



# Design Project Management



June 2024  
San Antonio

Speaker: Sadie Greiner  
Florida State University

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## 1 - AIA Continuing Education Credit



AIA  
Continuing  
Education  
Provider

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Credit(s) earned on completion of this course will be reported to American Institute of Architects (AIA) Continuing Education Session (CES) for AIA members.

Certificates of Completion for both AIA members and non-AIA members are available upon request.

This course is registered with AIA CES for continuing professional education. As such, it does not include content that may be deemed or construed to be an approval or endorsement by the AIA of any material of construction or any method or manner of handling, using, distributing, or dealing in any material or product.

Questions related to specific materials, methods, and services will be addressed at the conclusion of this presentation.

AIA  
Continuing  
Education  
Provider

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## Course Description

### Design Project Management



Client: Why did you do that?  
PM: It wasn't in our project scope.

AIA  
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Education  
Provider

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## Learning Objectives

1. Learn about the design process.
2. Learn who makes up the project team and their roles they have in making the project happen.
3. Review the different design process tools that can be used to during the design process.
4. Learn how to manage the overall design process.

AIA  
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This concludes The American Institute of Architects Continuing Education Systems Course

AIA  
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Education  
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**Part 1**  
**Design Process**

- Design Process
- Project Schedules
- Project Deliverables
- Designing For Value

" Inconvenience Store "



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How do you get ideas?

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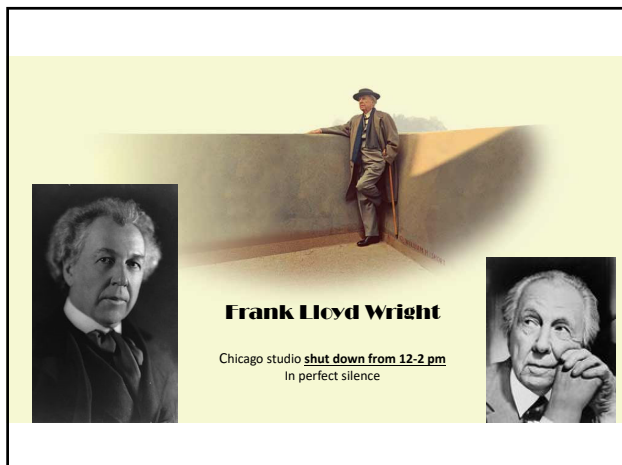
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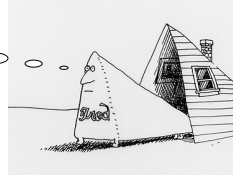
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### What is Design?



Moments of Inspiration  
Periods of Hard Work  
Continuous Activity



Fred's House

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**Table Talk**



Is there a problem with designers making changes to the project during construction?

**What problems can this cause?**

**What are some solutions to these problems?**

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**Table Talk**



Some designers seem to design projects without care for maintaining it after their work is done, is that an issue?

Why?

What can be done about it?

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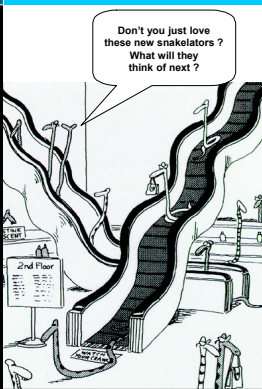
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	<p>APPA Institute Design Project Management</p>	<p><b>Design Process</b></p>
<p><b>Influences on Design</b></p> <ul style="list-style-type: none"> <li>• Program</li> <li>• Codes / Regulations</li> <li>• Site / Context</li> <li>• Technology</li> </ul>		

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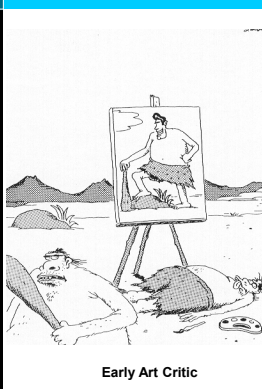
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	<p>APPA Institute Design Project Management</p>	<p><b>Design Process</b></p>
<p><b>Influences on Design</b></p> <ul style="list-style-type: none"> <li>• Program</li> <li>• Codes / Regulations</li> <li>• Site / Context</li> <li>• Technology</li> <li>• Cost / Schedule</li> </ul>		

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What cost pressures do you face?



Vice President wanted 100% of projects to come in **"on or under budget!"**

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APPA Institute  
Design Project Management

**Design Process**

***Influences on Design***

- Program
- Codes / Regulations
- Site / Context
- Technology
- Cost / Schedule
- Client

Early Art Critic

16

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APPA Institute  
Design Project Management

**Design & Reflection**

**IDEA**

***Design Process***

- Analysis
  - Program
  - Scheduling
  - Site
  - Cost
  - Code
  - Constructability
- Synthesis
  - Goals
  - Concept
  - Alternatives

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How many design schemes do you require?

