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BOZEMAN

SOCIAL SERVICES CENTER FOR BOZEMAN MONTANA

by
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partial fulfillment of the requirements for the degree of
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at
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Bozeman Montana
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THESIS STATEMENT

The complexity of human needs imposes conflicting demands on any architectural project. Acknowledgement and resolution of these conflicting needs produces an enriched and more humane environment.

Discussion

There are two primary categories of conflict. First, there is the possibility of conflict between the project's functional requirements and the designer's conceptual order. These conflicts are not uncommon and often involve slight compromise of function to accommodate a stronger image. But if these conflicts involve primary functional considerations then it is very likely that an inappropriate concept was imposed on the project. No matter what the nature or magnitude of the conflict, a project is a more sympathetic and satisfying solution if both needs are met.

The second area of conflict is the area with which I am primarily concerned; the conflict between two functional requirements within the project. If one is ignored in favor of the other the solution is less satisfactory for the user. A designer does have priorities and there are value judgements made, but to discard a functional demand as minor inconvenience to which we must adapt is compromising the value of the user. A project is naturally richer and more complex when it responds to each project's specific circumstances, solving conflicting demands which create its uniqueness.

PROJECT

A Community Social Services Center for Bozeman, Montana

Origin

This project was developed in a somewhat indirect manner. My original intent was to investigate and develop a community mental health clinic as a thesis project. In fact this issue was being discussed in Bozeman during my programming quarter. My preliminary contacts revealed this to be a very controversial issue and possibly inappropriate for Bozeman. These contacts, however, brought to light another, more promising, possibility for a project. Many of Bozeman's social service agencies are critically short of space or are inadequately housed. Some of the people involved in social service delivery systems are very critical of the existing system in Bozeman. It was suggested that co-location of services might be a way to improve this delivery system.

With these vague fragments of ideas I conducted a second series of interviews. I received encouragement from some persons about the idea of co-location and general background information about social services delivery. From this gathered information and my own experiences and observations I developed a structure of social services delivery which reinforced the the idea of collocation of certain agencies.

Social Services Delivery System Structure and Goals

1 Awareness - Since delivery of the majority of the community's social services is predicated on the user requesting assistance, it is fundamental to the effectiveness of these services, and the well-being of the community that members of the community be aware of their community's resources.

Awareness can be improved by:

- a. obvious physical evidence in the community
- b. a wide variety of information systems - to the existing systems could be added a service directory - a public place for service browsing
- c. co-location - use of one service exposes other services

2 Access - Being aware of the community's resources and having made the commitment to contact a service agency, a potential user should not be unnecessarily hindered in his efforts to contact the serving agency. A community's resources should be readily accessible.

Access can be improved by:

- a. location - within walking distance of the older and poorer citizens who do not have private transportation. This location occurs near the CBD where there is a concentration of services and an established pedestrian context.
- b. co-location - It is often necessary to contact several service sources because of the multiple service needs of the user or because of referral to another source due to the initially contacted agency's inability to meet the user's needs. Co-location eliminated much of the potential transportation hinderence, time-waste inconvenience and frustration of being bureaucratically shuffled between agencies, which is contrary to ideal of human dignity and value in service delivery.

3 Contact - Every effort should be made to facilitate a relaxed, confident and dignified atmosphere in a help/information seeking situation. Contact should be made under conditions that minimize the use of stigma and enhance human dignity to reassure a person of their basic value as a human being.

Contact may be improved by:

a. facility image - rather than formalized, ceremonial imagery which is often portrayed, the facility should emphasize an accepting, open and understanding attitude. The facility should not intimidate the potential user; rather it should accommodate his uncertainty and hesitation in a gentle manner.

The building must accommodate the needs for anonymity and confidentiality and not challenge the user or make demands of him.

i. entry - should not isolate the user. The progression from most public, the street/sidewalk, to the most private, the counseling/interview space, must be a gradual progression allowing various degrees of commitment and accommodating the user's hesitance.

ii. Circulation - should achieve many of the same objectives as the entry in addition to providing a clear and uncomplicated understanding of how the building functions.

iii. agency entry - there should be no blind entries. the user should be able to inspect and observe what's behind the closed door. User should also feel as though he is not being observed by the general population of the building.

iiii. agency contact - user should be able to express his needs to the receptionist without being over-heard by the other persons in the office. User can wait without being observed from general circulation.

~~4eDelivery~~ Delivery - Delivery of a community's resources to its members should be as direct, uncomplicated and efficient as possible. Considering the number of agencies delivering services, cooperation, communication and coordination become prime concerns to be coupled with the goal of delivery of service with dignity.

Delivery may be improved by:

co-location - which reduces communication barriers and promotes familiarity and understanding of services and personnel.

b. insuring confidentiality - the user should feel secure that his communications are confidential and that others aren't observing him in what could be a difficult and emotional encounter.

