Broadening the Perspective of Technology in Architectural Practice

October 19, 2012 | Stanford, CA
Stanford University Center for Integrated Facility Engineering

Practice Management KC

Update via GoToMeeting

Rena Klein, FAIA

Broadening the Perspective of Technology in Architectural Practice is registered with AIA CES.
Online + Components: **TAP101912W**
Stanford CIFE Live Event: **TAP101912S**
Questions? Contact tap@aia.org

AIA Practice Management Knowledge Community

- **10,800+ members**
- **Dedicated to sharing practice management knowledge**
  - www.aia.org/pm
- **Practice Management Digest**
  - Quarterly by email (free)
- **Best Practices**
  - Hundreds online at aia.org/practicing/bestpractices/index.htm (free)

AIA Practice Management Knowledge Community

- **Webinars**
  - Approx. 6 per year (free)
- **Web Presence and Outreach**
  - Architect's Knowledge Resource and LinkedIn (free)
- **Convention Programming**
  - Practice Management Lunch, Marketing Media Exchange and Seminars
- **Annual Fall Conference**
  - 2013 Hybrid Conference PM/TAP/PD

re:inventing practice

September 19, 2012

Atlanta, Georgia

re: re:inventing architecture
atlanta, GA
loews atlanta hotel
2012

AIA SAR
Georgia | North Carolina | South Carolina
South Atlantic Regional Conference
september 19-22

PMKC
Workshop Schedule

8:30 – 9:45 a.m.	**Session I: Keynote Address**
James Cramer, Hon. AIA	*Emerging Trends in Practice*
10:00 – noon	**Session II: Overview and Tools**
Linda Reeder, AIA	*Emerging Practices Overview*
Tony Rinella, AIA	*Emerging Collaborative Technology*
noon – 1:00 p.m.	**Lunch**

PMKC
Workshop Schedule

1:00-2:30 p.m.	**Session III: Case Studies**
Gustavo Berenblum, AIA	*Berenblum Busch Architecture*, Miami, FL
Aaron Greven, AIA	*AG Design Works*, Chicago, IL
2:30-2:45 p.m.	**Break**
2:45-4:15 p.m.	**Session III: Case Studies, cont.**
James MacManus, FAIA	*S/L/A/M Collaborative*, Glastonbury, CT
Karen Pitsley, AIA & David Nicks, AIA	*Transforming Architecture*, Highland, MD
4:15-5:00 p.m.	**Concluding Session**

Elements of Successful Collaboration: Firms and People

- Choose appropriate collaborators
- Familiarity between some players from different firms
- Trust and respect between firms and people

Elements of Successful Collaboration: Emotional Intelligence of Groups

Three essential conditions:

- Trust among members
- Sense of group identity
- Sense of group efficacy

(Druskatt and Wolff, 2009)

Elements of Successful Collaboration: Communication

- Determine preferred method of communication early
- Virtual tools
- Face-to-face meetings
  - Kick off
  - Progress
- Recognize and accept different firm cultures, decision-making styles

When considering collaboration…

…be able to answer the following questions:

- What is the value proposition of the collaboration—the value to be created?
- How will you share the reward?
- What are the risks, and how will we manage them?
- What are the disruptive impacts on the collaborative venture that need to be anticipated prior to its establishment?
- How do we build a collaborative mind-set?