Eco-friendly design of public space elements

Goal - highest energy efficiency

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 <p>APPA Institute Design Project Management</p>	<p><b>Deliverables</b></p>
<p><b><u>Design Phases - Deliverables</u></b></p> <ul style="list-style-type: none"> <li>• <b><u>Schematic Design (SD)</u></b> Plans / Elevations / Renderings Sections / \$ Estimate Outline Specifications Design Summary / Analysis</li> <li>• <b><u>Design Development (DD)</u></b> Expanded SD Set</li> <li>• <b><u>Construction Documents (CDs)</u></b> Detailed Plans</li> </ul>	 <p>Prairie Dog Developers</p>

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Accurate plans are important

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 <p>APPA Institute Design Project Management</p>	<p><b>Communication</b></p>
<p><b><u>Design</u></b></p> <p>All Project Phases</p> <p><b><u>Communication</u></b></p> <p><b><u>Client</u></b> Programming</p> <p><b><u>Professionals</u></b> Schematic Design Design Development</p>	

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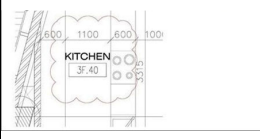
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	<b>APPA Institute</b> Design Project Management	<b>Communication</b>
<p><b><u>Design</u></b>          All Project Phases  <b><u>Communication</u></b></p> <p><b><u>Client</u></b>          Programming</p> <p><b><u>Professionals</u></b>          Schematic Design          Design Development</p> <p><b><u>Contractor</u></b>          Contract Documents          Construction</p>		 <p>Revision #46 dated 1/5/11</p>

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 <p><b>How are the quality of design team drawings?</b></p> <p><b>Does CADD / BIM help or hurt?</b></p>
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<p><b>Table Talk</b></p>  <p><b>Should designers &amp; contractors always be financially responsible for their mistakes?</b></p> <p><b>Are there good mistakes in design?</b></p>
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**APPA Institute**  
 Design Project Management

**Schedules**

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## Project Schedules

- A/E Selection
- Contract Negotiations
- Schematic Design
- Design Development
- Construction Documents
- Bidding / Contract Award
- Construction
- Close Out
- Warranty Period



At this rate...you'll never finish on time

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DESIGN PRODUCTION SCHEDULE

Example of Typical Design Production Schedule  
(Originally Prepared for The Logan School - Partial Schedule Only)

→ **Week of February 27**

**Consultant Coordination Meeting:**  
 MCA:  
 Coordinate meeting  
 Consultants:  
 Advise of what information required to develop preliminary budget, design  
 Advise of Survey, Testing, or existing conditions information needed from Owner  
 Provide first pass square footage cost information  
 Review Diagram Options

**Building Committee Meeting:**  
 Information, Overview, Roles  
 Logist:  
 Authorize commencement of Civil Engineering  
 Review and approve Schedule  
 Information to be provided by Owner (Identify items and schedule: asbestos, survey, hazardous material  
 tests, easements, other items?)  
 MCA:  
 Agenda and presentation materials

→ **Week of March 6**

**Building Committee Meeting:**  
 Diagrams of overall design solutions  
 Cost-d-to based on Square Footage Costs  
 Logist:  
 Decision on selection and approval of diagram  
 Review first pass square footage costs.  
 MCA:  
 Agenda and presentation materials

Perhaps set false deadlines to enforce real schedule

Denver Fire Department  
 Commission for Disabled  
 Logist:  
 Representative may want to attend  
 MCA:  
 Set up and conduct meetings with regulatory agencies  
 Consultants:  
 Mechanical, Electrical, Civil meet w/ regulatory agencies as required

**Site Visits:**  
 Review of Existing conditions in portion of the building to be renovated  
 Structural squath court wall

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**APPA Institute**  
 Design Project Management

**Design for Value**

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## Designing for Value

Maintainability  
 Life Cycle Cost  
 Value Engineering




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**Three years after suing Gehry, MIT settles with architect in Stata Center dispute**


It was a big story in late 2007: The Massachusetts Institute of Technology was suing celebrated architect Frank Gehry, alleging serious flaws in the design of his Stata Center.

Among the alleged problems: leaks throughout the building, mold growing on its brick exterior, and poor drainage in the center's amphitheater.


Gehry's critics quickly piled on, charging that the suit proved that the avant-garde Los Angeles designer, a winner of the Pritzker Architecture Prize, cared more about form than function. Gehry, whose firm was paid \$15 million for its work on the \$300 million project, denied that he was at fault.

**"These things are complicated,"** he told The New York Times, "and they involved a lot of people, and you never quite know where they went wrong... **I think the issues are fairly minor. MIT is after our insurance."**

When the lawsuit was filed, a Skanska executive charged that **Gehry ignored warnings from the contractor that the design was flawed.**



**Gehry Sandwich**



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# SHIFTING VALUES

May need to call it "Value Shifting"

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	<b>APPA Institute</b> Design Project Management	<b>Design for Value</b>
<b>Value Management Approach</b>		
<b>Tier 1</b> <ul style="list-style-type: none"><li>Gypsum Board</li><li>Lighting Package</li><li>Direct Purchase</li></ul>		If we delete that foolish two-hour wall, We'll be right on budget.
<b>Tier 2</b> <ul style="list-style-type: none"><li>Relocate Plumbing</li></ul>		
<b>Tier 3</b> <ul style="list-style-type: none"><li>Scope Reductions</li></ul>		

