

# Epilogue

# Programming Steps in the process

1. Identify the basic elements and set up a structure for collecting information and making decisions.

1. Review existing organizational charts and employee lists

2. Identify all influencers and decision makers

3. Clarify how decision will be made  
1. Who reviews and makes recommendation

2. Who makes final decisions

2. Interview Key Personal

3. Distribute a questionnaire to Staff

1. Collect, tabulate and analyze survey results.

4. Perform a detailed survey of the existing space

1. Identify structural elements

2. Identify wall construction including demountable partitions for possible relocation

5. Inventory existing furnishing, fixture and equipment

1. Identify items for reuse, refurbishment and replacement

6. Conduct Engineering analysis of existing electrical, mechanical, plumbing, fire protection, life safety, phone system and data infrastructure.

7. Conduct building code analysis and meet with local code authorities.

8. Produce Program Deliverables

1. Project Narrative

2. Program Statement

3. Adjacencies Diagram

4. Preliminary Budget





	GOALS	FACTS	CONCEPTS	NEEDS	PROBLEM
<b>FUNCTION</b>  PEOPLE  ACTIVITIES  RELATIONSHIPS	<p><u>LIVE = NEEDS + WANTS</u></p> <p>DIVERSITY</p> <p>↳ socio-economic</p> <p>↳ ethnic, cultural, racial will follow</p>	<p>275 CONDO UNITS</p> <p>27 STUDIO</p> <p>110 1BR 28 3BR</p> <p>110 2BR</p> <p>HIGH RISE</p> <p>PARKING: 1.5/UNIT</p>	<p>RECREATIONS / AMENITIES</p> <ul style="list-style-type: none"> <li>- garden</li> <li>- patio</li> <li>- gym</li> <li>- gathering room w/ kitchen</li> </ul> <p>public/private balance</p> <p>Ext. <u>Bldg</u> units</p> <p>public : private</p>	<p><u>LIVE = NEEDS + WANTS</u></p> <p>↳ Living spaces + play spaces</p> <p>↳ condos, access, recreation, support systems</p> <p><del>public/private</del></p>	<p>Meet the functional needs of human living, as well as the recreational desires in a way that integrates public and private life to create/accommodate citizens of an URBAN VILLAGE.</p>
<b>FORM</b>  SITE  ENVIRONMENT  QUALITY	<p>An extension of the site goals...</p> <p>URBAN, INTEGRATED, DIVERSE, ANTICIPATION</p> <p>↳ SURPRISE, ATTN TO DETAIL, TEXTURE, HUMAN SCALED</p>	<p>CONFIRM W/ SITE PLAN POLICIES</p> <p>ZONING/BUILDING CODES</p> <p>↳ TYPE I CONST.</p> <p>Confirm to site quality goals</p>	<p>Extend site circ. paths into bldg. and integrate!</p> <p>Integrate w/ plaza</p> <p>public/private balance</p> <p>NEIGHBORHOOD... public</p> <p>CONDO... private</p> <p>CONDO UNIT</p> <p>"SUSTAINABLE"</p>	<p>FIT W/ SITE, CONTEXT</p> <p>Condominium</p> <p>↳ ownership</p> <p>↳ quality, performance</p>	<p>Extend the site plan policies and goals into a set of spaces that fills (mostly) residential duties in an URBAN VILLAGE in a way that INTEGRATES with the surrounding village without sacrificing an individual identity.</p>
<b>ECONOMY</b>  INTAKE BUDGET  OPERATING COSTS  LIFE CYCLE COSTS	<p>Diversity of options will lead to an acceptable overall price for construction</p> <p>"SUSTAINABLE"</p> <p>↳ LIFE CYCLE COSTING</p>	<p>Market rate very high for significant bldgs → "The Ascent"</p>	<p>"Sustainable" life cycle costing</p> <p>Will also be marketable</p> <p>A "living" bldg will contribute to its own operating costs</p>	<p>Must meet market price to be sold.</p> <p>Life cycle costing is needed to conform w/ sustainability goals of site + bldg.</p>	<p>An <u>architecturally pleasing</u> design will create demand.</p> <p>Diversity of options will lead to an acceptable overall const. cost.</p>
<b>TIME</b>  PAST  PRESENT  FUTURE	<p>PERMANENCE</p> <p>ADAPTABILITY</p>	<p>Condo purchasers are in it for a longer term than renters</p>	<p>Connect with past by continuing site design criteria</p>	<p>Familiarity</p> <p>but</p> <p>Originality</p> <p>Historic yet enterprising responses</p>	<p>Restore historic urban qualities <del>to</del> with a contemporary language that also exhibits <u>performance</u> and <u>adaptability</u> for the future.</p>



# Decision-making Step



# Problem Analysis vs Decision Making

It is important to differentiate between problem analysis and decision making.

