design Program

Richard DeYoung FAIA, President and CEO - WTW Architects

2013-2014 Secretary of the American Institute of Architects

2006 President AIA Pennsylvania

Fellow AIA Pennsylvania Board Director and Colleague

Michael Davis, FAIA, President - Bergmeyer Associates, Inc.

2019 Appointed Member, AIA Board Government Advocacy Committee

2013 President Boston Society of Architects

Advisor and Colleague

Jules Dingle FAIA, Principal - DIGSAU Design+Urbanism

2017 AIA Pennsylvania Firm Award

2013 North America's "Emerging Voices", Architectural League of New York

Fellow AIA Philadelphia and AIA Pennsylvania Board Director, and Colleague

Don Jones, FAIA, Principal - Ewing Cole

2015 AIA Philadelphia Thomas U Walter Award

2009 President AIA Philadelphia

Fellow AIA Philadelphia Board Director, Collaborator, and Colleague

Chris Dawson AIA, Principal - CDA Associates

2010 President AIA Central Pennsylvania

Fellow AIA Pennsylvania Board Director, Collaborator, Colleague

Jeff Pastva, AIA, Project Architect - Bright Common

2020 President-Elect AIA Pennsylvania

2017 AIA National Young Architects Award Recipient

Fellow AIA Pennsylvania Board Director, Collaborator on multitude of initiatives