

Ideally, development of the client's new system will include the "right people," at a deep organizational level, at the right times. However, not everyone in an organization will have been involved, and communication is necessary to ensure that nonparticipants will accept and support the proposed changes in their environment. A plan can be developed that will address the needs of the whole organization as it moves toward implementation, and might include ongoing communication, an input and feedback loop, and individual and team training where needed to prepare for future operations.

THE SPACE PROGRAM

The space program document can reflect both the programming process and its outcome. Elements of a comprehensive space program for a complex organization might include all of the following components, whereas a residential space program might contain only a few of them in a reduced format.

1. **Introduction.** Description of how information is organized within the document, a glossary or definition of terms, general assumptions, etc.
2. **Organizational vision, core values, and strategic objectives.** Vision statement, core values, and objectives which provided the framework for the decisions that led to the space program and should guide the designer throughout the project. For a residential project this might be a written "dream" of their future home by the clients.
3. **Process and methodology.** A summary of the process and its participants. Future users of the document will gain an understanding of how and why decisions were made.
4. **Operational plan.** Documentation of future operational and functional scenario(s), developed through systems analysis, which form the basis for the space requirements. An operational plan could also include an implementation strategy (the necessary steps to achieve the future scenario), and address resource allocation (budgeted time and expense for staff, consultants, and any other necessary resources to implement the operational plan).

5. ***Critica-issues list.*** A description of any issues or elements that are critical to the success of the project, or that must be addressed or resolved in design.
6. ***Space program.***
 - a. **Space allocation standards:** Where appropriate, standards for space allocation can be developed based on functional requirements, hierarchy, etc. Especially in large facilities, standardization of the size and technical requirements of conference rooms, workspaces, etc., facilitates the creation of modular spaces that support future reconfiguration or alternative use.
 - b. **Qualitative spatial requirements:** A narrative that describes the vision for the quality of the space, which can include “how the space should look or feel.”
 - c. **Building standard assumptions:**
 - i. **Technical standards:** Includes structural, mechanical, electrical, technology, lighting, plumbing, security, communications, audiovisual, and acoustical requirements.
 - ii. **Departmental grossing factors:** A factor applied to the net square footage of each department that accommodates interdepartmental circulation, etc., and creates the total departmental gross square footage.
 - iii. **Building grossing factors:** A factor applied to the sum of the departmental gross square footage that accommodates building systems, building circulation (department to department and vertical, where applicable), wall thickness, etc.
 - d. **Quantitative spatial requirements:**
 - i. **Quantity, square footage allocation, and function for each type of space:** For each type of space, the total quantity, net square footage, functional and use comments, and staff projections.
 - ii. **Space data sheets for each type of space:**
 1. Technical and building systems requirements that reflect conditions atypical to building standards
 2. Projected furniture, fixtures, and equipment
 - e. **Space layout diagrams:** Typical conceptual space diagrams, e.g., conference rooms, training rooms, workspaces, standard office layout, etc.
 - f. **Functional adjacencies:** Describes the primary, secondary, and tertiary adjacency requirements of individual spaces in relation to other spaces.