-Adapted from Welborn and Kasten, 2003

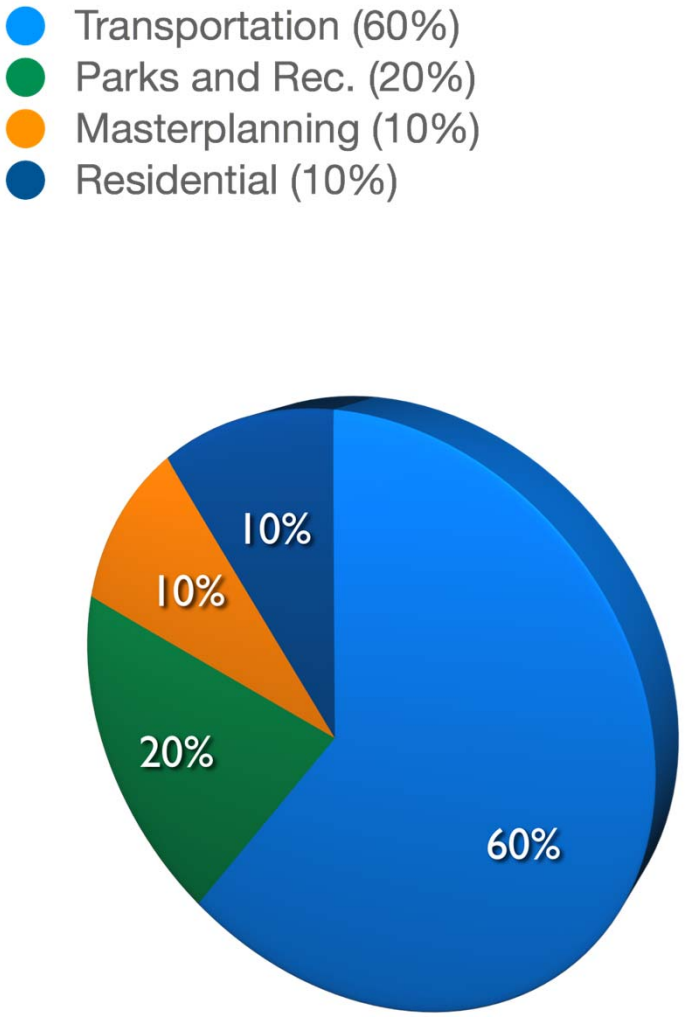
re:inventing practice

AIA PMKC SAR Conference, Sept. 19, 2012

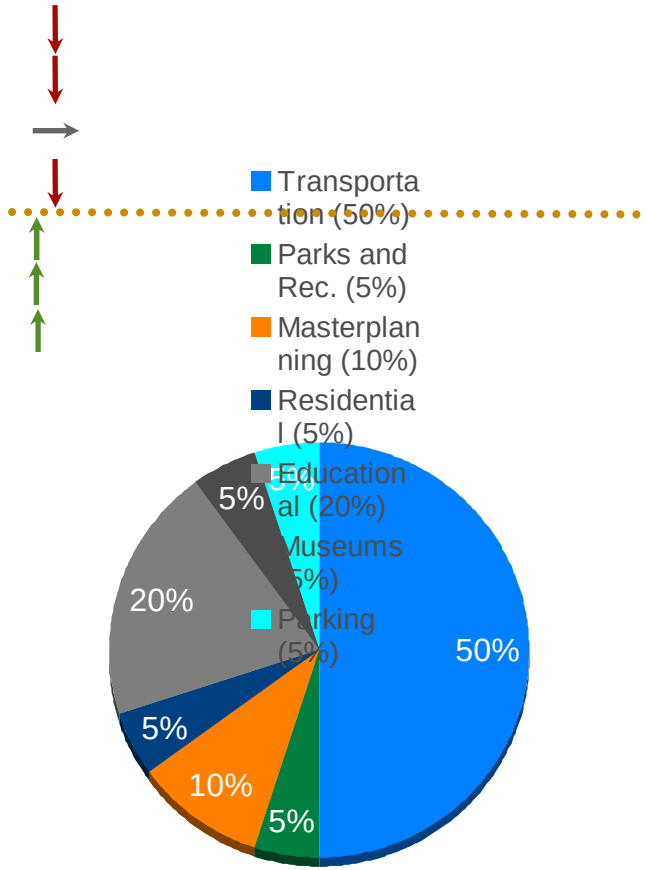
Gustavo Berenblum, AIA

Project Distribution

Before Partnering

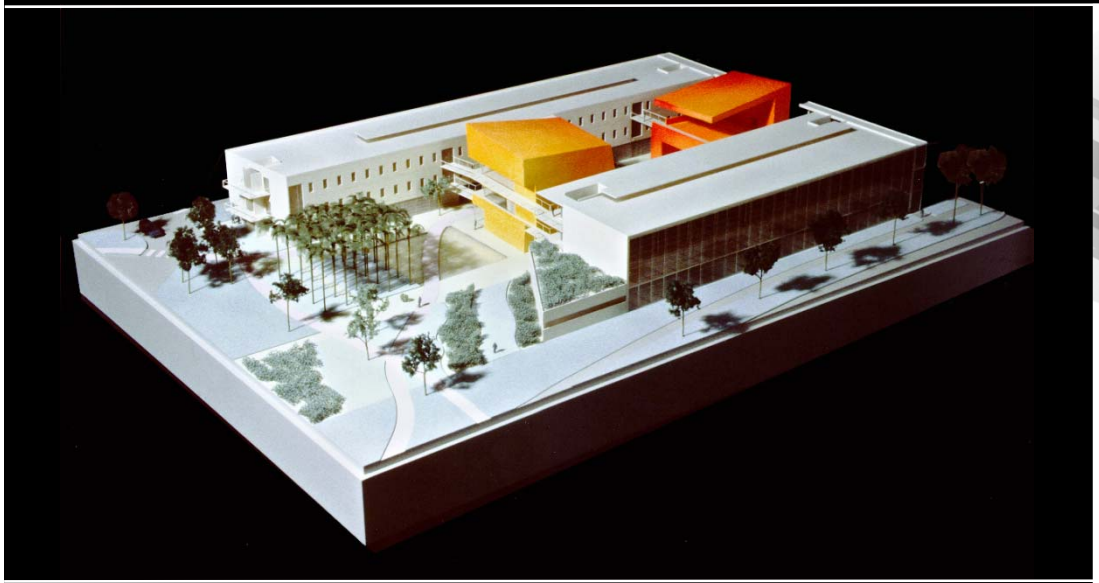


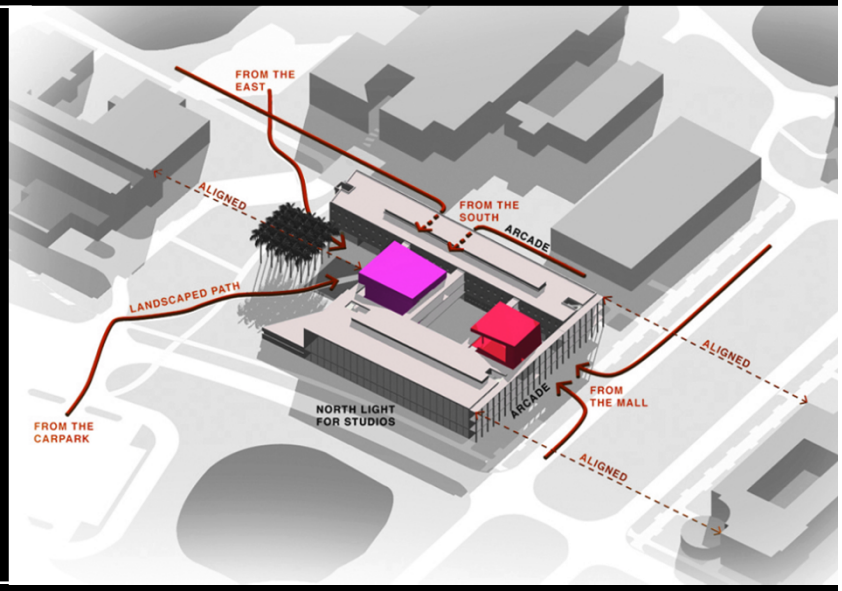
After Partnering



Case Study 1

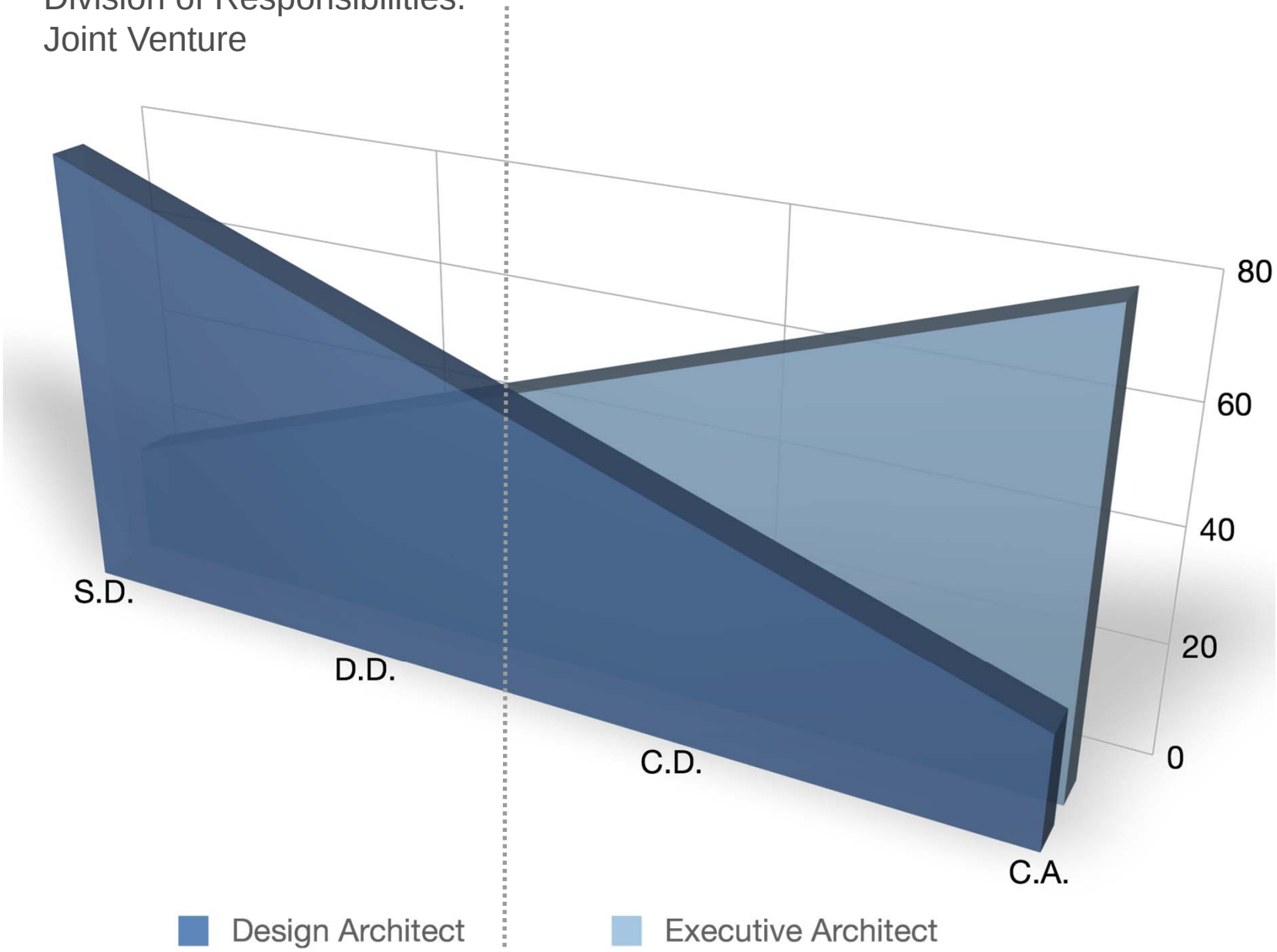
Florida International University. New School of Architecture. 1999-2002.
J.V. with Bernard Tschumi





- Won through an International Design Competition
- Joint Venture between: Bernard Tschumi Architects and BEA International
- 87,000 sf building for a Public University located within the University Campus
- Extremely tight budget!!!!! Less than $200sf in today’s $

