



September 13, 2021

AIA Honors and Awards

RE: AIA New York Unified Task Force City and State, Reference Letter, AIA Collaborative Achievement Award

Dear AIA Honors and Awards Jury,

It is with great pleasure that I nominate the AIA New York Unified Task Force City and State for the AIA Collaborative Achievement Award. Throughout the COVID-19 Pandemic the Unified Task Force nimbly kept an eye on immediate needs, anticipated next steps, and looked toward the future post-pandemic. They teamed up with government agencies, individual legislators, and outside organizations as opportunities presented themselves. Each month on my Visibility Network calls, they provided updates and urged other AIA Components to join their efforts or create their own. There was constant communication with AIA National, which relied on the resources produced in its own Covid Task Force work.

Work began in March 2020. Throughout the pandemic it became clear that communities of all kinds would need resources that they hadn't previously anticipated. Discussions around air quality, circulation, and social distancing all have architectural implications. Architecture firms were struggling to figure out their own work from home policies and back-to-work strategies alongside clients who were asking them for advice. It was ALANYS, under the leadership of Illya Azaroff, FAIA, that stepped up early on to form a coalition of individuals across all New York State components to develop and propose solutions.

Eleven Working Groups were created to strategize on a range of topics from 3-D Printing and PPE Distribution to the creation of easy-to-read Infographics for the general public. One working group teamed with the NYC Economic Development Corporation and the NYC Department of City Planning Design Corps to make recommendations and provide guidance to restaurants as they made indoor upgrades and started to build exterior Streeteries. Another working group teamed with Small Business Services to create a series of webinars to help small businesses understand the resources available to them and navigate the PPP Loan process. A team of Healthcare Architects collaborated with healthcare facilities to develop temporary testing sites. Yet another teamed with the NYC Housing Authority to help facilitate community engagement sessions. And yet another is working with hotel owners, first as they transitioned to much needed shelters, and now to potential alternate uses.

The Unified Task Force is the definition of mobilization and pro-activism. ALANYS jumped in where firms were slow to respond, and while all of us were navigating our own challenges. It was a lifeline for our community, and provided much needed optimism about the impact we can have as a group of motivated architects.

Sincerely,
Jessica Sheridan, AIA

A handwritten signature in black ink, appearing to read "Jessica Sheridan".

Principal, Mancini Duffy
2019-2021 At-Large Director, AIA Board of Directors

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Summary Statement: In response to the COVID-19 crisis, the Unified Task Force connects the problem-solving skills, networks, and knowledge of architects to impacted communities, collaborating with healthcare works, supportive housing groups, government officials, small businesses, and more.

Biography of Candidate: ALANY/ALANY Unified Task Force

- **Health Facilities (March – October 2020)**

- o 3/23/20 – ALANY/ALANY'S Unified Task Force launches, assisting NYS Dept of State identify 1,000+ buildings for temporary healthcare facility conversion
- o 4/2/-14/20 - Task Force compiles healthcare architects list for NYS Dept of Health (DOH)
- o 6/15-10/12/20 – Task Force coordinates with FGI to host presentation on upcoming healthcare design code updates for architects

- **Pro Bono Work, Volunteerism, Advocacy (March 2020 – Present)**

- o 3/26-4/9/20 - ALANY'S drafts work expectations letter, clarifying paid and pro bono tasks
- o 3/26-3/30/20 - ALANY'S drafts and sends AEC value letter to NYS and NYC officials
- o 3/30/20 - Task Force organizes two volunteer pools: a healthcare facilities group, for deployment through NYS DOH, and a general design group, for deployment as needed
- o 3/30/20 – Task Force begins compiling resource repository
- o 5/11-26/20 – Recognizing that the pandemic can take attention away from other issues, Task Force members join BE-EX's LL97 Taskforce and OEM's Cascading Effects Taskforce. Group also converts SAP training, necessary to work with FEMA, to an online format.
- o 11/9/20 - ALANY'S starts conversations with NYS Senate on Good Samaritan Law thanks to Task Force developments