General Social Services Delivery Concept

The preceding categorization and accompanying goals provided the basis for the general approach toward service delivery my project would take. I believe co-location serves a positive function in better service delivery. I feel that a non-intimidating facility which enhances a person's sense of worth in a gentle and dignified manner is the primary attitude to respond to in this project. The goals outlined by the four areas of service delivery will constitute the primary requirements for the project.

Agency Selection

I gathered together a listing of public organizations and agencies, health and social services oriented, and interviewed each office. I presented the co-location idea for response and collected information about each organizations services, functioning and space requirements. From the understanding I gained from these interviews I established criteria for including or excluding an agency in co-locating facility. A listing of agencies and an inclusion/exclusion chart follows on page 6. Individual agency function, space requirement, and space relationship sheets follow on pages 7 through 17.

Project Definition

With the understanding gained from the preceding basic research it is now possible to completely define the project. The facility would be more than stereo-typed handout center for unfortunates and loafers. It is a clearing house for community resources and information, as well as, a facility co-locating social services. There will be a meeting room to present educational programs offered by the various agencies and public interest programs in general. Volunteer organizations will be encouraged to locate in the facility to facilitate a broader base of users. All agencies will not be oriented toward aid to the needy; there will be information for all members of the community regarding the community's resources. A service directory will provide information in a browse and shop fashion. The people of the community must be aware of what is available to them. They must be able to gain access to that which is intended for their benefit. Contact with these services should be as uninhibiting as possible and delivery should place the individual at the focus of the process.

A complete list of functions and space requirements is presented on page 19.

Site Selection

Site selection criteria were established in the discussion on System Structure and Goals. The two basic criteria for site selection were location near the CBD and avoidance of neighborhood of class identity through location. An examination of existing open space which qualified under these criteria was fruitless. To meet these criteria land would have to be claimed by the city by right of eminent domain. This project

	VOLUNTARY PARTIC.	DIRECT - WALK-IN	REFERRAL	FIELD	REGULATORY	COMPULSARY	INTERAGENCY	EXCLUDING CIRCUMSTANCE
SOCIAL SECURITY	☒	☒	☐	☐	☐	☐	☐	☐
EMPLOYMENT	☒	☒	☐	☐	☐	☐	☐	
PUBLIC HEALTH NURSE	☒	☒	☒	☒	☒	☒	☐	
INITIATION	☐	☐	☐	☐	☒	☒	☐	
BEFORE	☒	☒	☒	☒	☐	☐	☒	
TENSION	☒	☒	☐	☐	☐	☐	☐	
REHABILITATION	☒	☒	☐	☐	☐	☐	☐	
PROBATION - PAROLE	☐	☐	☒	☐	☒	☒	☐	
SOCIAL SERVICES	☒	☐	☐	☐	☐	☐	☐	
ALCOHOLISM	☒	☒	☐	☐	☐	☐	☐	
DRUG	☒	☒	☐	☒	☐	☐	☐	
HELP CENTER	☒	☒	☒	☒	☐	☐	☐	☒ CRISIS INTERV. YOUTH INVOLV.
VOLUNTEER ORGAN-S	☒	☒	☐	☒	☒	☐	☐	
FAMILY PLANNING	☒	☒	☐	☐	☐	☐	☐	
MENTAL HEALTH	☒	☐	☐	☐	☐	☐	☐	☒ PURCHASED SERV. COUNSELING AS INTERMEDIATE
PROFESSIONAL COUNSELING	☒	☒	☒	☐	☐	☐	☐	
ALLIANCE COUNCIL	☒	☒	☒	☒	☐	☐	☒	
IMP. HEALTH PLNG	☒	☒	☒	☐	☐	☐	☒	

INCLUSION
EXCLUSION

CORRELATION

HIGH

↑
↓

LOW

PUBLIC HEALTH DEPT. REFERRAL (CURRENTLY) PROPOSED SERVICE

ALLIANCE COUN. ON HEALTH AND DRUGS

PUBLIC HEALTH DEPT. REFERRAL

Agencies Included

Comprehensive Health Planning
Employment Security Commission
Extension Service
Family Planning Clinic
Gallatin Council on Health and Drugs
Montana Legal Services
Public Health Nursing
Vocational Rehabilitation
Volunteer Services
Welfare Department

Agencies Excluded

Alcohol Treatment Center - extreme use stigma
Help Center - Most walk-in use based on anti-establishment image
and crisis intervention function
Probation - Parole
Sanitation Department (Public Health Department)
Social Security Commission

COMPREHENSIVE HEALTH PLANNING

Services

planning health related activities

active committees

make information available to many agencies (funding, programs)

Space Requirements

Secretary reception waiting

150

director's office

150

300

Space Relationships

Comments

Currents sharing secretarial and reception services with
Gallatin Council on Health and Drugs

EMPLOYMENT SECURITY COMMISSION

Services

job referral and placement
vocational counseling
labor market information
training programs
testing
referral

