g. Functional stacking diagrams: Describes the adjacency requirements of individual departments or subdepartments in relation to other departments, both horizontally and vertically (multiple floors).

h. Site development criteria: Site requirements developed through the systems analysis, such as accessibility, parking and transportation, and amenities such as proximity to other services, etc.

7. ***Appendix.***

a. Meeting memoranda

b. Participant listing

TOOLS

The level of information

The level of information collection that has been outlined can be overwhelming. Yet, if any of the details are forgotten, the outcome can be a missed detail, an inaccurate assumption, a design with flaws, and an unsatisfactory end result. If we accept "that the quality of the project is equal to the quality of the process," and that information management is the key to meeting the functional as well as quality goals of the project, then we must find a way to collect, record, change, track, measure, and learn from information.

The current means available to accomplish this effectively are through a relational database. Development of a relational database, which is designed to support the process and includes the specific types of information required, acts as both a repository and checklist for information. When a database is used, it can be designed and programmed to capture specific information, as well as allow change tracking and program reconciliation to development of the design. The most important aspect of inputting information in a database is to ensure that its integrity is maintained over the life of the project.

Program reconciliation is accomplished by comparing design documentation at periodic intervals (i.e., 50 percent design development, 100 percent construction documents, etc.) to the initial space program. Tracking the initiation and approval of changes to the space program, as reflected in the actual design, are necessary to ensure that the original goals are eventually met at completion of the project, or are revised to accommodate the change.

CONCLUSION

Programming is really the art of knowledge management, which is constantly changing and expanding along with our ability to manage information. We need to creatively collect, record, and manage this information if we are to accomplish the act and art of design. Innovative design must be fundamentally functional and in alignment with the vision, goals, and objectives of our clients and their organizations. In essence, it must not only align to their strategic needs, but also to their cultural and even emotional needs. We can never reach this objective if we are not willing to expand our thinking, invest in our tools, and train ourselves in the art of facilitating the design process. We must be willing to involve ourselves at an emotional level if we are going to achieve meeting the emotional needs of our clients through design.

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