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	<b>APPA Institute</b> Design Project Management	<b>Design for Value</b>
<b>Designing for Value</b> <ul style="list-style-type: none"><li>Maintainability</li><li>Life Cycle Cost</li><li>Value Engineering</li><li>Present Value</li></ul>		

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 <p>APPA Institute Design Project Management</p>	<p><b>Project Team</b></p>
<p><b><u>Part 2</u></b> <b><u>The Project Team</u></b></p> <ul style="list-style-type: none"> <li>• Assembling The Team</li> <li>• Selecting The Team</li> <li>• Team Members &amp; Roles</li> </ul>	 <p>Wildlife Day Shifts</p>

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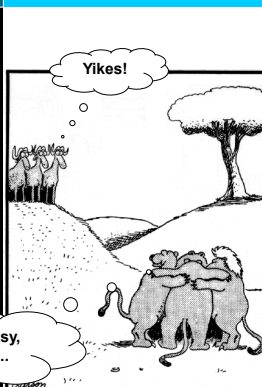
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 <p>APPA Institute Design Project Management</p>	<p><b>Project Team</b></p>
<p><b><u>Assembling</u></b> <b><u>The Team</u></b></p> <ul style="list-style-type: none"> <li>• Owner</li> <li>• Consultants</li> <li>• Construction Team</li> <li>• Supporting Cast</li> </ul> <p>This should be easy, here's the plan....</p>	

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 <p>APPA Institute Design Project Management</p>	<p><b>Project Team</b></p>
<p><b><u>The Project Team</u></b></p> <p><b><u>Owners</u></b></p> <ul style="list-style-type: none"> <li>• Client</li> <li>• User</li> </ul>	

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 <b>APPA Institute</b> Design Project Management	<b>Project Team</b>
<p><u><b>The Project Team</b></u></p> <p><u>Owners</u></p> <ul style="list-style-type: none"> <li>• Client</li> <li>• User</li> <li>• Committees</li> </ul>	<p style="border: 1px solid black; padding: 5px; display: inline-block;">We need a planning committee to create a task force to develop a team to determine the next step.</p> 

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 <b>APPA Institute</b> Design Project Management	<b>Project Team</b>
<p><u><b>The Project Team</b></u></p> <p><u>Owners</u></p> <ul style="list-style-type: none"> <li>• Client</li> <li>• User</li> <li>• Committees</li> <li>• Facilities Mgmt</li> <li>• Others</li> </ul>	<p style="border: 1px solid black; padding: 5px; display: inline-block;">We need a planning committee to create a task force to develop a team to determine the next step.</p> 

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 <b>APPA Institute</b> Design Project Management	<b>Project Team</b>												
<p><u><b>Owners</b></u></p> <ul style="list-style-type: none"> <li>• <u>Experienced</u>              Educated / Involved              Educated / Uninvolved</li> <li>• <u>Inexperienced</u>              Uneducated / Involved              Uneducated / Uninvolved</li> </ul>	<div style="text-align: center;"> <p><b>Educated</b></p> <table border="1" style="margin: auto;"> <tr> <td style="writing-mode: vertical-rl; transform: rotate(180deg);">Involved</td> <td style="text-align: center; width: 40px; height: 40px;">EI</td> <td style="text-align: center; width: 40px; height: 40px;">EU</td> <td style="writing-mode: vertical-rl;">Uninvolved</td> </tr> <tr> <td></td> <td style="text-align: center; width: 40px; height: 40px;">UI</td> <td style="text-align: center; width: 40px; height: 40px;">UU</td> <td></td> </tr> <tr> <td></td> <td colspan="2" style="text-align: center;"><b>Uneducated</b></td> <td></td> </tr> </table> </div>	Involved	EI	EU	Uninvolved		UI	UU			<b>Uneducated</b>		
Involved	EI	EU	Uninvolved										
	UI	UU											
	<b>Uneducated</b>												

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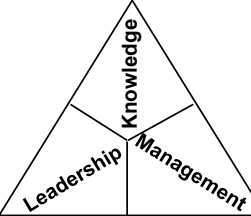
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 <p>APPA Institute Design Project Management</p>	<p><b>Consultants</b></p>
<p><b><u>What is a Consultant ?</u></b></p> <p><b>Professional Advice</b></p> <p>Knowledge / Expertise</p> <p>Leadership (transformational)</p> <ul style="list-style-type: none"> <li>• Doing the Right Thing</li> <li>• Inspiring</li> </ul> <p>Management (transactional)</p> <ul style="list-style-type: none"> <li>• Doing Things Right</li> <li>• Day to Day Activities</li> </ul>	