Space Requirements

director's office	150
assistant director's office	150
unemployment claims office	150
secretary	100
reception	50
records	100
waiting	150
employment literature area	100
job listing	150
interviewing offices 10 - 12 @ 100	1000
testing rooms 2 @ 150 & 250	400
storage	100
circulation	<u>300</u>
	-3050

Space Relationships

COUNTY EXTENSION SERVICE

Services

4-H

information - farming, agriculture, homemaking

Space Requirements

County extension agents' offices (3) @ 200	600
secretary reception records waiting	200
materials display	100
circulation	<u>100</u>
Storage	<u>100</u>
	1100

Space Relationships

FAMILY PLANNING

Services

medical services; venereal disease resting; hemoglobin test
rubella test; pap smear; pregnancy test
counselling - contraceptive, humansexuality, problem pregnancy,
health; education

Space Requirements

secretary reception records 1	150
waiting	100
programs - waiting	200
director's office - counselling	150
examination rooms (2) @ 100	200
laboratory	50
pharmacy	100
toilet	50
circulation	100
storage	100
	<u>1200</u>

Space Relationships

GALLATIN COUNCIL ON HEALTH AND DRUGS

Services

Gallatin County Drug Program - counselling
Variety of public services programs
interagency work

Space Requirements

secretary - reception - records - waiting	200
director's office	150
drug program office	150
counselor's office	150
flexible office 2??	200
storage - office machines - coffee	150
circulation	<u>100</u>

Total 1100

Space

Space Relationships

LEGAL SERVICES

Services

legal aide in civic actions

Space Requirements

counselor's office

150

secretary reception records 150

150

300

Space Relationships

PUBLIC HEALTH NURSING

Services

Referral to and interpretation of state and community resources
public health nursing
mental health services

Space Requirements

secretary reception records waiting	200
Director's office	150
public health nurse offices (2) @ 150	300
student nurse office	150
storage	100
circulation	100
	<u>1000</u>

Space relationships

VOCATIONAL REHABILITATION

Services

vocational counselling
placement
vocational training (referral)
physical 'restoration'
referrals - surgeons, schools, training

Space Requirements

secretary reception waiting	2	200
counselor's office		150
assistant counselor's office		150
storage circulation		<u>50</u>
		550

Space Relationships

VOLUNTEER SERVICES

Services

shared office space for volunteer agencies
information on volunteer services, opportunities and organizations

possible participating agencies

VISTA

RSVP

Big Brother - Big Sister

Red Cross

Volunteers in retardation, handicapped, schools, institutions

Space Requirements

secretary - receptionist - records - waiting

offices (4) @ 150

circulation

Approx. Sq. Ft.

250

600

100

Total 950

Space Relationships

WELFARE

Services

public assistance - food stamps, daycare, counselling
case work
child welfare

Space Requirements

secretary reception	150
waiting	100
director's office	150
welfare agents' offices (3) @ 150	450
case workers' offices (2) @ 150	300
home maker service office	150
storage- coffee	100
circulation	200
	<u>1650</u>

Space Relationships

SPACE REQUIREMENTS

Service Agencies

Comprehensive Health Planning	300
County Extension Service	1100
Employment Security Commission	3050
Family Planning Clinic	1200
Gallatin Council on Health and Drugs	1100
Montana Legal Services	300
Public Health Nurse	1000
Vocational Rehabilitation	550
Volunteer Services	950
Welfare	1600

Open Office Space 450

Conference rooms 2 @ 200 400

Meeting Room 2000

Service Directory 150

Circulation 1000

Mechanical 1500

Parking 4.5 * (14) = 63 spaces @ 350 22050

would be a significant addition to the community and if there was a reasonable opportunity to claim some existing properties for the project I felt it would be justified. C

Currently sections of the Bozeman CBD fringe areas which are classified as B-2 (business), but occupied by older residences, are being purchased, the houses removed and small offices being erected. This activity is taking place on the north side of Main Street where the houses tend to be smaller and less prestigious. There exists a half block strip of these houses along Mendenhall between third and fifth streets which I feel will soon be similarly developed. Since it does exist within the current pedestrian context at the edge of the CBD and is adjacent to existing public lands (the court house) and faces downtown Bozeman, I have chosen this as my site. A site location map follows on page 21.

A site analysis follows on page 22.

Goals and Means

This section will present a condensed review of the primary goals of this project, gathered from the Structure and Goals section, combined with several goals I have developed independently of a specific project. This listing of goals will then be balanced against a list of means to achieve these goals.



