Survival Programming

What you need when your client is unprepared…

Your contract AIA form B101

* Schematic Design (SD)   15%

* Design Development (DD)   20%

* Contract Documents (CD)   40%

* Bidding and Negotiation (BN)   5%

* Contract Administration (CA)   20%

There's no programming in your contract..

* The Program is a document of needs, which documents
  * Goals
    * Might be financial, functional, performative, marketing/image or all of the above
  * Requirements
    * Might be a general listing of the rooms or a complete manual of the people and their needs for movement, storage, systems,
  * Resources
    * Might just be who to call at the building inspector's or a detailed set of codes, standards, and vendors

How to proceed when the client has no program

* Study: the building type, the site type, the organization type to get the big parts that are typical in mind, and the terminology at your fingertips (for a more informed discussion)

* Listen: to what your client is saying…what is their reason to be? What dreams? What nightmares? How chaotic is the place they have?

* Look: for signs they are adapting to their current locations, overflows, worn carpets (critical paths) piles of paper, watch a day in their life

* Think: begin combining what you've studied with what you're seeing and hearing…restate what you hear to them "so my understanding is…"

* Ask: about what you don't know. NEVER assume you know more then the owner…especially about their business…

When you visit

* Be prepared, have your case studies DONE!

* Know their terminology

* Eyes open! Pay attention to their culture, where is wear and clutter?

* Ears open! Pay attention to noise processes/ machines, people struggling to pay attention

* Document it all! In video and stills and notes and sketches

Go Home

* Organize your video and images

* Make notes RIGHT AWAY about what you saw and thought

* Go to sleep

Begin the program…restate the goals

* Write a goal statement based on what you heard the owner say
  * "The reason we need this new building is for more Sunday school rooms"
  * "The reason we're doing this is to be able to recruit and get the most out of the best people we can hire"
  * "The reason we're doing this is to make a 35% return on investment before the fourth year closes"
  * "We need this new building to keep growing, we've grown 20% a year for ten years now"

Goal components

* What the group's reason to be is

* What the primary reason for the project is

* What the secondary reason's for the project are

* These are ideas, not numbers

* (remember these are the owners goals, not yours, you MUST write your own as well!)

Objectives follow goals

* Objectives are the tactics you'll use to achieve a goal
  * "We need to show we are environmental leaders"
    * Employ LEED platinum standards in the design, purchasing, construction and operation of the building.
    * Meet 2030 challenge for zero carbon in energy production
    * Use no potable water for irrigation, toilets, or cooling

Criteria lets you measure

* Criteria are the way you measure the performance towards a goal
    * Did the project score enough LEED points to hit Platinum?
    * Are we producing more energy than we consume?
    * Is the potable water consumption 50% less than a comparable building?

Now…Make a list

* List EVERY space the project needs
  * Who "lives" in it?
  * Who uses or visits it?
  * What furniture do they have?
  * What equipment do they have?
  * What adaptations have they made?

Check it twice

* What did you leave out?
  * Toilets?
  * Custodial spaces?
  * Equipment/mechanical/electrical/telcom/alarm/ sprinkler spaces?
  * Dumpster space?
  * Delivery?
  * Rooftop spaces?

Open a separate file for each list item

* Make a page template
  * Room name
  * Primary user, secondary users
  * Time of use, duration,
  * Critical adjacencies (direct, indirect, visual conn)
  * Desired solar exposure, desired lighting strategy
  * Degree of privacy (visual, acoustical, access)
  * What height should it be?
  * What character? Formal? Informal? Utility?
  * Contents (furniture, built-ins and equipment) Draw to scale, leave space for moving around (and wheelchairs!)
  * Draw a line around it…what is the minimum width that's possible, the minimum length?
  * List the area (length x width) in the lower right corner of the page

program [eating area]

users

    children [120 max]
    tour guides [6-8]

sizing requirements

    approximate square footage: **2,000**
        6-18 sq. ft./person [128 X 6 = 768 sq. ft.]
                [128 X 18 = 2,304 sq. ft.]
      9 sq. ft./table [32 X 9 = 228 sq. ft.]
             total: 996-2534 sq. ft.
      OR max children X 50% X 10 = 640 for 2 lunch periods
            *see appendix 3

adjacencies

    bathrooms
    vending machines
    water fountains
    vestibules
    can see reception area
    can see butterfly exhibit
    outdoor area

lighting

    natural lighting
    sunlight [outdoor]
    overhead lighting

orientation
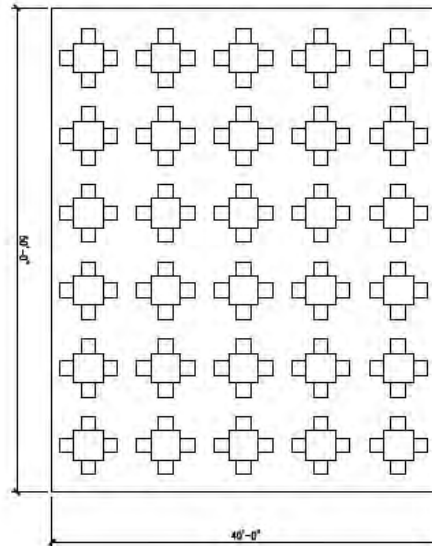
    east, toward outdoor area

furnishing

    tables
    chairs
    cubbies for children's bags
    benches

equipment

    vending machines
    water fountains

acoustical requirements

    surround sound

3

Sum each up

* Write a summary page

* List each room, and the area of each room

* Make sure to account for systems spaces

* Total it up at the bottom (you multiply this times the cost per square foot (from r.s. means) to begin talking to the owner about budget)

* Talk dollars early to avoid anger!

program [summary]

butterfly exhibit space	**11,550 sq. ft.**
reception	**500 sq. ft.**
eating area	**2,000 sq. ft.**
"learning" area	**1,100 sq. ft.**
mechanical room	**600 sq. ft.**
bathroom-m	**200 sq. ft.**
bathroom-f	**200 sq. ft.**
janitor room	**250 sq. ft.**
butterfly care room	**300 sq. ft.**
plant care room	**300 sq. ft.**
vestibules	**1,300 sq. ft.**
circulation (5%)	**915 sq. ft**

total square feet: 19, 215

Now write the first page...

* Executive summary:

1. Building purpose (why are we building this?)

2. Project goals (what, specifically are we trying to achieve?...performance, character…)

3. Project spaces/areas, tabulated, add factors for circulation

4. Most likely code designation (occupancy, construction type)

5. Cost per s.f. for varying construction quality
   (institutional $200+, commercial $150+, residential $85+)

Once the owner is ready…

* Budget talk might be stressful

* Let the owner talk to you about their comfort with the number

* Remember, most estimates are only for the building, not FF&E (fixtures, furnishings, and equipment)

* VERY IMPORTANT (include the contingency line item in your estimate!) Allow 15% at this stage for new const, 25% for remodeling, tighten the number as the number of unknowns decreases

So now you know…

* What the reason for the project is

* What the reason for the owner's existence is

* Now you can show them how to conceptualize it to put those two things together.

* Concept=Reason for project x reason for existence