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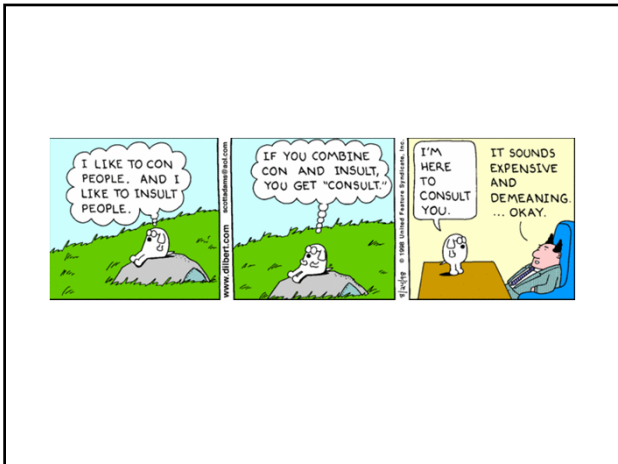
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 <p>APPA Institute Design Project Management</p>	<p><b>Design Team</b></p>
<p><b><u>The Design Team</u></b></p> <p><b>Designers</b></p> <p>Architect - Usually Prime</p> <ul style="list-style-type: none"> <li>• Architect of Record</li> <li>• Signature Architect</li> </ul>	

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 <b>APPA Institute</b> Design Project Management	<b>Design Team</b>
<p style="text-align: center;"><b><u>The Design Team</u></b></p> <p style="text-align: center;"><b><u>TEN Deadly Sins</u></b></p> <ol style="list-style-type: none"> <li>1. Team Changes</li> <li>2. Multiple Contacts</li> <li>3. Schedule Delays</li> <li>4. Over Design</li> <li>5. Negative Approach</li> <li>6. Low Quality Product</li> <li>7. Slow Response</li> <li>8. Slow Review</li> <li>9. Weak Leadership</li> <li>10. Close Out</li> </ol>	

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 <b>APPA Institute</b> Design Project Management	<b>Design Team</b>
<p style="text-align: center;"><b><u>What You Should Do</u></b></p> <ul style="list-style-type: none"> <li>• Have a Clear Decision-Making Process</li> <li>• Develop a Complete Program</li> <li>• Establish an Adequate Budget</li> <li>• Establish a Realistic Schedule</li> <li>• Communicate Effectively</li> <li>• Hire a Compatible Firm</li> <li>• Guard Against Scope Creep</li> <li>• Deliver Bad News Promptly</li> <li>• Expect to Pay Reasonable Fees</li> </ul>	

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 <b>APPA Institute</b> Design Project Management	<b>Design Team</b>
<p style="text-align: center;"><b><u>What You Should Not Do</u></b></p> <ul style="list-style-type: none"> <li>• Do Not rely on clairvoyance (6th sense)</li> <li>• Do Not make impossible promises (over promise – under deliver)</li> <li>• Do Not accept sloppy work</li> <li>• Do Not expect perfection</li> <li>• Do Not expect added scope for free</li> </ul>	

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 <b>APPA Institute Design Project Management</b>	
<b>Architect Expect</b>	<b>Architect May Get</b>
<ul style="list-style-type: none"> <li>• Clear Direction</li> <li>• Instantaneous Decisions</li> <li>• Tightly Defined Scope</li> <li>• Comfortable Budgets</li> <li>• Fair Treatment</li> <li>• Profitable Fees</li> <li>• Quality Design Expectations</li> </ul>	<ul style="list-style-type: none"> <li>• Ambiguity</li> <li>• Extensive Collaboration</li> <li>• Scope Creep</li> <li>• Inadequate Budgets</li> <li>• Unreasonable Contracts</li> <li>• Gift Opportunities</li> <li>• Low Design Expectations</li> </ul>
<b>You Expect</b>	<b>You May Get</b>
<ul style="list-style-type: none"> <li>• Exceptional Service</li> <li>• Adherence to Budgets</li> <li>• Meeting Schedule Milestones</li> <li>• Comprehensive Services</li> <li>• Complete Drawings</li> <li>• Cost Effective Design</li> </ul>	<ul style="list-style-type: none"> <li>• Nonchalance</li> <li>• Budget Busters</li> <li>• Delays</li> <li>• Requests for Additional Fees</li> <li>• Errors &amp; Omissions</li> <li>• Extravagance</li> </ul>

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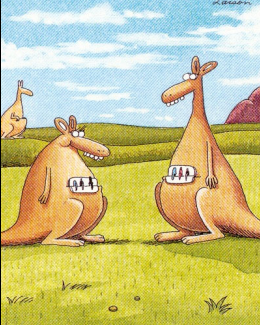
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 <b>APPA Institute Design Project Management</b>		<b>Design Team</b>
<p style="text-align: center;"><b><u>The Design Team</u></b></p> <p><u>Designers</u></p> <p>Architect - Usually Prime Engineers 25% to 65% of Cost</p>		 <p style="text-align: center;"><b>“Engiroos”</b></p>

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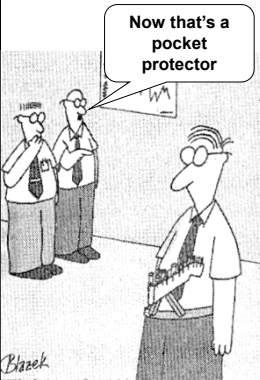
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 <b>APPA Institute Design Project Management</b>		<b>Design Team</b>
<p style="text-align: center;"><b><u>The Design Team</u></b></p> <p><u>Designers</u></p> <p>Architect - Usually Prime Engineers 25% to 65% of Cost</p> <p><u>Others</u></p> <p>Planner Commissioning Agent Landscape Architect Interior Designer</p>		