The concepts are completely separate from one another.

Problem analysis must be done first, then the information gathered in that process may be used towards decision making

## **Problem Analysis**

- Analyze performance, what should the results be against what they actually are
- Problems are merely deviations from performance standards
- Problem must be precisely identified and described
- Problems are caused by some change from a distinctive feature
- Something can always be used to distinguish between what has and hasn't been effected by a cause
- Causes to problems can be deducted from relevant changes found in analyzing the problem
- Most likely cause to a problem is the one that exactly explains all the facts

## **Decision Making**

- Objectives must first be established
- Objectives must be classified and placed in order of importance
- Alternative actions must be developed
- The alternative must be evaluated against all the objectives
- The alternative that is able to achieve all the objectives is the tentative decision
- The tentative decision is evaluated for more possible consequences
- The decisive actions are taken, and additional actions are taken to prevent any adverse consequences from becoming problems and starting both systems (problem analysis and decision making) all over again
- There are steps that are generally followed that result in a decision model that can be used to determine an optimal production plan.

# 의사결정기법

*Any Decision is Better  
than no decision*



- 정의

- 의사결정에 영향을 미치는 **요인과 제약조건을 파악하여 최선의 목적을 달성하기 위한 방법**

- 의사 결정의 용이성을 결정짓는 요소

- **정보(information)**

- 대부분의 경우 정보는 풍부하게 주어진나 이를 가공, 분석하는 개인적 능력이나 컴퓨터 활용 능력에 의해 효율적인 사용이 달라짐

- **불확실성(Uncertainty)**

- 많은 의사 결정 문제가 불확실성에 의해 복잡해짐

- **부족한 자원(Scarce resource)**

- 생산 자원의 부족하거나 다른 기회(competing alternatives)에 이용될 수 있을 때, trade-off를 평가해야 됨

- **정신적 요소(Psychological factor)**

- fear, power, anxiety와 같은 정신적 요소에 의해 영향 받음

⌘ 대안: 선택 가능한 전략들

⌘ 여건(Environment) 및 발생 확률

- 여건: 의사결정에 영향을 미치지만, 의사결정자가 통제할 수 없는 요소
- 발생확률: 각 여건이 발생할 조건부 확률

⌘ 결과

- 대안과 여건의 결합에 따른 결과 : 주로 화폐단위로 정량화

⌘ 의사결정 기준

- 의사결정자의 주관적 가치기준
- 의사결정에 따른 결과의 중요성(가치): 화폐가치

## ✦ 확실성 하의 의사결정(DMUC)

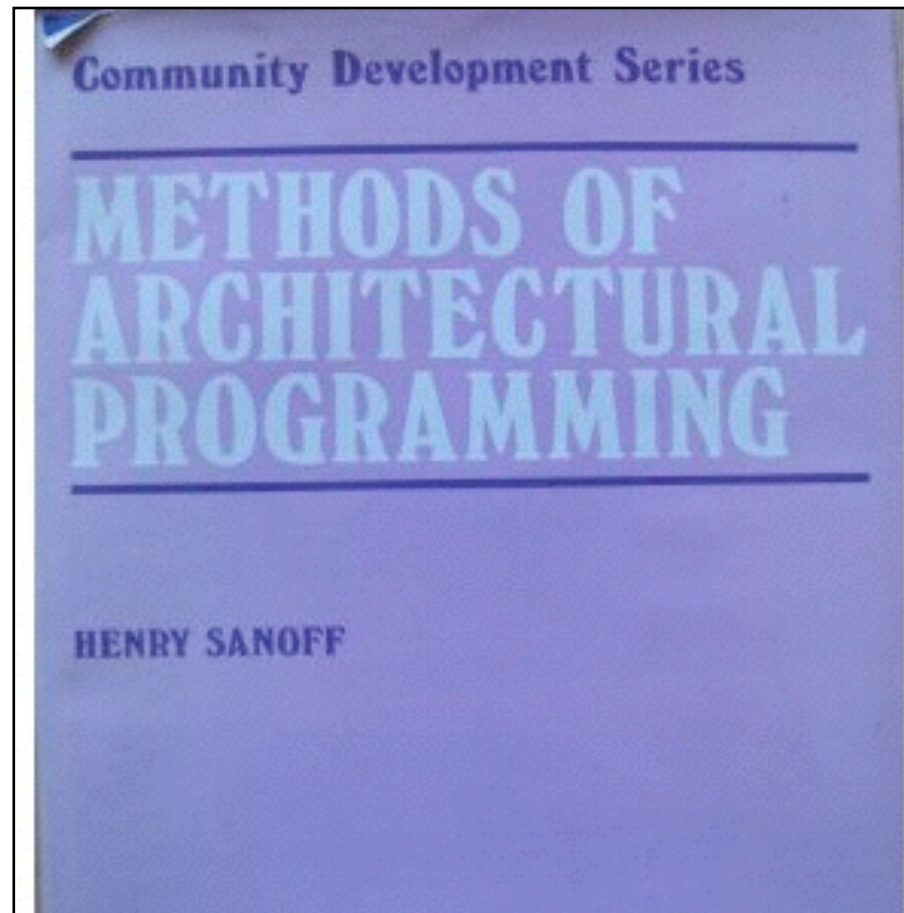
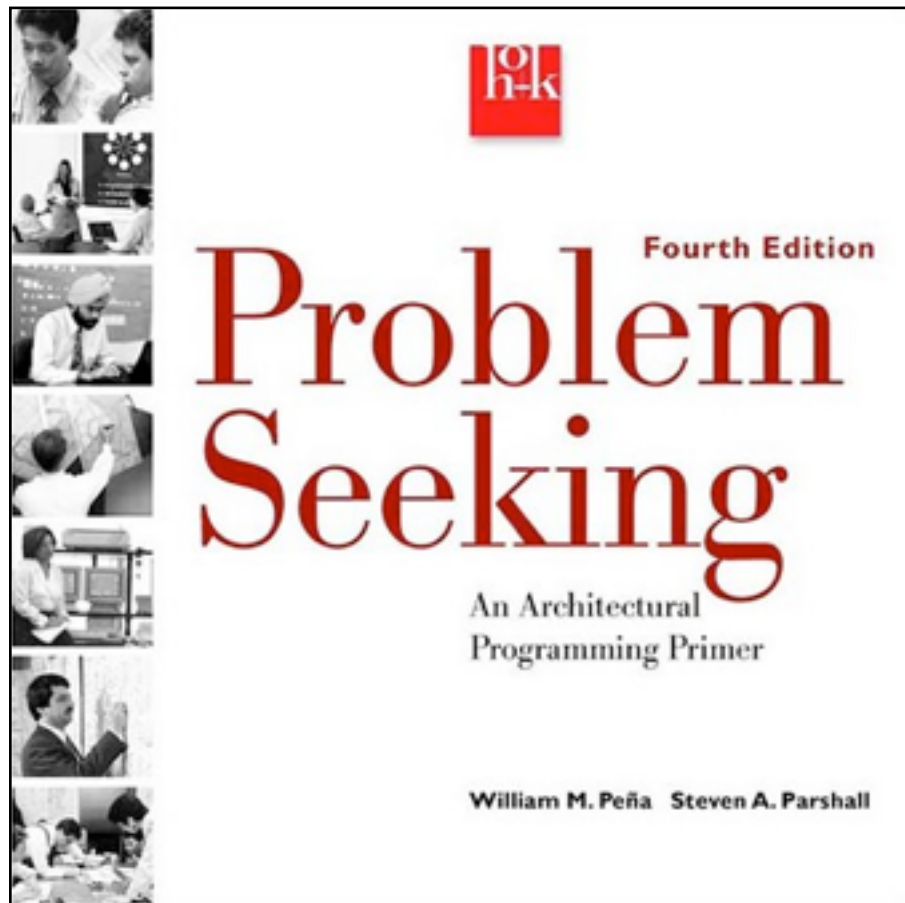
- 선택할 수 있는 대안이 명확하고, 대안의 선택에 따라 발생하는 상황과 의사 결정 결과를 확실히 알 수 있는 경우
- 명확한 의사결정 절차에 따라 의사결정 진행. 수리모형 이용

## ✦ 불확실성 하의 의사결정(DMUU)

- 여러 여건이 일어날 확률 분포에 관한 사전 지식이 없을 경우
- 의사결정자가 특정한 결정 기준을 채택하여 결정

## ✦ 위험 하에서의 의사결정(DMUR)

- 선택할 수 있는 대안이 명확하고 발생 여건을 확실히 알 수 있으나, 각 여건의 발생가능성이 확률적으로 고려되는 경우
- 기대값을 이용



The Architect's Guide to Facility Programming, M.A.Palmer