Division of Responsibilities.
Joint Venture

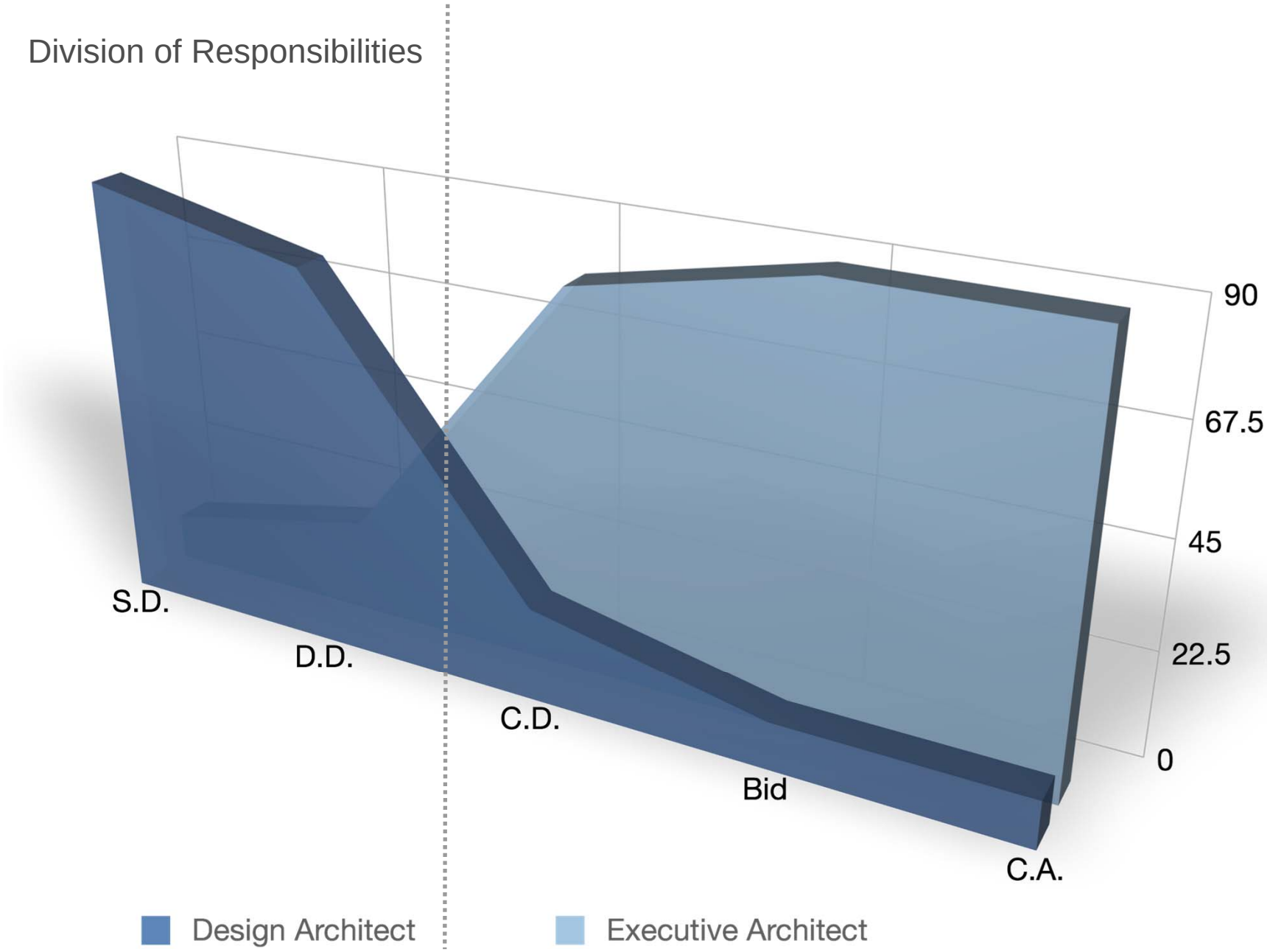


Case Study 2

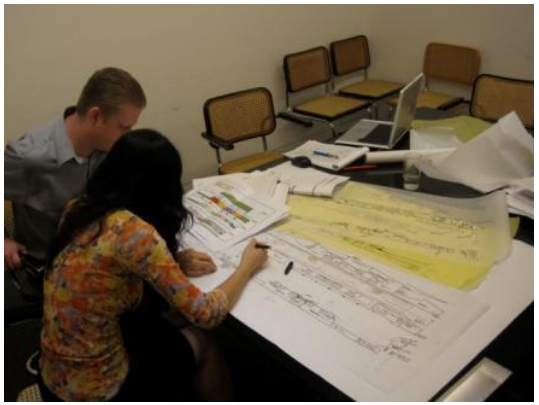
Florida International University. Graduate School of Business. 2003-200
J.V. with K.P.F.

- Same University, different user group.
- Similar approach to find appropriate partner.
- Cold call to KPF, no contacts or previous experience of working together.
- Similar approach as previously used to pursue the RFQ.