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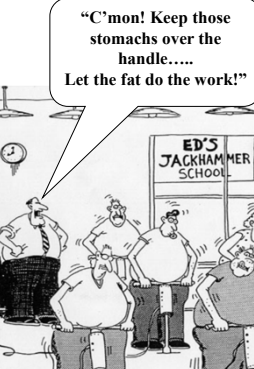
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 <p>APPA Institute Design Project Management</p>	<p><b>Construction Team</b></p>
<p><b><u>The Construction Team</u></b></p> <ul style="list-style-type: none"> <li>• <u>Contractor</u> <ul style="list-style-type: none"> <li>• GC - avg. &lt; 10 employees</li> <li>• Design Build</li> <li>• Construction Manager</li> </ul> </li> <li>• <u>Subcontractors</u></li> <li>• <u>Suppliers</u></li> <li>• <u>Laborers</u></li> </ul>	

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<p style="text-align: center;"> <b>CONTRACTOR'S GUIDE TO CHANGE ORDERS</b>           The Art of Finding, Pricing, and Getting Paid for Contract Changes and the Damages They Cause   <i>Andrew M. Civitello, Jr.</i>   <small>Pentice-Hall, Inc., Englewood Cliffs, New Jersey 07632</small> </p>
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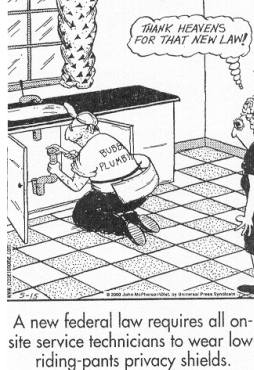
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 <p>APPA Institute Design Project Management</p>	<p><b>Project Team</b></p>
<p><b><u>The Project Team</u></b></p> <ul style="list-style-type: none"> <li>• <u>Supporting Cast</u>              Finance Accounting              Insurance / Risk Mgt.              Regulators              Local, state, federal</li> </ul> 	

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	<p><b>APPA Institute</b> Design Project Management</p>	<p><b>Team Selection</b></p>
<p><u>Selecting the Consultants</u></p> <ul style="list-style-type: none"> <li>• Owner Selects</li> <li>• Prime Selects Subs</li> <li>• Combination</li> </ul>		<p>Competition in nature</p>

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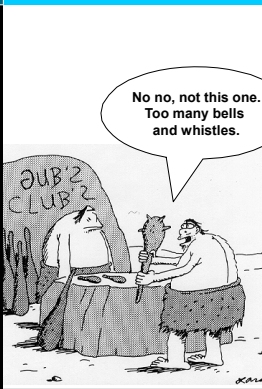
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	<b>APPA Institute</b> Design Project Management	<b>Process Tools</b>
<p style="text-align: center;"><u>Part - 3</u> <u>Design Process Tools</u></p> <ul style="list-style-type: none"> <li>• Communication</li> <li>• Negotiations &amp; Fees</li> <li>• Design Process Tools</li> </ul>		

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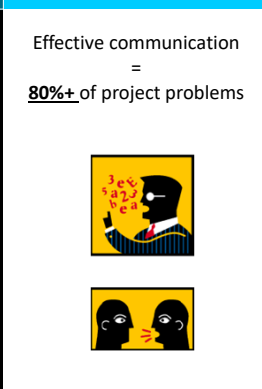
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	<b>APPA Institute</b> Design Project Management	<b>Communication</b>
<p style="text-align: center;"><u>Communication</u></p> <ul style="list-style-type: none"> <li>• <u>Talking</u></li> <li>• <u>Listening</u></li> </ul>		<p>Effective communication =</p> <p><b>80%+</b> of project problems</p> 

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	<b>APPA Institute</b> Design Project Management	<b>Communication</b>
<p style="text-align: center;"><u>Communication</u></p> <ul style="list-style-type: none"> <li>• <u>Talking</u></li> <li>• <u>Listening</u> <i>(what not to do)</i></li> </ul> <p>Mind Reader Rehearser Filterer Dreamer Comparer</p>		<p><b>What we say to dogs</b></p> <p>Okay, Ginger! I've had it! You stay out of the garbage! Understand, Ginger? Stay out of the garbage, or else!</p>  <p><b>What they hear</b></p> <p>blah blah GINGER blah blah blah GINGER blah blah blah GINGER blah blah blah GINGER blah</p>

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 <p>APPA Institute Design Project Management</p>	<p><b>Communication</b></p>
<p><u>Communication</u></p> <ul style="list-style-type: none"> <li>• Talking</li> <li>• Listening (what not to do) <ul style="list-style-type: none"> <li>Mind Reader</li> <li>Rehearser</li> <li>Filterer</li> <li>Dreamer</li> <li>Comparer</li> <li><b>Derailer</b></li> <li><b>Placator</b></li> </ul> </li> </ul>	<p><b>What we say to dogs</b></p> <p><b>What they hear</b></p>