- **HVAC Graphic Advisories Group (March – November 2020)**

- o 3/26/20 - Task Force and U. of Buffalo begin developing graphic advisories for HVAC improvements for building owners and occupants, based on ASHRAE-NY research
- o 4/2-20/20 – HVAC Graphic Advisories Group collaborates with several groups, including U. of Oregon, NYSERDA, AIA, and ASHRAE, as well as city agencies including NYC Dept for the Aging (DFTA) and Dept of Housing Preservation and Development
- o 9/14/20 – MOU signed between U. of Buffalo and City of New York
- o 11/19/20 – Graphic advisories released by City

- **PPE Production (March – August 2020)**

- o 3/26/20 - Task Force joins PPE network founded by Studio V and universities
- o 4/16/20 – PPE network and ALAS identify schools with capabilities to print PPE
- o 4/20-30/20 - Plastics Industries and Eastman/Kodak donate materials for production; as pandemic rolls out of NYC, supplies are directed to MA and PA. 18K+ items distributed
- o 6/15-8/20/20 – PPE network explores how to expand knowledge and resources nationally

- **Cross-Institute Collaborations (April 2020 – Present)**

- o 4/2/20 – Task Force advises AIA National on their COVID response, focusing on three goals: 1) Helping communities; 2) Connecting with leadership; 3) Business continuity
- o Task Force distributes AIA National reopening guidelines to City officials
- o 4/19/21 – Task Force becomes a central example at ALANY'S Advocacy Days
- o 7/12/21 – AIA Interiors Knowledge Communities invites Task Force to present work

- **Housing and Vulnerable Populations (April 2020 – Present)**

- o 4/16/20 - Vulnerable Populations Working Group (VPWG) formed, focusing on converting hotels to supportive housing/shelters
- o 5/11/20 – General volunteer group issues a call for ideas for outdoor cooling solutions
- o 5/11/20 – VPWG coordinates with Gateway Housing to advance conversion of hotels into supportive housing for people experiencing homelessness
- o 5/26/20 – VPWG meets with DFTA to assist in bringing meals, develop cooling center inventory, and prepare graphics on social distancing
- o 6/22/20 – VVPWG advises Gateway Housing on bill to access hotel conversions funding

- 10/26/20 – VPWG holds large meeting, hosted by Ted Houghton, at Gateway Housing
- 2/4/21 – With help of VPWG, Ted Houghton publishes opinion piece on *The Hill*.
- 4/19/21 - \$100M allotted to hotel conversions
- **Disaster Assistance Handbook (April 2020 – Present)**
 - 4/16/20 – Task Force forms working group for Disaster Assistance Handbook (DAH)
 - 9/16/20 – DAH Group organizes storytelling session, including multidisciplinary professionals, to discuss best practices in disaster preparedness, assistance, mitigation
 - 9/26/20 – DAH Group holds six-hour work session to develop outline and action items.
 - 11/19/20 – DAH sees support from NYS as Erik Bradshaw of NYS Emergency Management joins sessions.
 - 4/3 and 4/10/21 - DAH Group sessions held to further develop and review content
 - 4/22/21 – First draft of DAH released to legal counsel and NYC Emergency Management.
 - 8/26/21 – DAH Group and legal counsel review recommendations and develop second draft schedule.
- **Design Corps (May 2020 – Present)**
 - 5/26/20 – Conversations begin between Task Force, NYCXDESIGN, and NYC Economic Development Corporation to help restaurants adapt to COVID-19 guidelines
 - 6/22/20 – Design Corps (DC) created. Initiative to be hosted by NYCXDESIGN, with Task Force and Design Advocates serving as formal advisors and co-founders
 - 8/3-17/20 – Task Force and Design Advocates develop Design Corps training videos
 - 8/20/20 – DC launches. Reaches a dozen restaurants in less than a month.
 - 9/28/20 - DC begins Phase II after Open Restaurants made permanent.
 - 10/26/20 – DC aids 50 restaurants.
 - 2/22-3/22/21 – Following successful PR campaign, DC grows to include 70 firms. Group hopes to leverage success to build policy inroads and develop permanent guidelines. Winterization guidelines and reopening guidelines are distributed to City agencies.
 - 4/5/21 – As group begins to get noticed by agencies and politicians, DC begins Phase III planning and looks to the future: what should they focus on next?
 - 8/9/21 – DC meets with restaurant groups advocating for permanent outdoor dining.
- **Redefining the Street initiative (June 2020 – Present)**
 - 6/29/20 – Task Force, in collaboration with ASLA, develops initiative to address public space in the post-pandemic era, working with community organizations and city agencies.
 - 8/24-11/18/20 – Redefining the Street hosts listening sessions and expert panel to gather data on community needs. Participating organizations include Greater Flushing Chamber of Commerce, Downtown Staten Island Council, and Bronx Community Relief Effort.
 - 5/21/21-Present - Redefining the Street works with three organizations to create community developed plans for public spaces:
 - With NYCHA on \$3.8M capital improvements at Thomas Jefferson Houses
 - With Women in Need at Jennie Clarke Residence in Harlem
 - Working with Friends of Mosholu Parkland to develop master plan
- **Back to Work/School Programs (July 2020 - Present)**
 - 7/26-12/8/20 – Task Force partners with NYC Dept of Small Business Services (SBS) to create “Back to the Workplace” webinars, with architects summarizing reopening guidelines for a non-architect audience. First event features 200-slide presentation.
 - 3/8/2021 - AIANYS, AIANJ, and AIA Pennsylvania host “Reimagining School Design” symposium, with content developed in collaboration with Task Force
 - 4/27-5/11/21 – Task Force and SBS launch 3-part series, “Back to the (Future) Workplace.” Series welcomes 400 attendees and receives strong positive feedback.
 - 8/9/21 – Task Force starts planning next round of “Back to the (Future) Workplace”
 - 6/14/21-Present – Task Force submits “Back to the (Future) Workplace” for inclusion in conferences.
 - AIA Tristate Conference 2021: approved
 - AIA Conference on Architecture 2022: pending