Division of Responsibilities



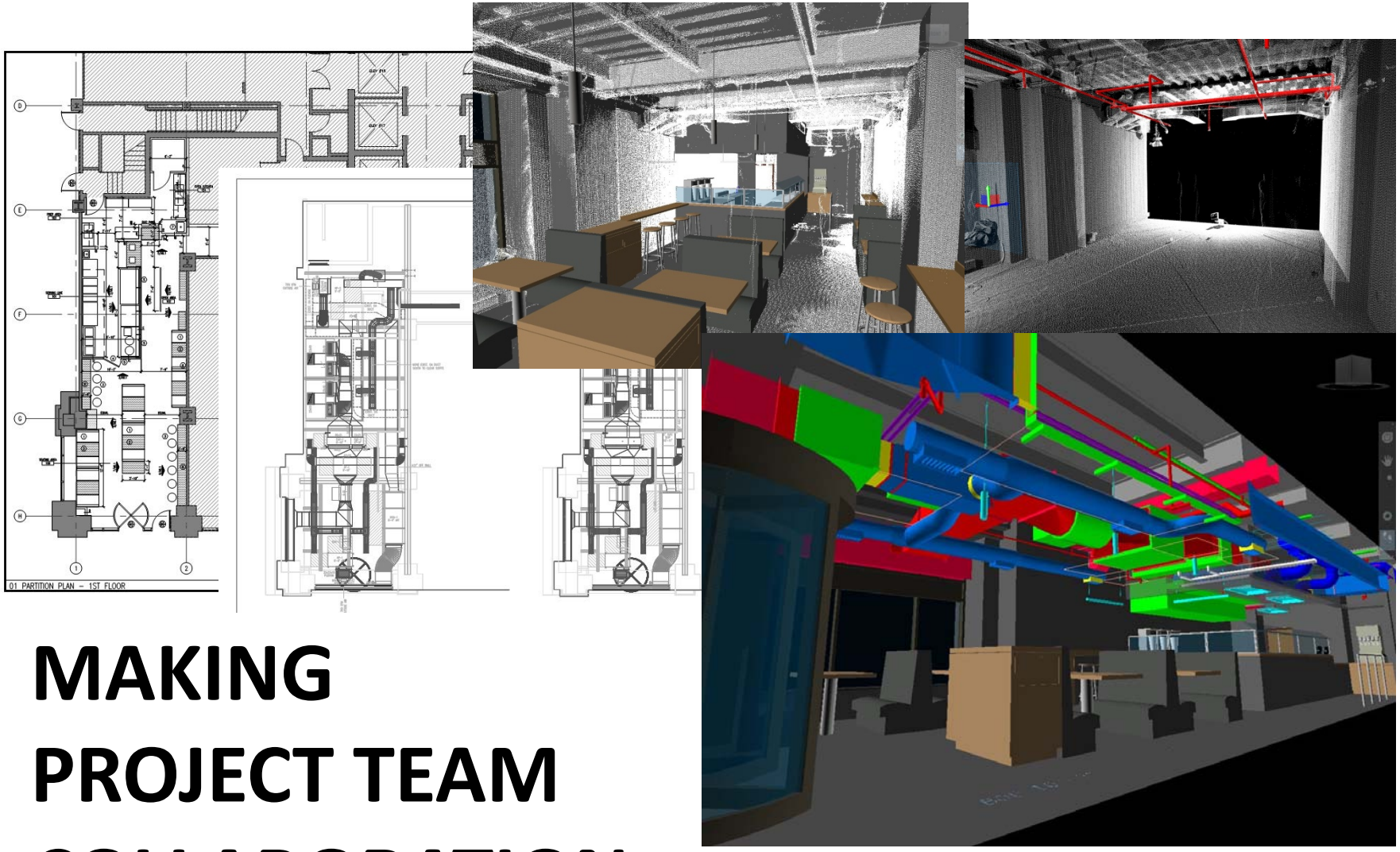

Current Collaboration
with Zaha Hadid



Conclusions

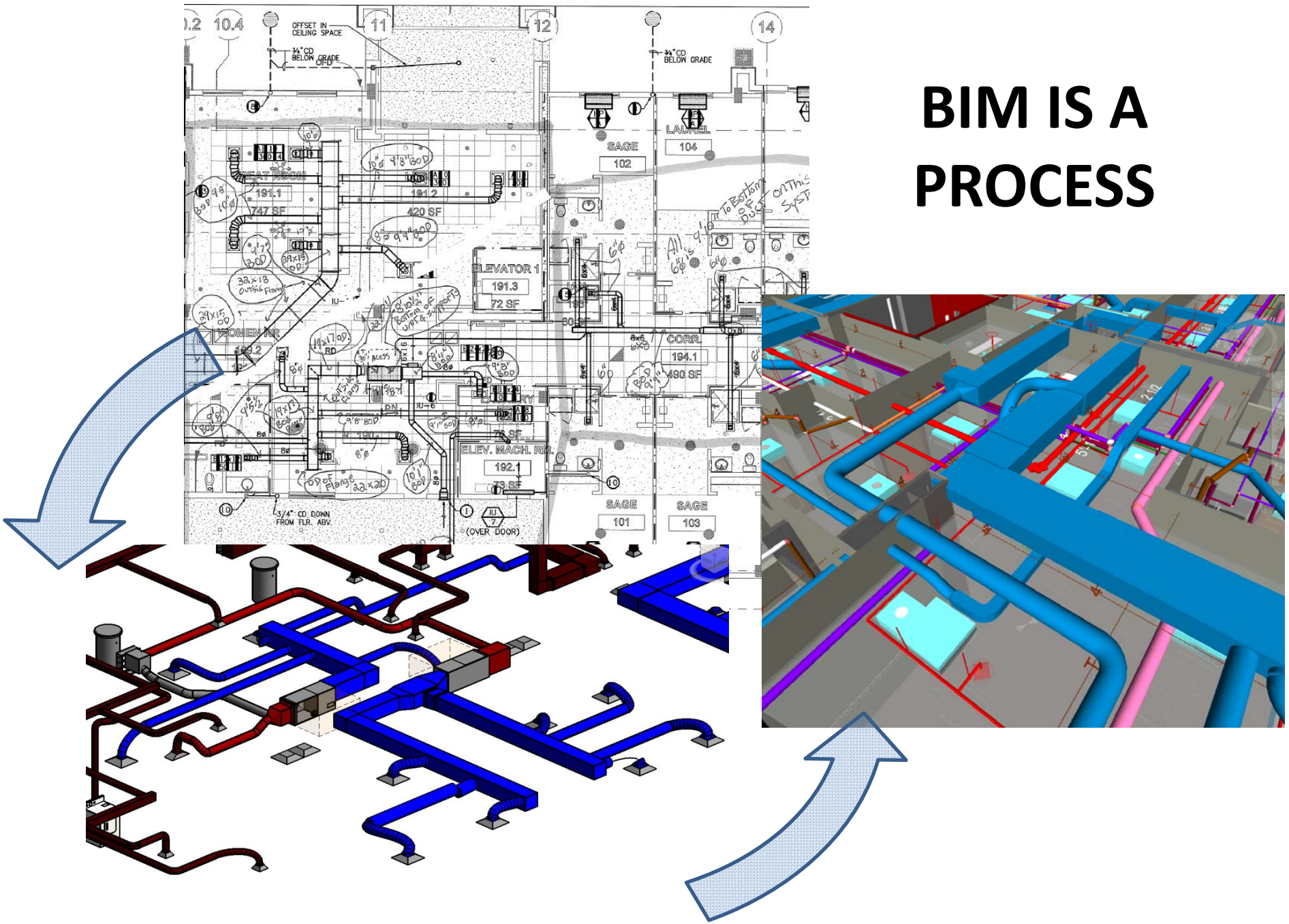
COLLABORATIONS/PARTNERSHIPS

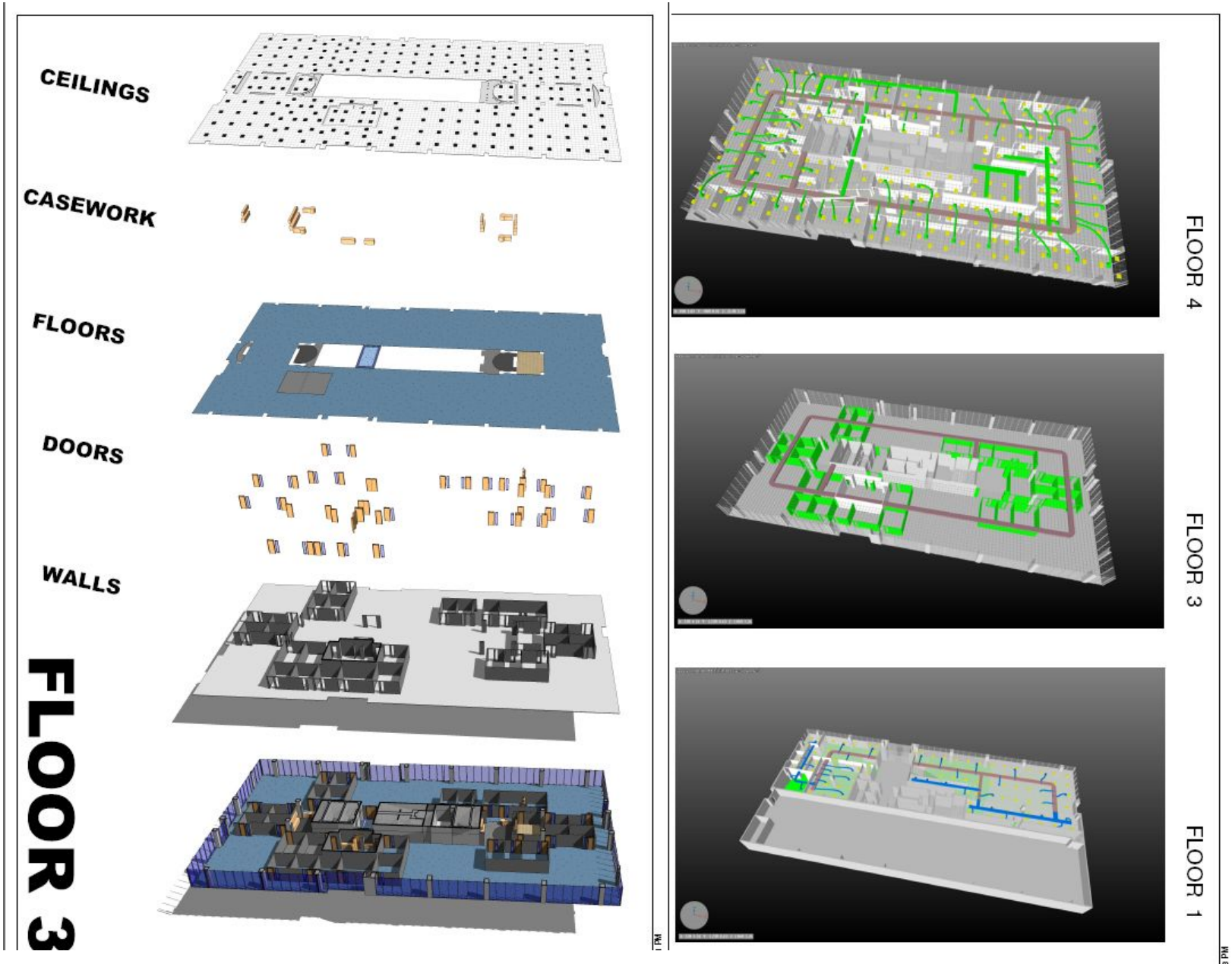
- Are about being **proactive.**
- Searching for **opportunities** to create your own projects.
- **Opening doors** where there were solid walls before.
- Being completely devoted to **Team Work.**
- And very **passionate** at what we do.
- Delivering **Outstanding** Architectural **Quality** that represents a tangible value to our Clients.