SITE LOCATION

lammie



within

SITE ANALYSIS

Goals

Means

accepting, open, accommodating uncertainty and hesitation	Progression of privacy, various degrees of commitment
gentle, warm place, non-threatening	materials- familiar, everyday contact - wood, brick
	construction - simple straight forward, logical, common experience. Bearing walls and wood trusses
non - isolating entry	gradual screened progression.
circulation - clear uncomplicated understanding of building function upon arrival	circulation visible upon first contact
non-threatening	familiar form - shed roof residential tone
oriented toward pedestrian circ. CBD	'pointed' toward CBD at open (south east) corner
exposure to many services when using one	single level one directional organization; multiple level organization observable from one position
view out window of private space	area enclosed by site to form screened or exclusive view.
economy of construction	simplified box construction with special features made of cheaper materials

Conflicting Goals (functional requirements)

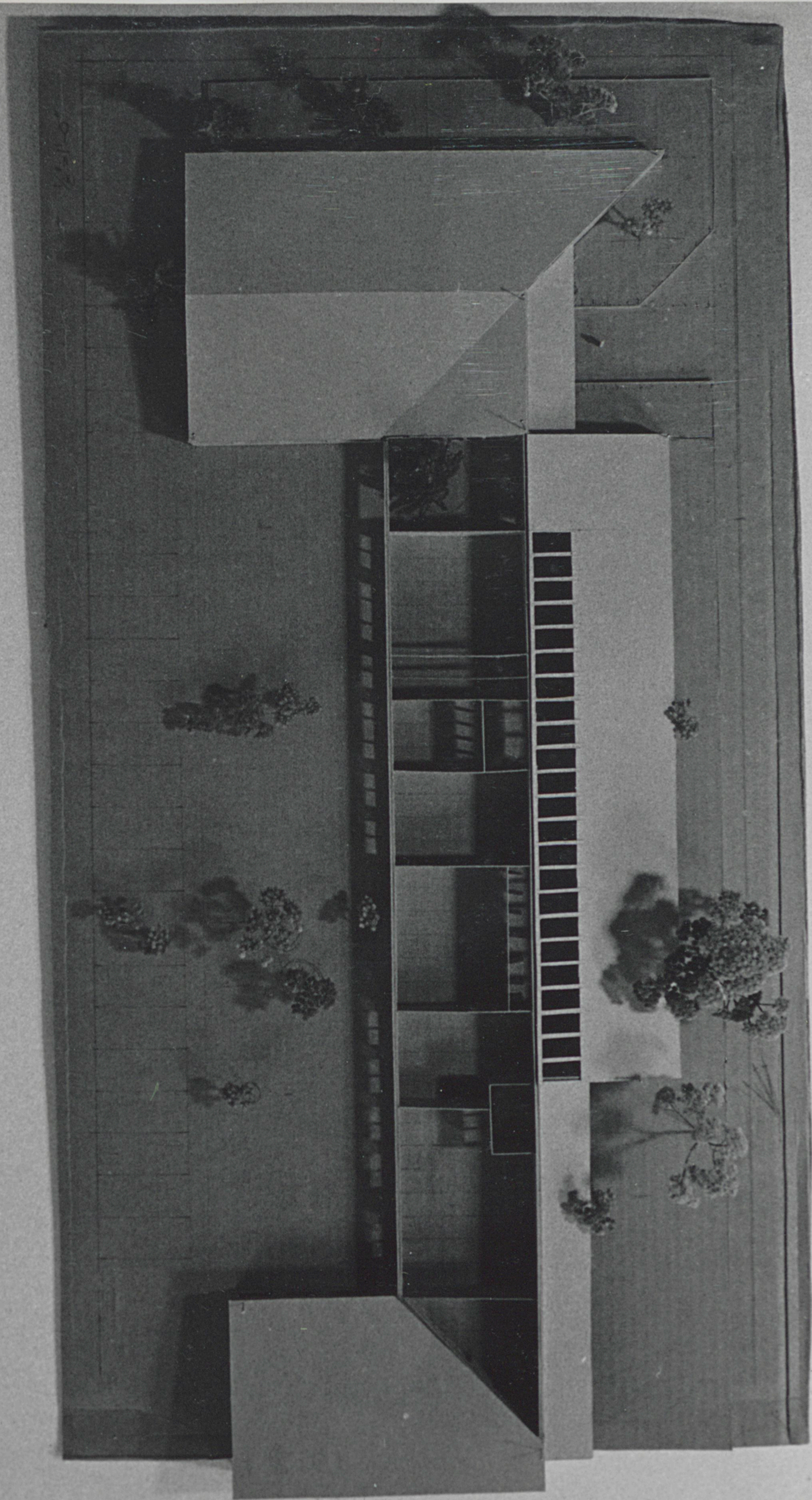
Circulation - open, understandable / Agency entry - discrete, not
in open view of entire circ.