Statement of Contributions

As the COVID-19 pandemic ravaged the world at large in March 2020, New York's architects stood ready to help. While a public health and safety issue, the COVID-19 pandemic completely transformed the way we lived, shutting down offices and businesses and transforming our relationship to our streets and even to our homes.

The AIA New York Unified Task Force City and State was founded in the early days of the pandemic, when, in response to New York City's staggering rise in COVID-19 cases requiring hospitalization, Governor Cuomo's office contacted AIA New York State to help identify buildings to expand hospital bed capacity and alleviate overwhelmed hospitals. The Task Force came together in those crucial 24 hours on March 20, as architects at the epicenter of the pandemic worked through the night to respond to the governor's urgent call, laying down a foundation for what would become the Task Force's network of volunteers. With the Task Force on the front lines, many lives were saved: the response team was able to identify over 1,000 buildings throughout the state to accommodate extra hospital beds and medical services.

Once the network of dedicated architects was in place, the Task Force set about addressing more than just the immediate demand for more hospital beds. Realizing that the disruptive repercussions of the pandemic were enormous and far reaching, the group opted to remain agile and responsive, addressing diverse needs that came up as the situation evolved rather than focusing on a single issue. A networked, diffuse effort, the Task Force is essentially made up of roughly 30 members dispersed across several working groups, each leveraging the specific expertise of designers with diverse backgrounds and focuses. These working groups come together at regularly scheduled meetings to extend collaboration efforts, troubleshoot issues, build support for initiatives, and share resources. As the pandemic landscape shifts, certain working groups may sunset and members may shift toward new initiatives. This approach allows the Task Force to enhance its impact, allocating the technical expertise and problem-solving skills of architects across several projects to address the needs of diverse groups, from healthcare professionals, to building owners and occupants, vulnerable populations, small businesses, community organizations, and more.

