

## Major Phases to Complete the Project

- Baseline information
- Design
- Construction Documents
- Procurement
- Approvals
- Contract Administration
- Project Close-out

## Typical Baseline Information

Examples, of this information are:

- Surveys of the property, tree locations, utilities, easements etc.
- As-built drawings of existing improvements.
- The space program which is simply a listing of spaces and approximate sizes

Most of this information must be assembled before normal architectural design work begins and therefore is not included in standard Owner-Architect agreement. The architect often assists the Owner in collecting or developing this information for an additional fee.

## Decisions and control

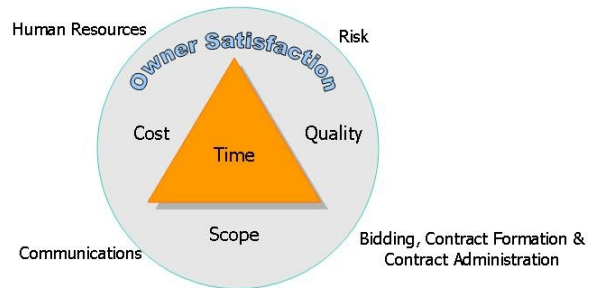
The Owner should consider what they want to control. All decisions are made by one of the following:

- Owner
- Contractor, including sub-contractors
- Material suppliers
- Governing Authorities
- Other stakeholders such as the lender

Control costs money and affects the triple constraints described below.

## The triple constraints determine Owner Satisfaction and must remain in equilibrium

Scope, Quality, Cost influence the work. When any of these constraints are altered, the other two are affected.



- Scope concerns the quantity or efficacy of the work.
- Quality concerns the degree of excellence of the work.
- Cost concerns the capital resources committed to perform the work.
- Time concerns the time to do the work.

The Owner, Architect and Contractor must work together to keep the equation balanced. Other important considerations affecting the triple constraints include: Time, Risk, Human Resources, and Communications.

## Architecture Fees and Services

Project control is determined by the understanding of the work between the contractor and owner before agreeing to the price.

The cheapest the project can ever be is before the architect draws the first sketch. Afterwards, assumptions begin to become elements of the triple constraints. For example, everyone wants to know how much the project will cost. Most mass produced projects cost less than architecturally designed projects. Perhaps architecturally designed projects could cost the same if the Owner, Architect and Builder left the Scope, Quality and Time decisions up to the sub-contractors. But, then why design a project for a real Owner? Would a good contractor be able to work under those constraints?

Whose project would it be?

Design is a curious concept. Some claim they have designed something if they come up with the original

concept. But real design is very detailed. Architectural design goes through at least four levels of complexity.

1. The first level is a Conceptual Plan. This establishes the overall arrangement of spaces and relative sizes.
2. The second level is Schematic Design. This elaborates on the conceptual plan by exploring and developing the general overall look of the project including the third dimension.
3. The next level of design is Design Development. Materials and aesthetic details are tied down. Technical issues are investigated and a strategy for solving the technical problems is developed.
4. Construction Documents: Working Drawings and Specifications (plans and specs) are the last stages of design. These are the most complex, detailed and costly. It is from these drawings that the various vendors determine the detailed project requirements. It is this set of drawings and written specifications which are referred to when building the project.

All of the decisions get made by someone. Good planning results in less confusion and debate later. Fewer change orders. Also, the cost to produce the Working Drawings and Specification is directly related to the level of detail involved. This gets back to the issue of Owner control versus sub-contractor control.

When deciding the level of architectural services you want, think about the following example.

**Flooring example**

- Owner and Architect select the exact product before agreeing to a price of the floor. The Owner determines the scope and quality of the work but not the price. The Owner gets that exact product for an agreed price. It takes time to incorporate these decisions into the contract documents.
- Contract includes an allowance. The Owner and Contractor agree to a cost and scope but not to the

quality of the floor. Sub-contractor bases price on an assumed product and profit. So, the actual cost will be different. This is expedient and allows the Owner and Contractor to sign a contract quicker. The risk is that the Owner may not be satisfied with the available products.

- Plans say “provide a tile floor”. Cost is the main issue and the Owner is relatively unconcerned with the quality. Cost and scope are defined and the sub-contractor selects the product. This is as fast as it gets because the sub-contractor controls what the Owner gets.

Below is a chart that may help you decide the level of Architectural Services you need.

Service	Check marks indicate the proportionate amount of service		
	Minimal	Average	Full Service
Baseline information	✓	✓	✓
Design	✓	✓✓	✓✓✓
Construction Documents	✓	✓✓	✓✓✓
Procurement		✓	✓✓✓
Permitting		✓	✓✓
Contract Administration		✓	✓✓✓

You can see where your project fits by answering the following questions.

		Yes	Maybe	No
1	Project involves both interior and exterior walls			
2	Several trades involved or complexity requires whole project design coordination			
3	Construction budget (exclusive of land, fees, financing, etc.) is at least \$100,000			
4	I want to select specific brands and products myself.			
5	I appreciate fine architectural details and high quality craftsmanship.			
6	I want a very efficient plan and well-proportioned spaces.			
7	I want an architect to represent my interests throughout the entire process.			
8	I want to be made aware of as many risks as possible before something becomes a crisis.			
9	I really want to keep change orders to a minimum.			
10	I want to keep the payments made to my contractor in approximate proportion to the work completed.			
11	Price is less important to me than getting the project that I want.			

1. If 7 or more of your answers are Yes, you probably want full architectural services.
2. If 7 or more of your answers are Maybe, you want full architectural service on at least a part of the project.
3. If 7 or more of your answers are No, you seem to want minimal architectural services. .

Sincerely,



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