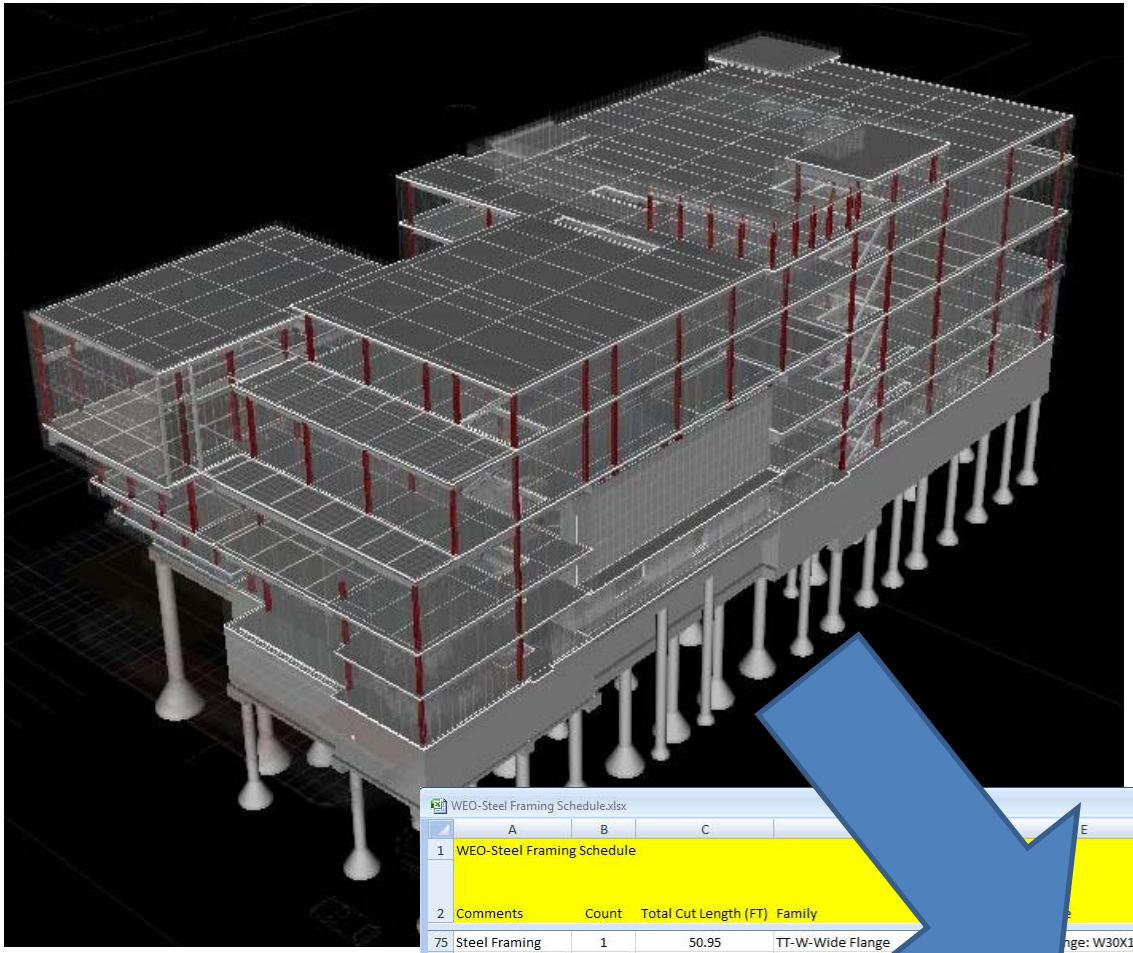


MAKING PROJECT TEAM COLLABORATION A REALITY USING VIRTUAL TOOLS

BIM IS A PROCESS




CEILINGS
CASEWORK
FLOORS
DOORS
WALLS
FLOOR 3
FLOOR 4
FLOOR 3
FLOOR 1

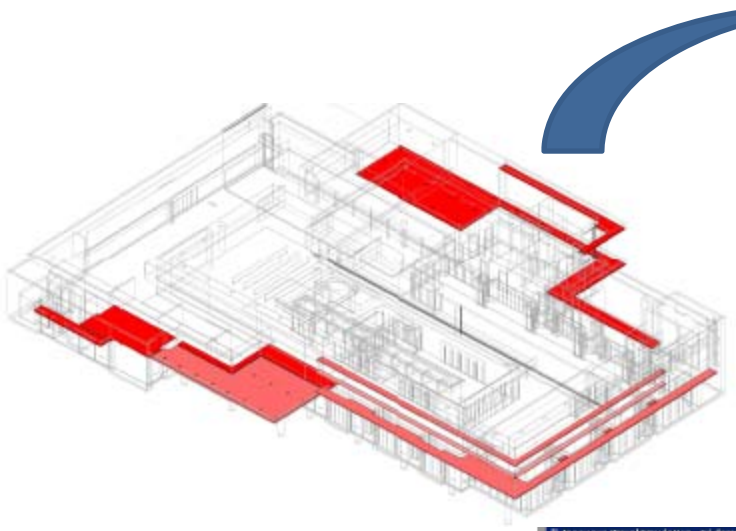


USE THE DATA

WEO-Steel Framing Schedule.xlsx

	A	B	C	D	E	F	G	H	I	J	K	L
1	WEO-Steel Framing Schedule											
2	Comments	Count	Total Cut Length (FT)	Family	e	Total Length (FT)	Shape	Type	W	W	Weight in tons (= cut length x W / 1' / 2000)	
75	Steel Framing	1	50.95	TT-W-Wide Flange	nge: W30X132	52.17	W30	W30X132		132	3.3627	
76	Steel Framing	12	391.86	TT-W-Wide Flange	nge: W30X148	404.42	W30	W30X148		148	28.99764	
77	Steel Framing	3	91.74	TT-W-Wide Flange	nge: W30X173	94.67	W30	W30X173		173	7.93551	
78	Steel Framing	5	193.72	TT-W-Wide Flange	TT-W-Wide Flange: W30X191	198.44	W30	W30X191		191	18.50026	
79	Steel Framing	11	275.14	TT-W-Wide Flange	TT-W-Wide Flange: W30X211	282.36	W30	W30X211		211	29.02727	
80	Steel Framing	1	31.11	TT-W-Wide Flange	TT-W-Wide Flange: W30X261	31.11	W30	W30X261		261	4.059855	
81	Steel Framing	1	31.33	TT-W-Wide Flange	TT-W-Wide Flange: W33X118	33	W33	W33X118		118	1.84847	
82	Steel Framing	1	38.36	TT-W-Wide Flange	TT-W-Wide Flange: W33X169	39.5	W33	W33X169		169	3.24142	
83	Steel Framing	4	15.65	TT-W-Wide Flange	TT-W-Wide Flange: W36X135	18	W36	W36X135		135	1.056375	
84	Steel Framing	1	34.68	TT-W-Wide Flange	TT-W-Wide Flange: W36X150	36	W36	W36X150		150	2.601	
85	Steel Framing	1	31.36	TT-W-Wide Flange	TT-W-Wide Flange: W36X194	32.58	W36	W36X194		194	3.04192	
86	Steel Framing	1	43.83	TT-W-Wide Flange	TT-W-Wide Flange: W36X210	45.17	W36	W36X210		210	4.60215	
87	Steel Framing	2	69.5	TT-W-Wide Flange	TT-W-Wide Flange: W36X256	72	W36	W36X256		256	8.896	
88	Grand total: 1481		28399.49			29813.2					1019.09	tons
89												