As a result of this flexible framework, the Task Force has become adept at plugging into existing support networks, collaborating on projects rather than replicating systems and creating inefficiencies. This approach also allows ALANY and ALANYS to serve as the Task Force's conveners without creating legal obstacles to our members' volunteer efforts. As PPE quickly became scarce, for example, a Task Force working group joined a network originally founded by architect Jay Valgora and several architecture schools in the northeast, becoming part of a group that helped to transform universities and offices with 3D printers into protective equipment micro-manufacturing hubs. Meanwhile, another group worked with the University at Buffalo, the University of Oregon, NYSEERDA, and ASHRAE to develop graphic advisories for HVAC improvements, allowing building owners and occupants to easily understand how to improve internal air circulation during the pandemic. A third working group, focusing on the needs of vulnerable populations, collaborated with Gateway Housing, advocating for the transformation of hotels and other underutilized spaces into shelters for people experiencing homelessness. As such, the Task Force often serves as a connector, bringing together architects from a tremendous pool of dedicated volunteers with initiatives that would benefit from input from the profession.

With this model, the Task Force has also been able to address some of the longer-term impacts of the COVID-19 crisis, beyond urgent concerns of health and safety. As the pandemic persisted and took a devastating toll on New York State's businesses, the Task Force formed partnerships to help support struggling local businesses. Together with the NYC Economic Development Corporation, NYCXDESIGN, and Design Advocates the Task Force founded the Design Corps, a network of architect volunteers who provide consultation services to restaurants struggling to comply with outdoor dining guidelines. While not serving as the lead administrator, the Task Force has been instrumental to the development of training videos for incoming volunteers and driving architects and designers to the corps. The Task Force also partnered with the Department of Small Business Services to develop a program series to help businesses safely prepare for office reopenings.

As long as climate change and ecological degradation persist, our communities will be continually faced with unprecedented, and sometimes cataclysmic, events. Our ability to respond to these emergencies will depend on whether we can come together and address these often devastating impacts collaboratively. The Task Force serves as a model for how architects and other local chapters can play a role in these multifaceted response strategies, leveraging design resources to a wide range of issues. The group has even developed a Disaster Assistance Handbook, currently under review, to help prepare communities and architects for future crises, using lessons learned over the course of the past year and a half of long-term and short-term response efforts. Beyond the handbook, the Task Force has also launched the "Redefining the Street" initiative to address public space in the post-pandemic era, working alongside ASLA, community organizations, and several city agencies. The Task Force hopes to develop a model for community-engaged design that can be replicated across communities, and even across cities, to address changing needs and shifting paradigms following future unprecedented health or weather events. The Task Force is currently working on three projects —with NYCHA, Women in Need, and Friends of Mosholu Parkland—and will develop a framework for engagement based on these experiences.

Preparing for the future also requires us to strengthen our relationships. As architects, this requires us to demonstrate the value of architecture and design in helping to address and solve impending crises – to show the value that architects bring to the table. The collaborative framework of the Task Force, along with the group's hands-on approach, allows the group to reach diverse stakeholders, helping to highlight the importance of design thinking and ultimately elevating the field of architecture's standing in disaster management. The Task Force has demonstrated that architects stand ready to work collaboratively to find solutions to and alleviate our society's most pressing issues. Their work has also built inroads with several branches of state and city government, allowing for the formation of relationships that are instrumental to making sure architects have a place at the table. These relationships have also provided AIANYS and AIANY with a foot at the door to advance broader advocacy and policy goals related to the built environment. In November 2020, for example, AIA New York State began conversations with the NYS Senate on the state's lack of a Good Samaritan Law, using the work of the Task Force as an example of how architects can contribute their services to disaster response.

As the COVID-19 pandemic continues to evolve, and as new challenges come to light, both from the pandemic and because of other unprecedented events, the AIA New York Unified Task Force City and State will continue to adapt to meet these challenges, building back stronger and more resilient communities together.