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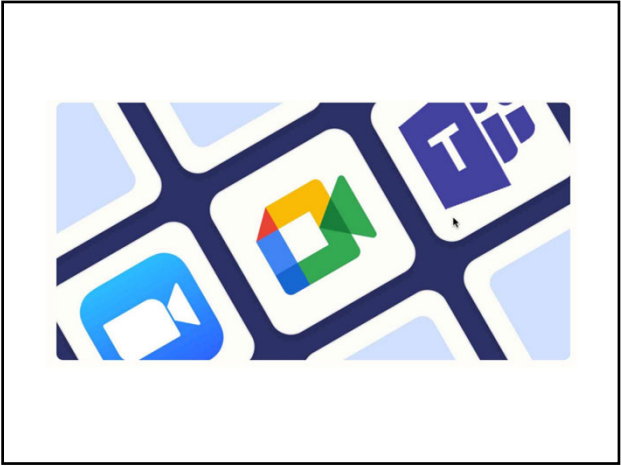
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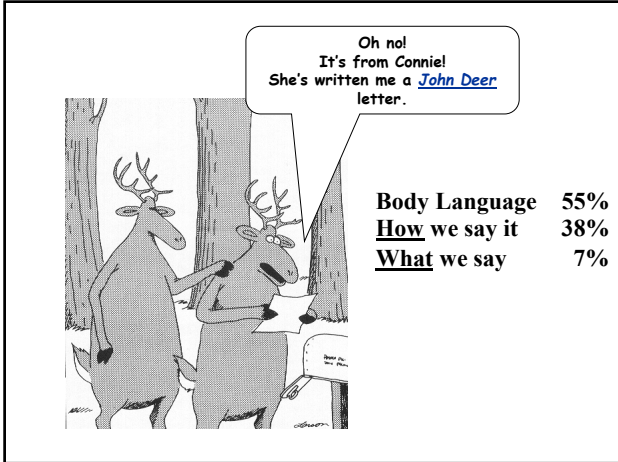
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**Body Language** 55%  
**How we say it** 38%  
**What we say** 7%

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**APPA Institute**  
Design Project Management


**Communication**



e-mail

Communication

- Talking
- Listening
- **Writing**



DUDE, WHY HAVEN'T YOU ANSWERED MY E-MAIL?  
 YOUR MESSAGE WAS SO POORLY WRITTEN THAT I DIDN'T UNDERSTAND IT AND I DIDN'T DARE TO START A DIALOGUE.  
 MAYBE I SHOULD HAVE A TALK WITH YOUR BOSS. MAYBE YOU SHOULD E-MAIL HIM.

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**Verizon**  
CUSTOMER SERVICE

People Only Hear  
 Every 3<sup>rd</sup> Word

People Only Retain  
 Every 5<sup>th</sup> Word...

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 <b>APPA Institute</b> Design Project Management	<b>Communication</b>
<p><u>Communication</u></p> <ul style="list-style-type: none"> <li>• <u>Talking</u></li> <li>• <u>Listening</u></li> <li>• <u>Writing</u></li> <li>• <u>Meetings</u></li> </ul> <p>Where minutes are taken and hours are lost</p>	 <p style="text-align: center;"><b>The haircut designed for meetings</b></p>

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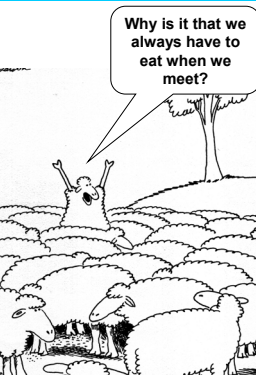
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 <b>APPA Institute</b> Design Project Management	<b>Communication</b>
<p><u>Communication</u></p> <ul style="list-style-type: none"> <li>• <u>Talking</u></li> <li>• <u>Listening</u></li> <li>• <u>Writing</u></li> <li>• <u>Meetings</u></li> </ul> <p><b>Alternatives</b></p> <ul style="list-style-type: none"> <li><b>Prepare Agenda / Send Ahead</b></li> <li><b>Start / Finish on Time</b> <small>Last to arrive takes minutes</small></li> <li><b>Short 'n Sweet</b></li> <li><b>Prepare</b></li> <li><b>Confirm</b></li> </ul>	

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 <b>APPA Institute</b> Design Project Management	<b>Fees</b>
<p><u>Negotiations &amp; Fees</u></p> <ul style="list-style-type: none"> <li>• Fee Structure</li> <li>• Negotiating</li> </ul>	

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How much should a reasonable fee be?



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APPA Institute Design Project Management Fees

Business Operations Workforce Operations Agency Administration Other Programs About Us

Department of MANAGEMENT SERVICES

Home / Business Operations / Real Estate Development and Management / Bureau of Building Construction / Fees and Documents / Architect-Engineer Fee Guidelines / Fee Guide Calculator For All Services

### Fee Guide Calculator For AE Services

Architect-Engineer Fee Guidelines

Fee Guide Calculator For All Services

Instructions: Fill in probable construction cost at left and the calculations will automatically appear in the corresponding cells.