Open, accessible facility / Protected, unexposed user
functioning experience

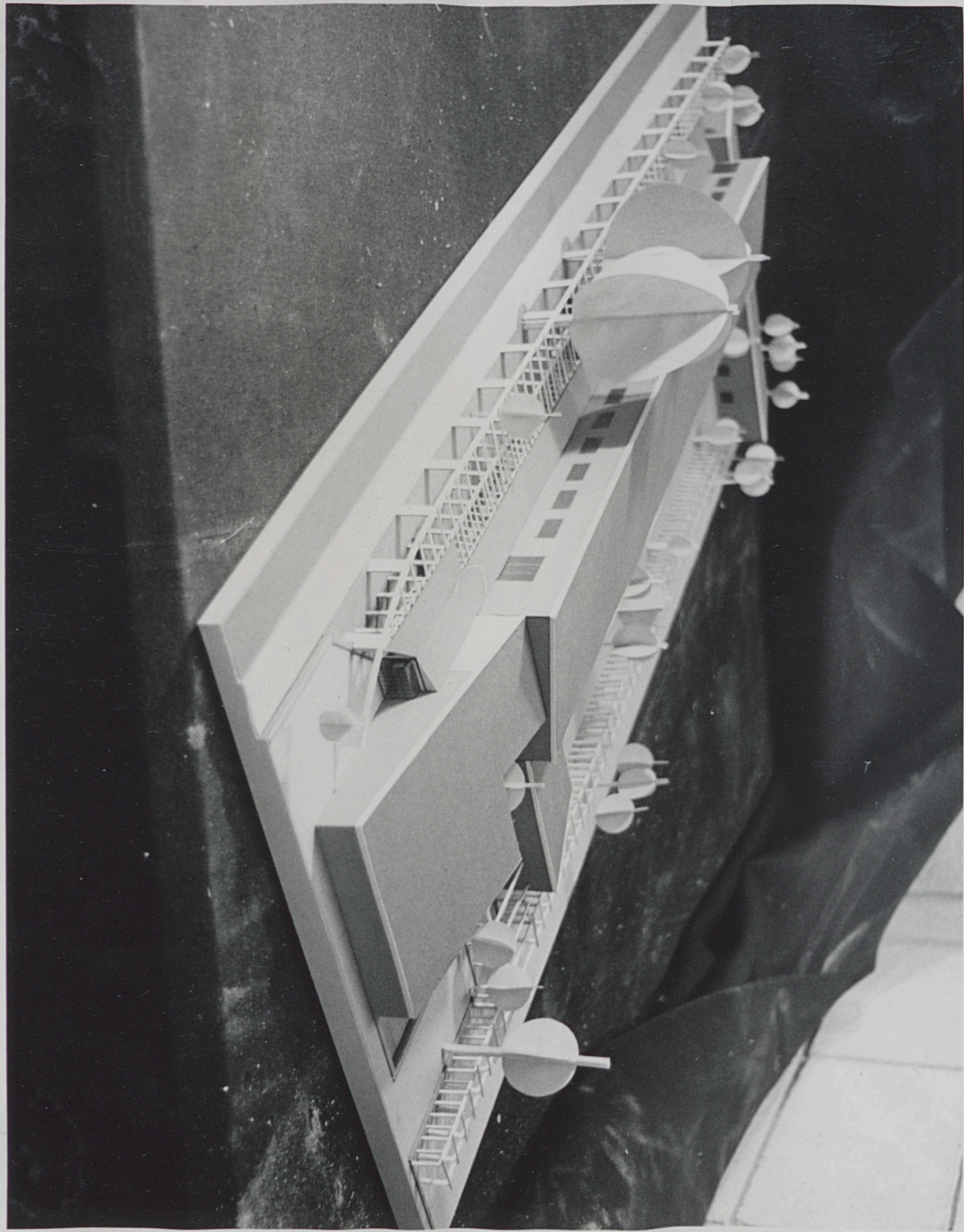
Interview space (most private / Narrow site opening to
in progression from public sun for pedestrian in
street and so furthest colder climate
toward back of site) with
window with visual privacy
and "view"