Unified Task Force Membership

Chair: Ilyia Azaroff, FAIA

Secretary: Joseph Corbin

Lessons Learned Lead: Gretchen Bank, Assoc. AIA

Disaster Assistance Handbook Lead: Tim Boyland, AIA

Volunteer Coordination Lead: Grayson Jordan, AIA

Hotel Conversion Liaison Lead: Jonathan Marvel, FAIA

Graphic Advisories Lead: Nicholas Rajkovich, PhD, AIA

Design Corps and Small Business Support Lead: Andre Soluri, AIA

Healthcare Architects Lead: Elizabeth Sullivan, Assoc. AIA

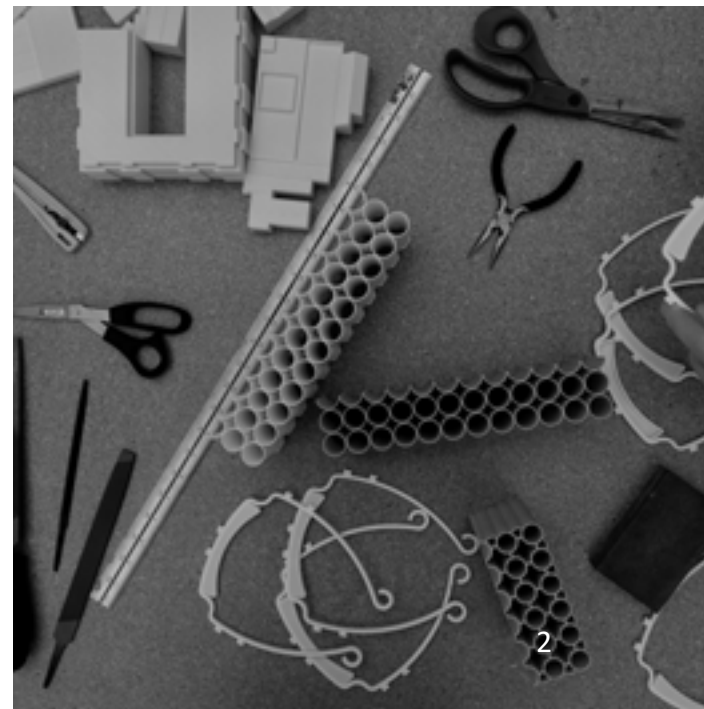
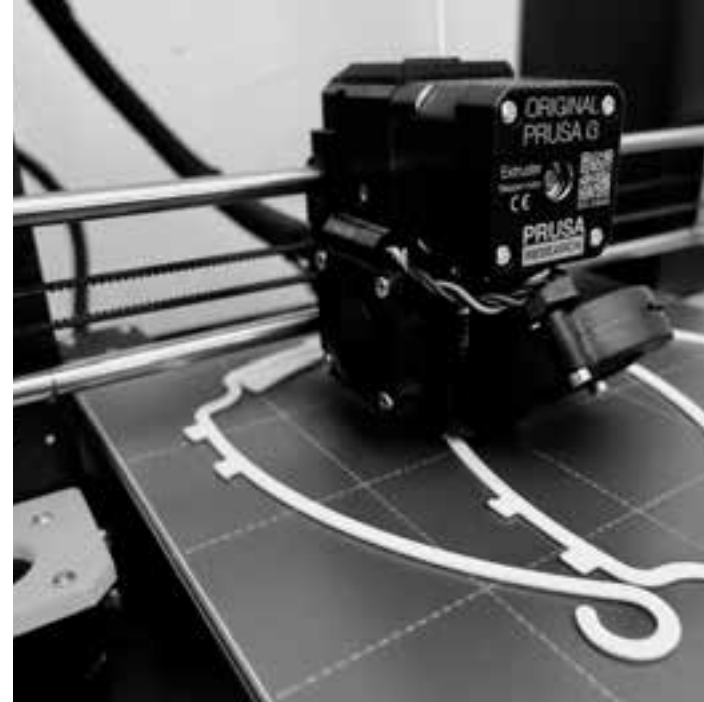
PPE Network Lead: Jay Valgora, FAIA

Additional members: Sreoshiy Banerjea; Melissa Billig, Esq.; Daphne Binder; Elissa Black; Michael Chen, AIA; James Crispino, FAIA; Anthony DiBrita, Esq.; Naomi Drucker, ASLA; Tom Eisele; Valerie Hoffman; Phoebe Park Kincaid; Stafan Knust, AIA, LEED AP; Amy Leitch; Emily Loughlin, Assoc. AIA; Pasquale Marchese, AIA; Melissa Marsh; Lindsey Mayer; Damyanti Radheshwar, AIA, AICP; Alyana Roxas; Stephen Sewar; Ashok Sinha; Yutaka Takiura; Asok Thirunavasukaras; Vera Voropaeva; Jieun Yang, AIA, LEED AP BD+C, CPHC; Willy Zambrano, AIA

Personal Protective Equipment (PPE)

The Unified Task Force joined a PPE network founded by the firm Studio V and multiple universities in March 2020, working with AIAS to identify schools with capabilities to print PPE. Over 18,000 items were produced and distributed.

