

COURSE OVERVIEW

THE ART OF THE DEVELOPMENT PROPOSAL

SUMMER (B) 2018

PLAN A6378

1.5 CREDITS

TUESDAYS, 6:00PM to 8:00PM, 115 AVERY

First class is Thursday July 5th from 5-7pm

Workshops are on Thursdays, 6:00pm to 8:00pm, location: 301 Fayerweather

Final Presentation on Friday, August 10th, 1:00pm to 5:00pm

Instructor: Brian P. Loughlin, AIA
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I. COURSE DESCRIPTION

Objective:

This course shall introduce students to the comprehensive nature of creating a development proposal, and provide an overview of the process including the integration of finance, marketing, spatial programming, architectural design, and urban planning. Using the request for proposals (RFP) as a framework, students will learn how to analyze an RFP, evaluate the real estate opportunity it presents, craft a vision that meets the demands of the market and the needs of the community, maximize value for the municipality and the developer, and prepare a professional development proposal. Students will also develop core competencies in presenting a convincing and compelling written, verbal, and visual presentation.

Description:

Since Mayor de Blasio took office in January of 2014, the City of New York and its sister agencies, have released thousands of Requests for Proposals, or RFPs, many of which include tremendous opportunities for creative developers with a clear vision to transform the urban landscape, impact the real estate market, and affect meaningful change in our city. The gateway to these opportunities is being able to navigate the RFP Process, and there is often very little separating a successful response and a disastrous one.

This mini-studio will use the RFP as a vehicle to better understand a comprehensive approach to creating a real estate development proposal that synthesizes various social, political, economic, and spatial factors into a cohesive vision that can be communicated in a concise and compelling manner. The class as a group shall evaluate the scope of work called for in the RFP, analyze the possibilities within the RFP given current trends in the market, make-up of the neighborhood, and interests in the community. In assigned teams, students will: utilize various strategies and techniques to create a clear vision for the project; develop a compelling initial design, massing, program, and pro-forma; outline a strategic and competitive response to the RFP; and present a winning proposal.

Format:

Classes will typically be divided into lectures, group discussions, and team presentations; technical assistance will be provided during the tutorials; individual and team feedback (desk crits) will be provided during office hours.

II. COURSE REQUIREMENTS AND ASSIGNMENTS

Threshold Requirements:

Students are required to attend all six (6) classes; students are strongly encouraged to attend all five (5) workshops and it is fully expected that at least one representative from each group be in attendance for each of the workshops; each team of students should arrange to meet with the professor at least once during office hours before the final presentations.

Attendance will be taken each week – and all in-class participation shall be noted; any required absence should be brought to the professor’s attention on the first day of class; any unforeseen absences should be brought to the professor’s attention as soon as possible; unexcused absences will count against the final grade, and determination of whether or not an absence is excused is at the sole discretion of the professor.

Distracting and/or inappropriate use of phones, laptops, and/or other devices during class will not be tolerated and shall be treated as an unexcused absence.

Assignments:

Each week teams will be expected to present a different aspect of their proposal for feedback and evaluation by their peers. Teams are also expected to submit drafts of different narrative summaries, architectural submissions, and financial aspects of their proposal. These are not to be understood as stand alone assignments as much as progress sets of various documents. It is also fully expected that as other aspects of the proposal are introduced, earlier elements will develop further and in some cases change course completely.

III. COURSE GRADING CRITERIA

Course grading criteria are as follows:

- Completion of readings, in-class participation, and attendance: 25%
- Group assignments 1 through 4: 25%
- Individual pitch: 25%
- Final group presentation and submission: 25%

Only exceptional performers will receive a High Pass. Those who fall short on more than one major assignment will receive a Low Pass. For group projects, peer-grading shall be used to a limited extent.

IV. READINGS

Students will be expected to read all of the required texts by the second week of class. Students will be expected to familiarize themselves with the reference material as suggested during class, or as determined necessary for completing weekly deliverables. Students are encouraged to read the recommended texts at their leisure.