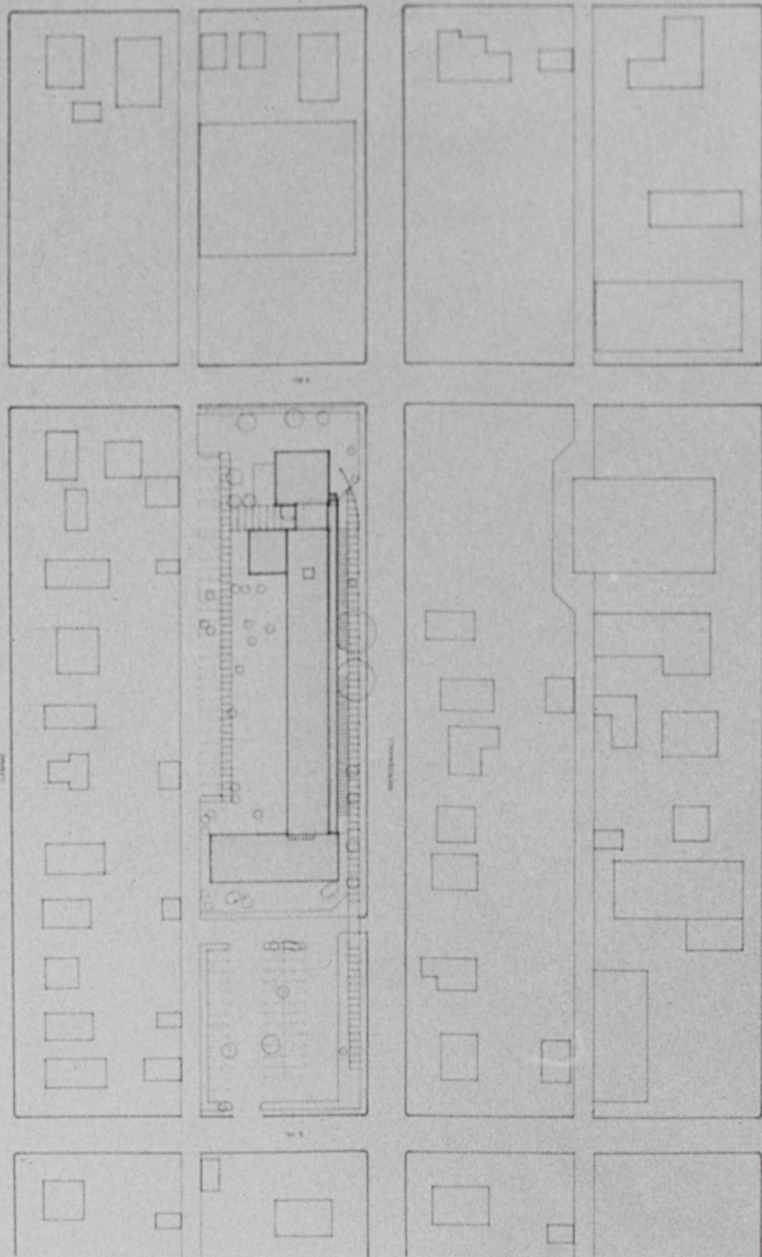
Entry as extension of public / Non-isolating, shielded
space entry

PROJECT



study model - pre liminary





SITE PLAN 1" = 500'