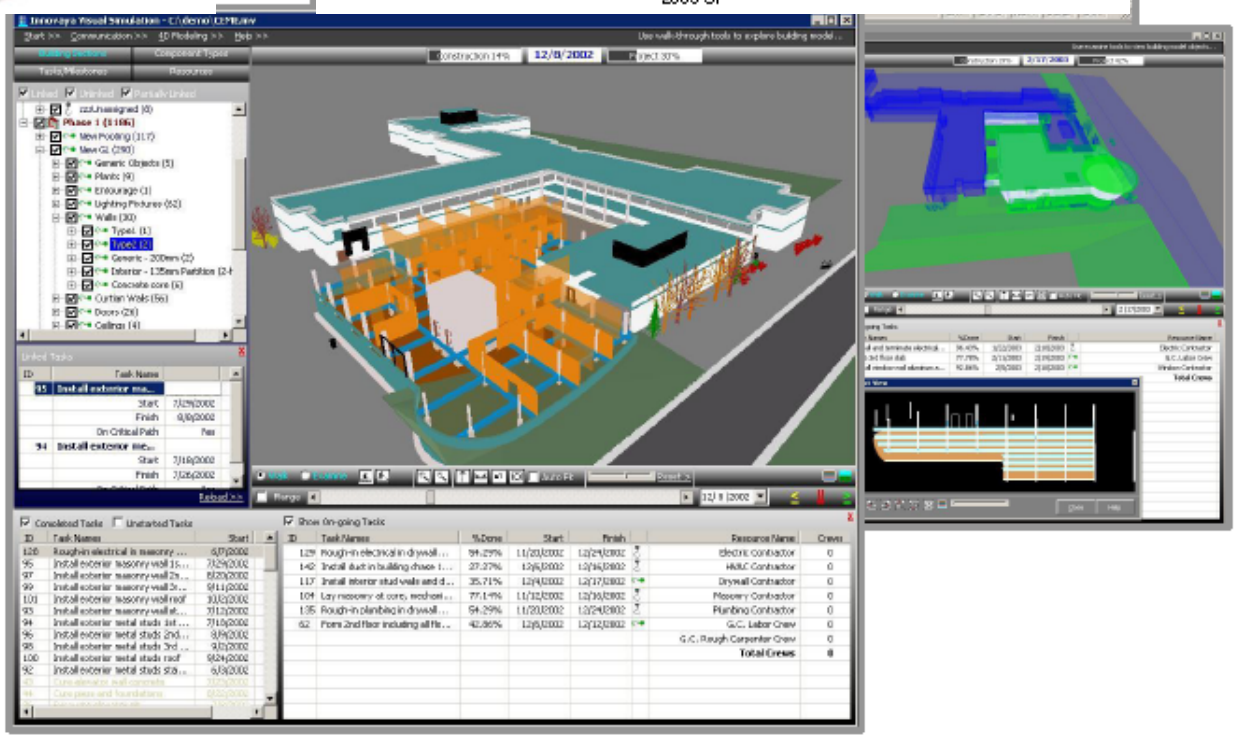
WEO-Steel Framing Schedule



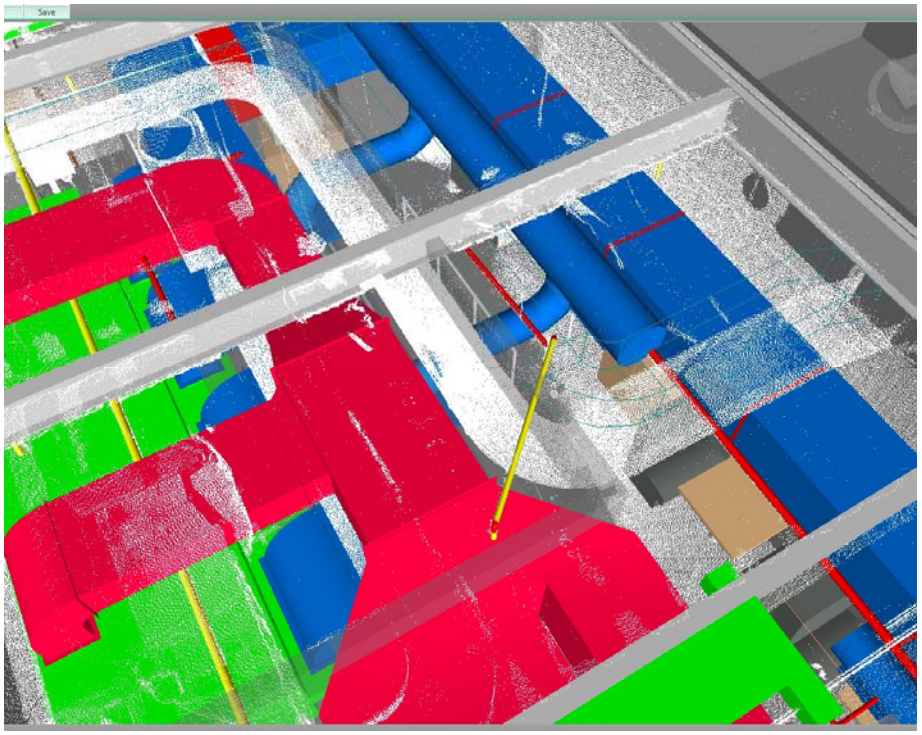
Type	Area	Perimeter	Level	Color
Exterior Ceiling - DEFS - 4 3/8"	713 SF		9'-11 1/2"	darkred
Exterior Ceiling - DEFS - 4 3/8"	1364 SF		11' 11 1/2"	darkred
Exterior Ceiling - DEFS - 4 3/8"	183 SF	135' - 10"	T/ FIN. 2ND FLR	darkred
Exterior Ceiling - DEFS - 4 3/8"	204 SF	86' - 3 1/2"	PARAPET 1	darkred
	2465 SF			
Exterior Ceiling Gypsum - 4 1/4"2	233 SF		T/O FIN. 1ST FLOOR	lightred
	233 SF			
Exterior Ceiling Gypsum - 4 1/4"	303 SF		T/O FIN. 1ST FLOOR	lightred
Exterior Ceiling Gypsum - 4 1/4"	849 SF	148' - 7 1/4"	9'-11 1/2"	lightred
Exterior Ceiling Gypsum - 4 1/4"	669 SF	353' - 6 1/4"	11' 11 1/2"	lightred
Exterior Ceiling Gypsum - 4 1/4"	182 SF	61' - 11 3/4"	T/ FIN. 2ND FLR	lightred
	2003 SF			