Required texts:

1. NextGen NYCHA 100% Affordable RFP, June 1 2017; NYCHA and HPD
2. NextGen NYCHA 100% Affordable RFP Addendum, July 12 2017; NYCHA and HPD

Reference Material:

1. Housing New York: A Five-Borough, Ten-Year Plan, 2014; City of New York
2. Housing New York: 2.0, November 2017; City of New York
3. What is Affordable Housing?, 2009; Center for Urban Pedagogy
4. Design Guidelines, May 2016; Department of Housing Preservation and Development
5. Laying the Groundwork, 2015; Department of Housing Preservation and Development
6. NextGeneration NYCHA, 2015; New York City Housing Authority
7. Designing New York: Quality Affordable Housing, 2018; Public Design Commission

Recommended texts:

1. A History of Housing in New York City, 1990; Richard Plunz; Columbia University Press
2. Affordable Housing in New York: The People, Places, and Policies That Transformed a City, 2015; Nicholas Bloom, Matthew Lasner; Princeton University Press
3. Cities for People, 2010; Jan Gehl, Richard Rogers; Island Press
4. How to Kill a City: Gentrification, Inequality, and the Fight for the Neighborhood, 2017; Peter Moskowitz; Nation Books
5. Housing Design: A Manual; 2nd Edition, 2012; Bernard Leupen, Harald Mooij; NAI10 Publishers
6. Professional Real Estate Development: the ULI Guide to the Business; 3rd Edition, 2012; Richard Peiser, David Hamilton; Urban Land Institute

V. COURSE OUTLINE

Week 1:

Lecture: Thursday, July 5th, 6:00 to 8:00 PM

Topics: Course Introduction
Overview of the Pre-Development Process
What makes a good Proposal and Presentation
Understanding the Request for Proposals (Goals)

Assignment: none

Workshop: none

Week 2:

Lecture: Tuesday, July 10th, 6:00 to 8:00 PM

Assignment: *Put Together A Development Team;*
Identify the Goals of the RFP and the Needs of the Community (Executive Summary)

Topics: Investigating the Neighborhood (Market)
Understanding the Community (Demographics)
Analyzing the Site (Zoning)
Elements of good site design
Strategies for Site Selection

Workshop: Thursday, July 12th, 6:00 to 8:00 PM

Week 3:

Lecture: Tuesday July 17th, 6:00 to 8:00 PM

Assignment: *Present your site;*
Describe the Objectives of your Proposal (Community Facility & Commercial Narrative)

- Development Site Plan
- Zoning / Unit Distribution
- Building Information

Topics: Building Planning and Layout
Elements of good building massing
Working with Term sheets
Strategies for Choosing Subsidies

Workshop: Thursday, July 19th, 6:00 to 8:00 PM

Week 4:

Lecture: Tuesday, July 24th @ 6:00 to 8:00 PM

Assignment: *Present your Subsidy Program*

Outline your Approach and Strategies (Design Narrative)

- Typical Floor Plans
- Unit Plans
- Units & Income

Topics: Putting together a Development Budget

Estimating Construction Costs

Determining Rental Income

Elements of good facade design

Calculating Tax Credits

Workshop: Thursday, July 26th @ 6:00 to 8:00 PM

Week 5:

Lecture: Tuesday, July 31st @ 6:00 to 8:00 PM

Assignment: *Present your Budget (Financial Narrative)*

- Elevations
- Other Drawings
- Tax Credits
- Sources and Uses

Topics: Pulling your proposal together

Workshop: Thursday, August 2nd @ 6:00 to 8:00 PM

Week 6:

Lecture: Tuesday, August 7th @ 6:00 to 8:00 PM

Assignment: Final Proposals

Topics: Strategies for effective presentations and clearly communicating your vision for the project

Workshop: Thursday, August 9th @ 6:00 to 8:00 PM

Final Presentation: Friday, August 10th @ 1:00 to 5:00 PM

VI. FINAL EXAMS AND PROJECTS

Final Presentation and Submission Requirements:

Subject to further modification as the semester progresses, each team is required to complete and submit on the last day of class a proposal in response to the RFP comprised of one (1) printed, bound, 8.5x11 full-color booklet incorporating the following information:

TAB A	Form A1 Form A2
TAB B	Executive Summary Form B1 (Simplified)
TAB D	Design Narrative
TAB E	Architectural Submission (Simplified)
TAB G	Community Facility & Commercial Space Narrative
TAB J	Financial Narrative Form J (Simplified)

Subject to further modification as the semester progresses, each team is also required to present their proposal to a RFP Selection Committee on **Friday, August 10th**.

There are no final exams.