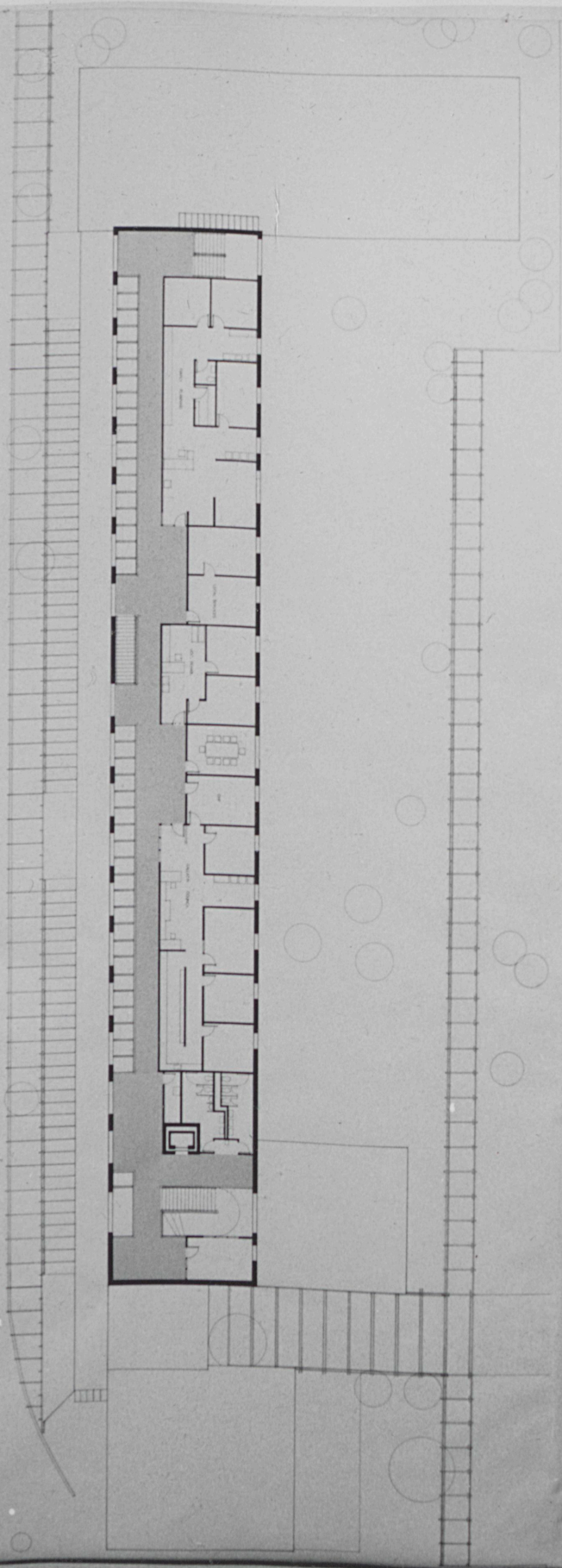
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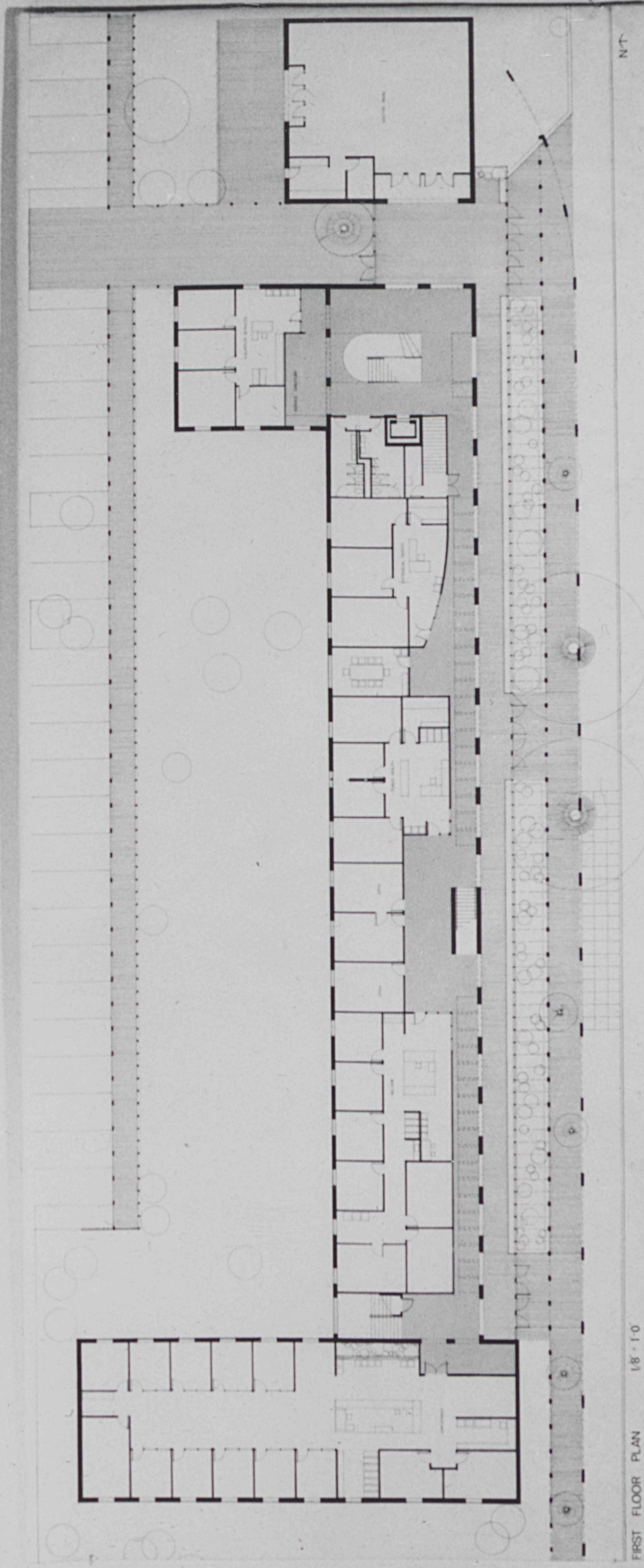
SOCIAL SERVICES CENTER FOR BOZEMAN MONTANA

ROBERT C DICK

SECOND FLOOR PLAN

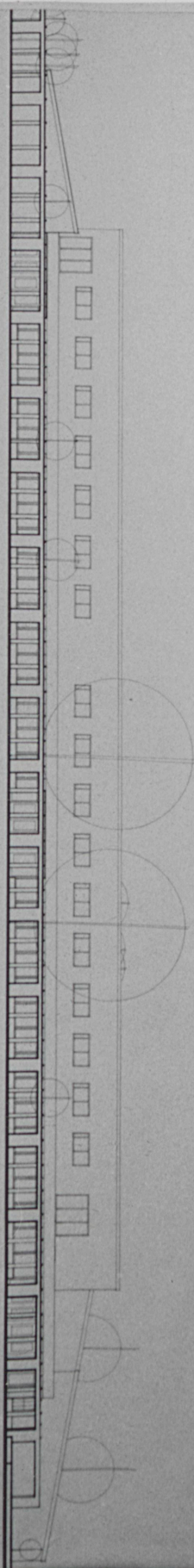
1/8" = 1'-0"