Shown: Studio V manufacturing and distributing PPE.





Personal Protective Equipment (PPE)

Plastics Industries and Eastman Kodak Company donated materials for production.

Above: The printing process at Perkins Eastman.

Personal Protective Equipment (PPE)

As the initial wave of the pandemic rolled out of NYC, supplies were directed to MA and PA.

Left and below: The printing process at Perkins Eastman and distribution.





Design Corps

The Design Corps is a network of volunteers assisting the design needs of restaurants that have arisen due to the COVID-19 crisis. Restaurants can sign up to receive a free consultation from a design professional who can help answer questions about improving dining area, space layout, and adapting to the guidelines.

Shown: La Bonne in Midtown, designed by Nina Kramer Landscaping.



Design Corps

Shown: Pro Thai restaurant
in East Harlem, designed by
Soluri Architecture.



Design Corps

Shown: Jing Fong
restaurant on the Upper
West Side, designed by
Lalire March Architects.

Disaster Assistance Handbook

The Disaster Assistance Handbook serves as an important resource for AIA chapters and members to better understand their role in preparing for and responding to disasters. The initiative was identified and supported by the Unified Task Force in addition to AIA New York State.

Recognizing that all situations are different, the information included in the handbook is intended to serve as a guideline that can be adapted to the current need, but not as the component or AIA New York State policy.



2. THE ROLE OF AIA NEW YORK STATE AND ARCHITECTS



3. TYPES OF RISK (HAZARDS)



Disaster Assistance Handbook

Shown: On September 26, the AIANYS Disaster Assistance Handbook Work Group held an In-Person Work Session in Albany, NY, with some members joining virtually.