Project Name CONSTRUCTION COST FOR BUILDING (Sitework Not Included)	COMPLEXITY GROUP - PERCENTAGE						
	A	B	C	D	E	F	G
\$ 1,000,000	9.62%	8.80%	8.97%	7.99%	7.19%	6.39%	10.17%
CALCULATED FEE	\$96,227	\$88,030	\$89,739	\$79,942	\$71,858	\$63,870	\$101,728

**GROUP DEFINITIONS**

1. CONSIDERABLY MORE THAN AVERAGE COMPLEXITY: Special features, unusual

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APPA Institute Design Project Management Negotiations

### 3 Types of Negotiations

- Soft
- Hard
- Principled

A cartoon illustration of a man in a suit sitting at a desk, talking to a large, squid-like creature. The creature has a speech bubble that says, "My project is ready for grading, Mr. Bignose. Hey, I'm talking to you squidbrain!" A sign on the wall says "METAL SHOP 302".

My project is ready for grading, Mr. Bignose.  
Hey, I'm talking to you squidbrain!

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**Types of Negotiation**

	Soft Negotiation	Hard Negotiation	Principled
<b>The Goal</b>	Reaching and Agreement	Winning	Mutuality: A Wise Outcome
<b>Participants</b>	Friends	Adversaries	Problem Solvers
<b>About the Relationships</b>	Make concessions to cultivate the relationship	Demand concessions as a condition of it	Separate people from the problem
<b>Trust of Others</b>	You do	You do not	Proceed independent of trust
<b>Your position</b>	You change readily	You dig in and hold	Focus on interests, not on positions; explore interests
<b>Your bottom line</b>	You disclose	You hide and mislead about	Avoid having a bottom line
<b>To reach agreement</b>	You accept one-sided losses	You demand one-sided gains	Invent options for mutual gain
<b>You insist on</b>	Agreement	Your position	Insist on using objective criteria; yield only to principle
<b>Contest of Wills</b>	You try to avoid	You try to win	
<b>Pressure</b>	You yield to	You apply	
<b>The Architect's Fear</b>	I'll probably lose	I'll endanger the relationship	

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**APPA Institute**  
Design Project Management

**Tool Kit**

Design Process  
Tool Kit



<http://www.colorado.edu/facilitiesmanagement/appa/>  
\*Still active – compliments of Steve Thweatt



**Project Manager  
Multi-Tasking**

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What tools can you share?



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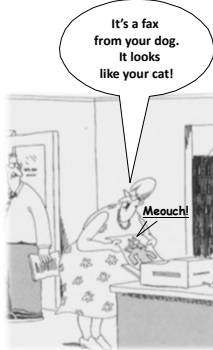
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	<b>APPA Institute</b> Design Project Management	<b>Project Management</b>
<p><u>Part 4 -Managing The Process</u></p> <ul style="list-style-type: none"> <li>• Project Management</li> <li>• Project Managers</li> <li>• Project Budgeting</li> </ul>		

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	<b>APPA Institute</b> Design Project Management	<b>Project Management</b>
<p><u>What Is It ?</u></p> <p><i>"The balancing of design, schedule and budget to meet the clients' expectations"</i></p> 		

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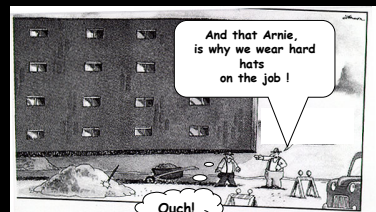
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	<b>APPA Institute</b> Design Project Management	<b>Project Management</b>
<p><u>Who Are They?</u></p> <ul style="list-style-type: none"> <li>• Design Team</li> <li>• Owner</li> <li>• Contractor</li> </ul>		

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	<b>APPA Institute</b> Design Project Management	<b>Traits of the Owner's PM</b>
<p><i>Traits of a Good PM</i></p>		 <p><b>Project Manager</b></p>

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	<b>APPA Institute</b> Design Project Management	<b>Traits of the Owner's PM</b>
<p><i>Traits of a Good PM</i></p> <ul style="list-style-type: none"> <li>• Organized</li> <li>• Broad based</li> <li>• Good communicator (listener)</li> <li>• Proactive</li> <li>• Leads by example</li> <li>• Consistent</li> <li>• Follows through</li> <li>• Holds people accountable</li> <li>• Delegates well</li> <li>• Patient &amp; wise</li> </ul>		

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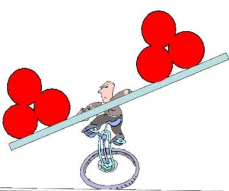
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	<b>APPA Institute</b> Design Project Management	<b>PM Pitfalls</b>
<p><i>PM Pitfalls</i></p> <ul style="list-style-type: none"> <li>• Delegation Errors           <ul style="list-style-type: none"> <li>• No One Can do Better</li> <li>• I Can Do It Faster</li> <li>• I Have to Fix it Anyway</li> <li>• It Takes too Long to Explain</li> <li>• I'll be Disappointed</li> <li>• I'm Not in Control</li> <li>• It Won't be Perfect</li> </ul> </li> </ul>		

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	<b>APPA Institute</b> Design Project Management	<b>PM Pitfalls</b>
<p><u><i>PM Pitfalls</i></u></p> <ul style="list-style-type: none"> <li>• Delegation Errors</li> <li>• Micro vs. Macro</li> <li>• Analysis vs. Synthesis</li> <li>• SOP vs. Flexibility</li> <li>• PM vs. PM</li> <li>• Image vs. Substance</li> </ul>		