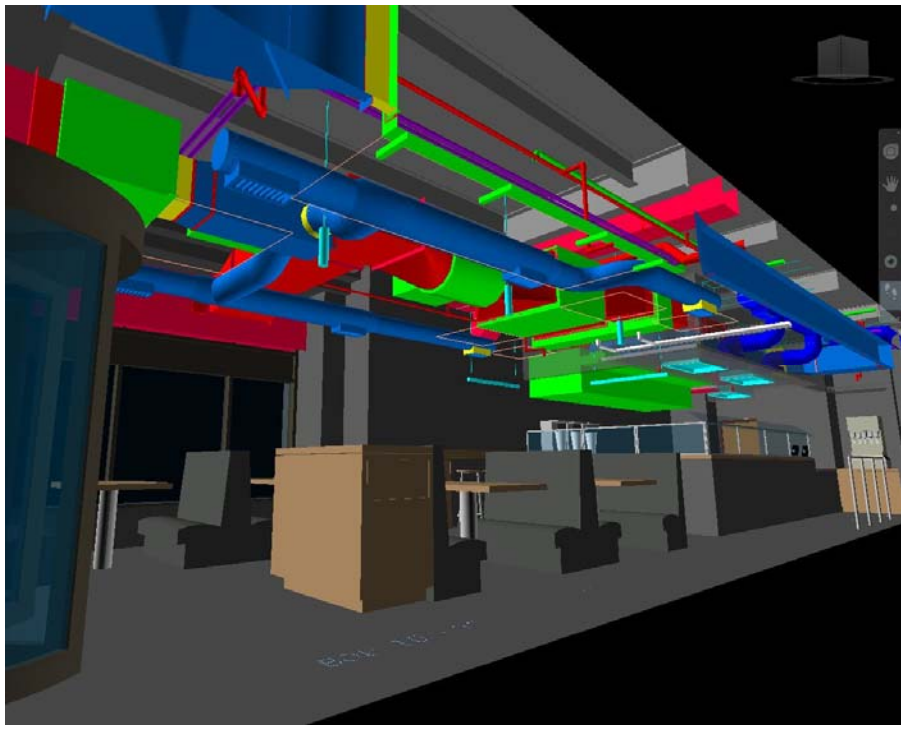
DESIGN BIM

- Real-time quantity analysis

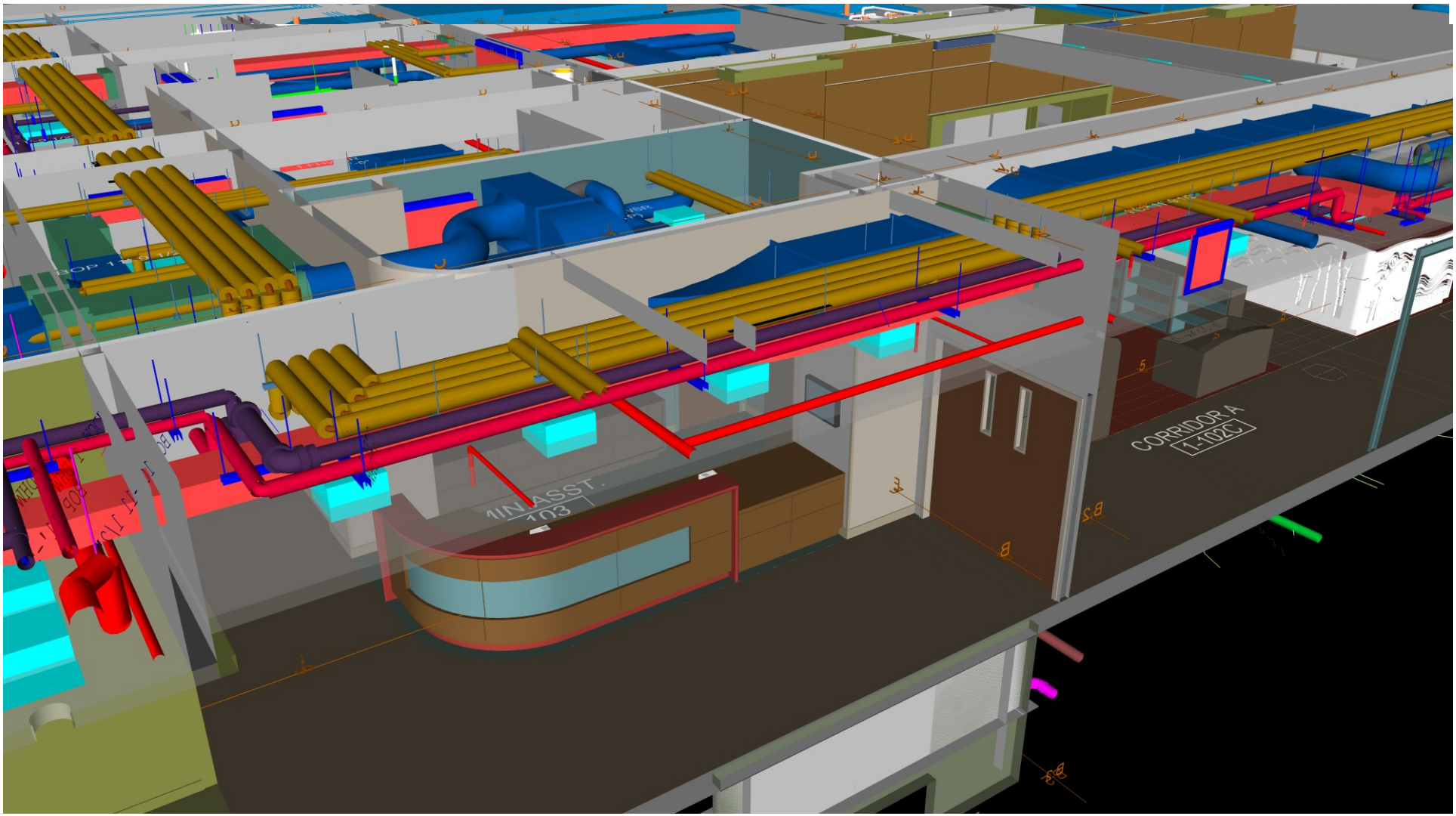


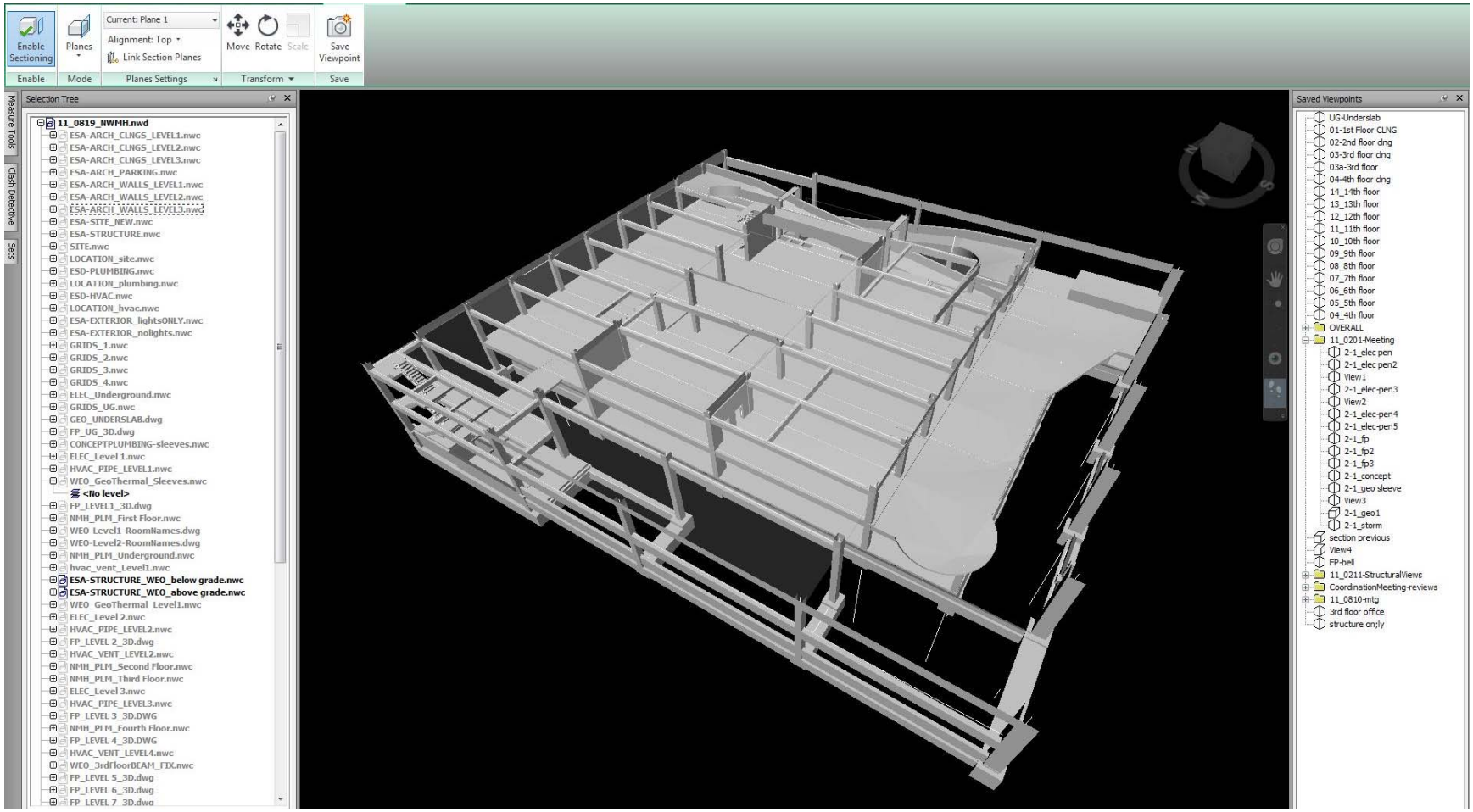
COORDINATION USING NAVISWORKS





DESIGN vs. CONSTRUCTION MODEL

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Planes
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Link Section Planes
Move
Rotate
Scale
Save Viewpoint
Enable
Mode
Planes Settings
Transform
Save
Selection Tree
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ESA-STRUCTURE.nwc
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ESD-PLUMBING.nwc
LOCATION_plumbing.nwc
ESD-HVAC.nwc
LOCATION_hvac.nwc
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FP_LEVEL 7_3D.dwg
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UG-Underslab
01-1st Floor CLNG
02-2nd floor clng
03-3rd floor clng
03a-3rd floor
04-4th floor clng
14_14th floor
13_13th floor
12_12th floor
11_11th floor
10_10th floor
09_9th floor
08_8th floor
07_7th floor
06_6th floor
05_5th floor
04_4th floor
OVERALL
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2-1_elec pen2
View1
2-1_elec-pen3
View2
2-1_elec-pen4
2-1_elec-pen5
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2-1_fp2
2-1_fp3
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2-1_geo sleeve
View3
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2-1_storm
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View4
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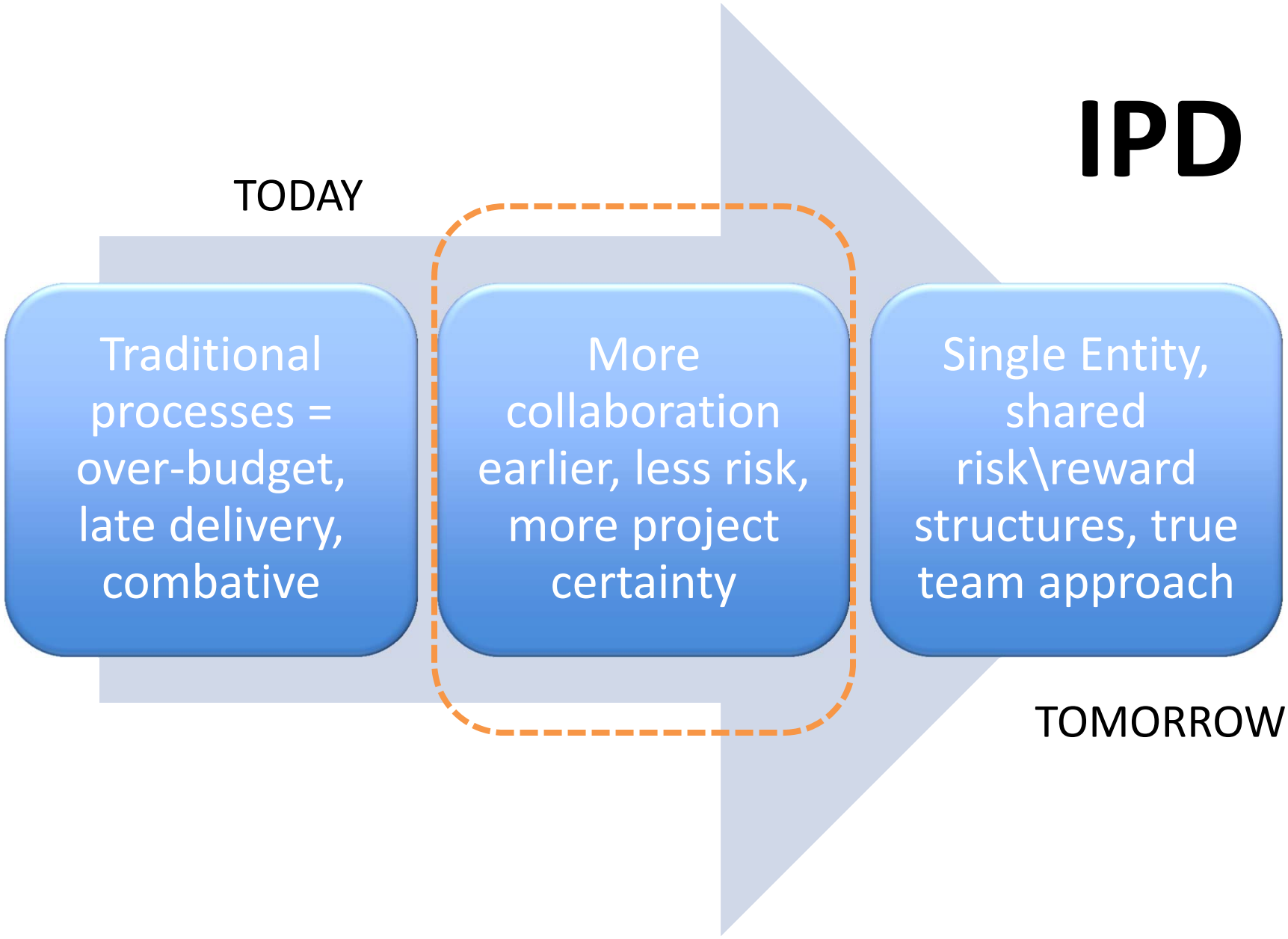
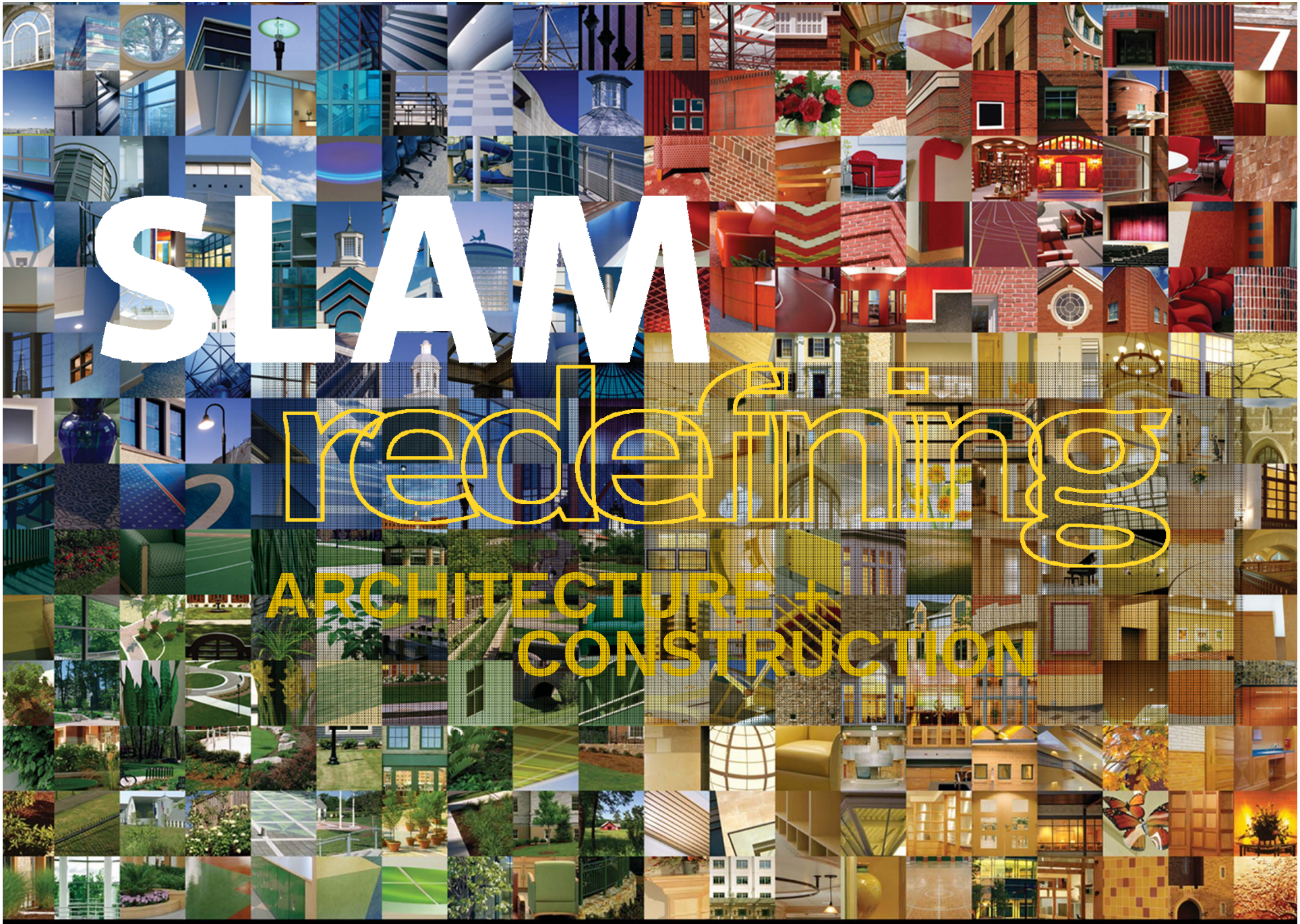
CoordinationMeeting-reviews
11_0810-mtg
3rd floor office
structure only