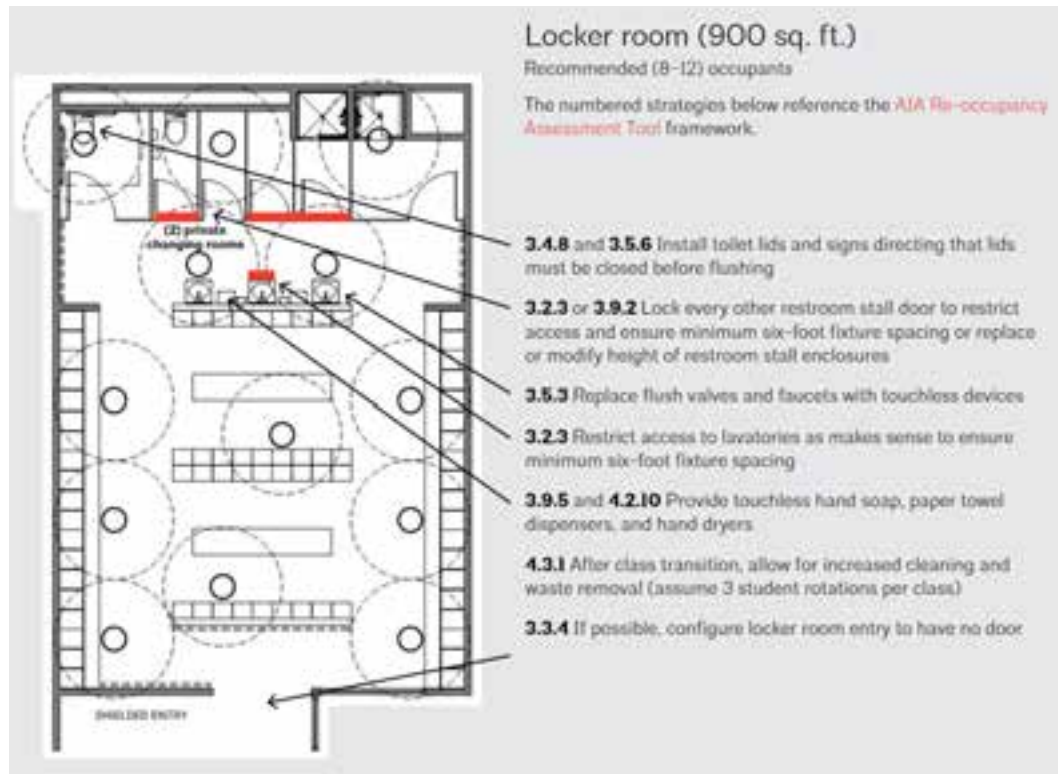


Reimagining School Design

In March 2021, AIANY, AIANJ, and AIA Pennsylvania hosted the “Reimagining School Design” symposium, with content developed in collaboration with the Unified Task Force.

The conference drew on the “Reopening America: Strategies for Safer Schools” report by AIA National, which summarized a collaborative team’s findings specifically related to K-12 schools and provided insights and guidance to education officials on reopening.

Top: Hazards associated with restrooms and staff office spaces are common across multiple building types. School locker rooms will have hazards and strategies similar to restrooms.



Reimagining School Design

Double classroom (1,600 sq. ft.)

Pre-pandemic capacity: 48 desks (33 sf/student)
 Pandemic capacity: 24 desks (66 sf/student)

The numbered strategies below reference the *AIA Re-occupancy Assessment Tool* framework.

- 3.2.2** Increase floor area by opening movable partition
- 3.1.3** Provide outdoor programming space
- 3.3.5** Utilize natural daylight where possible
- 3.6.1** Utilize operable windows for outside air intake if possible

3.9.8 Enhance acoustics by equipping teacher with personal headset microphone and speakers, particularly in large spaces when masks are being worn

3.2.2 Remove/relocate corridor lockers to provide a wider path for common travel direction

3.2.1 Stagger desks where possible and position to face the same direction

3.4.5 Map the floor surface to delineate circulation and/or furniture location

3.2.1 Provide or retrofit locking casters to limit furniture mobility where mobility could pose an issue for physical distancing

4.3.5 Provide disposable towels and disinfectants for students to clean desks prior to and after use

3.2.1 Stagger use of cubbies for student belongings



Single classroom (800 sq. ft.)

Pre-pandemic capacity: 24 desks (33 sf/student)
 Pandemic capacity: 12 desks (66 sf/student)

The numbered strategies below reference the *AIA Re-occupancy Assessment Tool* framework.

3.2.2 Remove non-essential furniture, equipment, and instructional materials to increase floor area and ease of cleaning

3.9.8 Enhance acoustic treatment so students can hear and be heard through masks (ceiling application in this example)

3.2.1 Stagger desks where possible and position to face the same direction

3.4.5 Map the floor surface to delineate circulation and/or furniture location

3.2.1 Provide or retrofit locking casters to limit furniture mobility where mobility could pose an issue for physical distancing

3.7.6 Provide conferencing and "shareware" software to facilitate remote learning



3.5.4 Provide touchless handwashing hygiene station near door

3.5.5 Provide touchless drinking water dispenser

3.4.2 Post hygiene, cleaning and sanitizing signage where staff and students can easily see it

3.2.4 Ensure additional touchless trash cans are placed near entrances

Back to the (Future) Workplace

Architects, interior designers, and engineers within the Unified Task Force organized a 3-part webinar series, Back to the (Future) Workplace, hosted by AIA New York, AIA New York State, and NYC Small Business Services.

Shown pages 13-14: Excerpts from a presentation by PLASTARC.