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	<b>APPA Institute</b> Design Project Management	<b>PM Tips</b>
<p><u><i>PM Tips</i></u></p> <p>From the mouth of babe's...</p>		

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	<b>APPA Institute</b> Design Project Management	<b>PM Tips</b>				
<p align="center"><u>Managing Client Relations</u></p> <table border="0"> <tr> <td data-bbox="277 1612 386 1640"><i>Leadership</i></td> <td data-bbox="529 1612 667 1640"><i>Management</i></td> </tr> <tr> <td data-bbox="207 1669 440 1814"> <ol style="list-style-type: none"> <li>1. Know your client personally</li> <li>2. Understand your client</li> <li>3. Be a partner</li> <li>4. Foster trust</li> <li>5. Demonstrate credibility</li> <li>6. Anticipate – don't react</li> </ol> </td> <td data-bbox="475 1669 719 1814"> <ol style="list-style-type: none"> <li>1. Keep your files organized</li> <li>2. Respond to requests promptly</li> <li>3. Meet your commitments</li> <li>4. Issue regular progress reports</li> <li>5. Be persistent when you need input</li> </ol> </td> </tr> </table> <p align="center"><b>Most important – No Surprises!</b></p>			<i>Leadership</i>	<i>Management</i>	<ol style="list-style-type: none"> <li>1. Know your client personally</li> <li>2. Understand your client</li> <li>3. Be a partner</li> <li>4. Foster trust</li> <li>5. Demonstrate credibility</li> <li>6. Anticipate – don't react</li> </ol>	<ol style="list-style-type: none"> <li>1. Keep your files organized</li> <li>2. Respond to requests promptly</li> <li>3. Meet your commitments</li> <li>4. Issue regular progress reports</li> <li>5. Be persistent when you need input</li> </ol>
<i>Leadership</i>	<i>Management</i>					
<ol style="list-style-type: none"> <li>1. Know your client personally</li> <li>2. Understand your client</li> <li>3. Be a partner</li> <li>4. Foster trust</li> <li>5. Demonstrate credibility</li> <li>6. Anticipate – don't react</li> </ol>	<ol style="list-style-type: none"> <li>1. Keep your files organized</li> <li>2. Respond to requests promptly</li> <li>3. Meet your commitments</li> <li>4. Issue regular progress reports</li> <li>5. Be persistent when you need input</li> </ol>					

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APPA Institute  
Design Project Management

**Managing the Project**

Managing the Project

Develop Project Mgt. Plan (PMP)

- The 90/10 Rule

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APPA Institute  
Design Project Management

**Keys to Success**

The 90/10 Rule

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APPA Institute  
Design Project Management

**Keys to Success**

- PMP (Understand Project and Desired Outcomes)
  - Vision/Goals/Objectives / Critical Factors for Success
  - Communication Plan
  - Scope
  - Schedule
  - Financial Plan
  - Quality Control Process
  - Change Management Process
- Involve Key Stakeholders
- Identify Constraints

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	<b>APPA Institute</b> Design Project Management	<b>Keys to Success</b>
<ul style="list-style-type: none"> <li>• <b>PMP</b> (Understand Project and Desired Outcomes)           <ul style="list-style-type: none"> <li>• Vision/Goals/Objectives / Critical Factors for Success</li> <li>• Communication Plan</li> <li>• Scope</li> <li>• Schedule</li> <li>• Financial Plan</li> <li>• Quality Control Process</li> <li>• Change Management Process</li> </ul> </li> <li>• Involve Key Stakeholders</li> <li>• Identify Constraints</li> <li>• Assemble Team / Empower the Team</li> <li>• Resolve Conflicts</li> <li>• Encourage Risk Taking</li> </ul>		

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	<b>APPA Institute</b> Design Project Management	<b>Budgeting</b>
<p><u>Project Budgeting</u></p> <ul style="list-style-type: none"> <li>• Cost Management Principles           <ul style="list-style-type: none"> <li>• Realistic Expectations</li> <li>• Cost Data</li> <li>• Scope Control</li> </ul> </li> </ul>		

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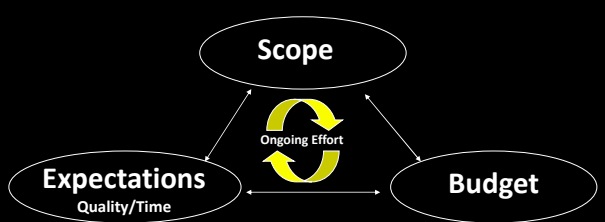
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	<b>APPA Institute</b> Design Project Management	<b>Budgeting</b>
<p><u>Alignment</u></p>  <p>Projects Need to <u>Start Right</u> to <u>Finish Right</u></p>		

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	APPA Institute Design Project Management	Problem Solving
<p><i>What Keeps You Up at Night ?</i></p>		

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	APPA Institute Design Project Management	
<p>This concludes The American Institute of Architects Continuing Education Systems Course</p> <p>AIA Continuing Education Provider</p>		

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