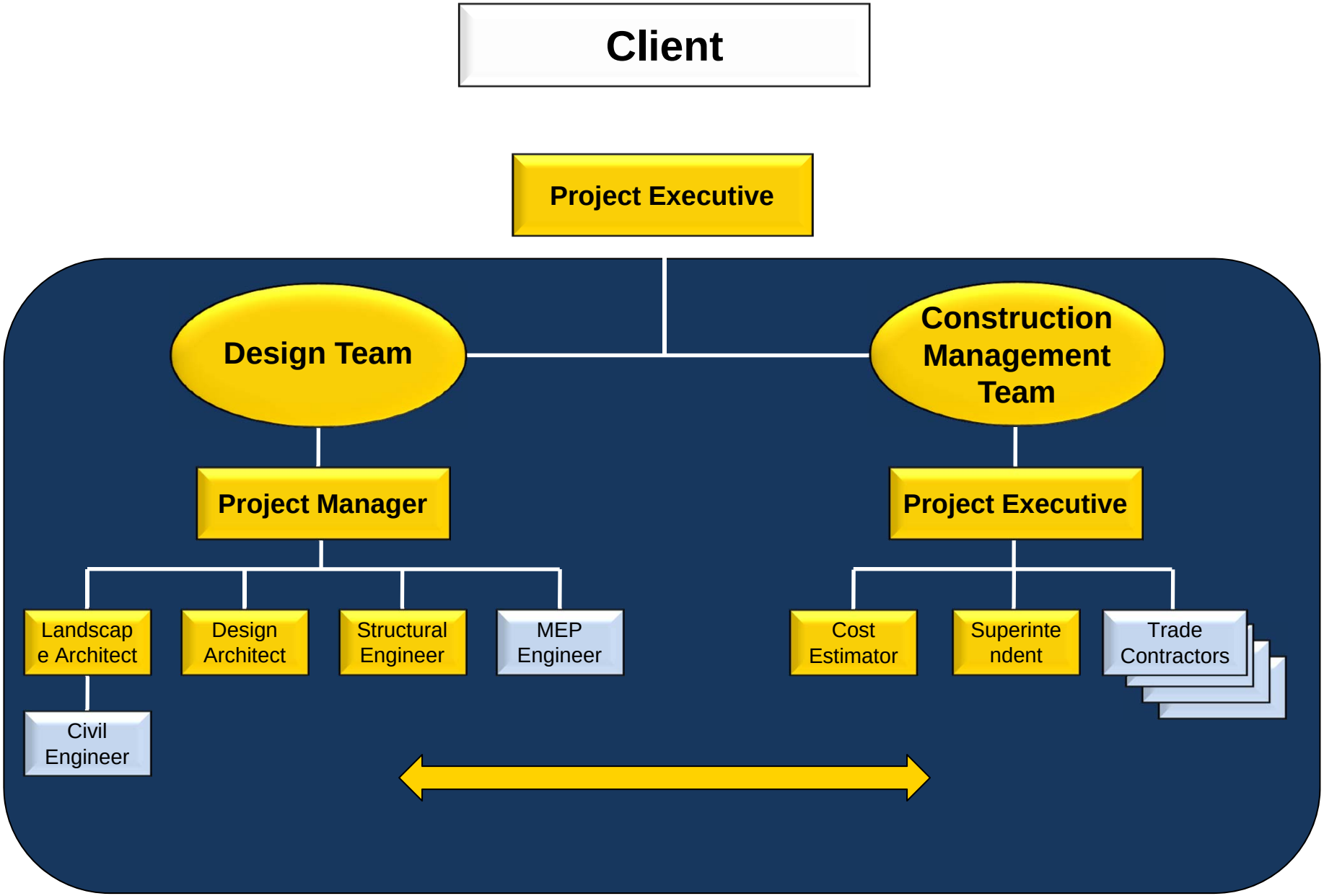
IPD


TODAY
Traditional processes = over-budget, late delivery, combative
More collaboration earlier, less risk, more project certainty
Single Entity, shared risk\reward structures, true team approach
TOMORROW



PMKC Fall Conference

The S/L/A/M Collaborative


Client
Project Executive
Design Team
Construction Management Team
Project Manager
Project Executive
Landscape Architect
Design Architect
Structural Engineer
MEP Engineer
Cost Estimator
Superintendent
Trade Contractors
Civil Engineer


University of Hartford
Microsoft
Virtual Earth™
25 yds
© 2008 Microsoft Corporation © 2008 NAVTEQ © AND
© 2008 Pictometry International Corp.


Emergency


Shaw Center
Hillyer College
Shaw Center

Economic Analysis Typical Project

- Project Cost $10,000,000
- A/E Rev 7.5% $750,000
- A/E Cost 85% $640,000
- A/E Profit $110,000

- CM Rev (GC 8%) $800,000
- Cost of GC GC (90%) $720,000
- CM Profit of GC $ 80,000
- CM Fee (4%) $400,000
- Home off cost in fee $100,000
- CM Profit on Fee $300,000
- DNI shared savings or buy out potential

Why change

We offer the client single source responsibility

We can control our risk

We can protect our design solutions

We can improve our profitability

We can correct systemic industry defects

TRANSFORMING ARCHITECTURE

CUSTOM DESIGNS. FLAT FEES.

Welcome to

A FRANCHISE MODEL FOR ARCHITECTS

Karen Pitsley, AIA & David Nicks, AIA

Professional Service Franchises

Advantages of Arch. Franchise

- Collective marketing and advertising
- Resume sharing
- A team of business owners to be a “board of directors” as needed who know your business
- Business coaching by licensed coaches
- Website
- Help with accounting & bookkeeping
- Forms and contracts
- Legal team
- Help in growing your firm in the direction you want
- Increase in profitability & reduction in costs through group buying (as in Prof. Liability) & proven systems
- Leads from being part of a national brand
- An exit strategy

Our Mission:
"To build a professional community that provides clients value through Expertise, Education and Innovation."

AIA Practice Management Knowledge Community

2012 PMKC Advisory Group

- Scott Kuehn, AIA (2012 Chair)
- Donald Simpson, AIA
- **Rena Klein, FAIA** rena@rmklein.com
- Jason Pierce, AIA (YAF representative)
- Ray Kogan (2011 Chair)