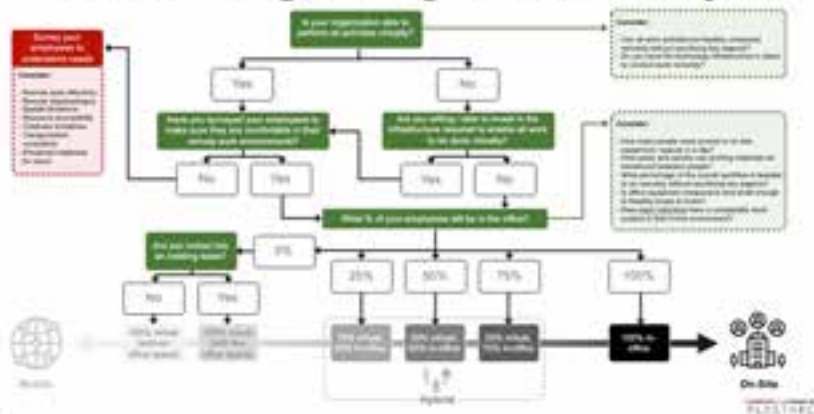


Back to the (Future) Workplace

Targeting small business owners, Back to the (Future) Workplace looked at the state of the office in the wake of COVID-19 and how to reopen safely according to new guidelines. The series sought to identify opportunities for creating more flexible, diverse, and distributed workplaces and company cultures.

Confidential

Determining the right model for you



Confidential

Diverse space types for workstyle range



Blueprint for Better Video

A short documentary film narrated by Illya Azaroff, FAIA, 2021 AIA New York State President, thanks AIA members throughout New York State who participated in the Unified Task Force efforts during the COVID-19 pandemic. #blueprintforbetter

[Watch the video here.](#)



Press & Awards

Press

- “Health Care Designers Educate, Advise, Warn During COVID-19 Crisis,” *Engineering News-Record*, March 24, 2020: [Read the article >](#)
- “Operation PPE creates 3D-printed equipment for the COVID-19 front lines,” *The Architect’s Newspaper*, April 3, 2020: [Read the article >](#)
- “How NYC architects are 3D printing protective gear to help local hospitals,” *Curbed*, April 10, 2020: [Read the article >](#)
- “How Architects and Designers Can Respond to COVID-19,” *National Endowment for the Arts*, April 10, 2020: [Read the article >](#)
- “Confronting COVID-19: ULI Members Give Back to Communities,” *Urban Land*, April 13, 2020: [Read the article >](#)
- “After the Pandemic, What’s Next for the Building Industry?,” *Building Green*, June 8, 2020: [Read the article >](#)
- “Helping Architects Join Frontline Efforts to Combat COVID-19,” *Oculus*, Summer 2020: [Read the article >](#)
- “On the Ground: How a Grassroots Network of Architects Produced Critical Pandemic Responses,” *Oculus*, Summer 2020: [Read the article >](#)
- “A Perfect Storm: How architects can plan for the intersection of COVID-19 and hurricane season,” *Architect*, July 7, 2020: [Read the article >](#)
- “NYCxDESIGN Launches Design Corps: Small Business Reopening Network,” *Interior Design*, August 21, 2020: [Read the article >](#)
- “New program asks architects to help design outdoor dining spaces for NYC restaurants,” *6sqft*, September 2, 2020: [Read the article >](#)
- “How the Design of Natural-Disaster Relief is Complicated by the Pandemic,” *Architectural Digest*, September 11, 2020: [Read the article >](#)
- “NYCxDESIGN Announces Not-For-Profit Status,” *officeinsight*, November 19, 2020 [Read the article >](#)
- “NYCxDESIGN Announces Not-For-Profit Status,” *DOWNTOWN Magazine*, November 25, 2020 [Read the article >](#)
- “UB architecture students use design to help mitigate spread of COVID-19 in NYC,” *UBNow*, December 8, 2020: [Read the article >](#)
- “Different Blocks, Different Outdoor Dining Scenes, One Deep Economic Divide,” *Bon Appetit*, January 21, 2021: [Read the article >](#)
- “The Architecture of Outdoor Dining: Restaurants Get Design Corps Help,” *West View News*, February 3, 2021: [Read the article >](#)

Awards

- 2020 AIA New York Special Citation (Unified Task Force): [See the award >](#)
- 2021 NYCxDESIGN Awards, “Outdoor Dining” Category (Design Corps): [See the award >](#)
- 2021 Finalist, Architizer A+ Awards, “Architecture +For Good” Category (Design Corps): [See the award >](#)