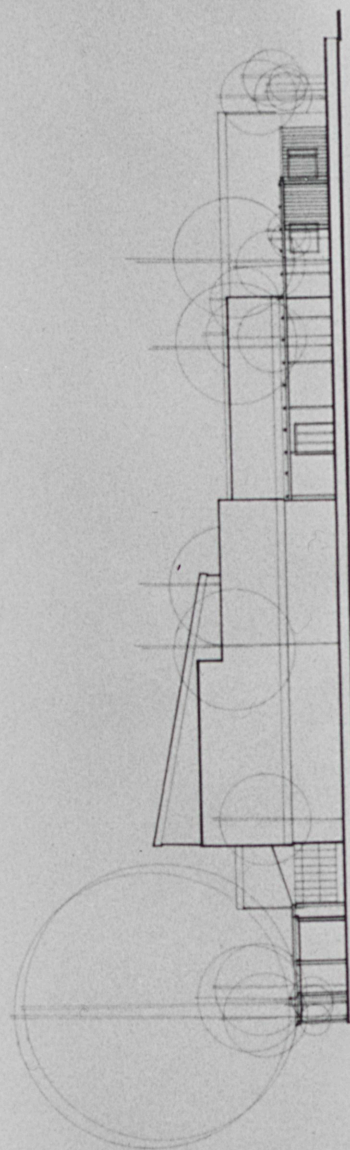




FIRST FLOOR PLAN 1/8" = 1'-0"

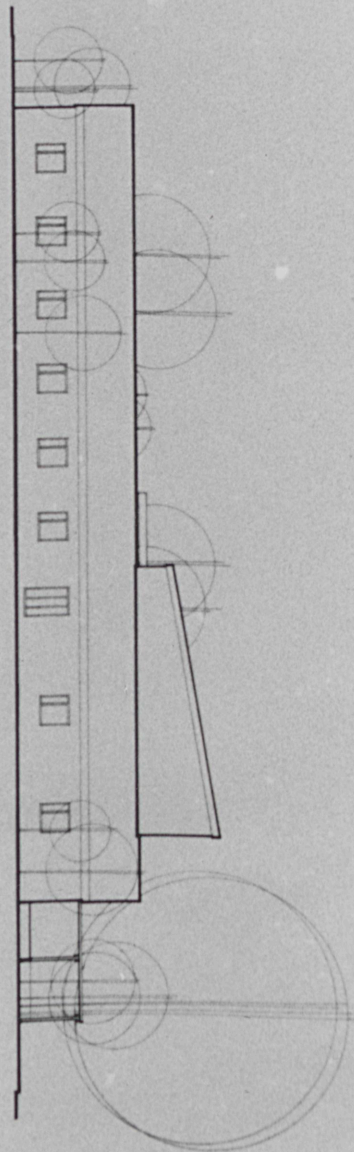
SOUTH ELEVATION

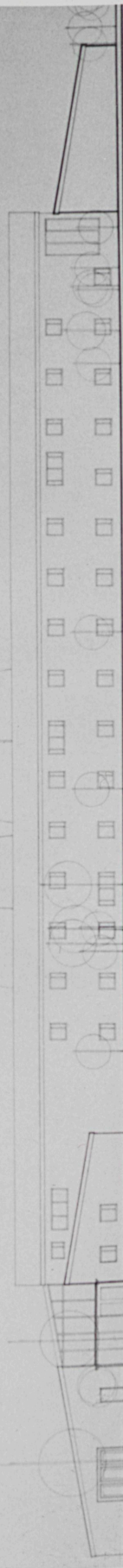




EAST ELEVATION

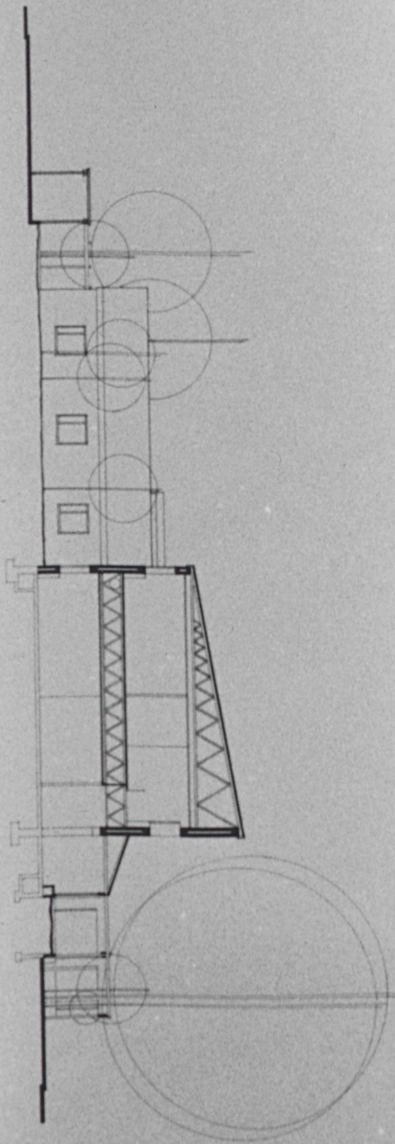
WEST ELEVATION

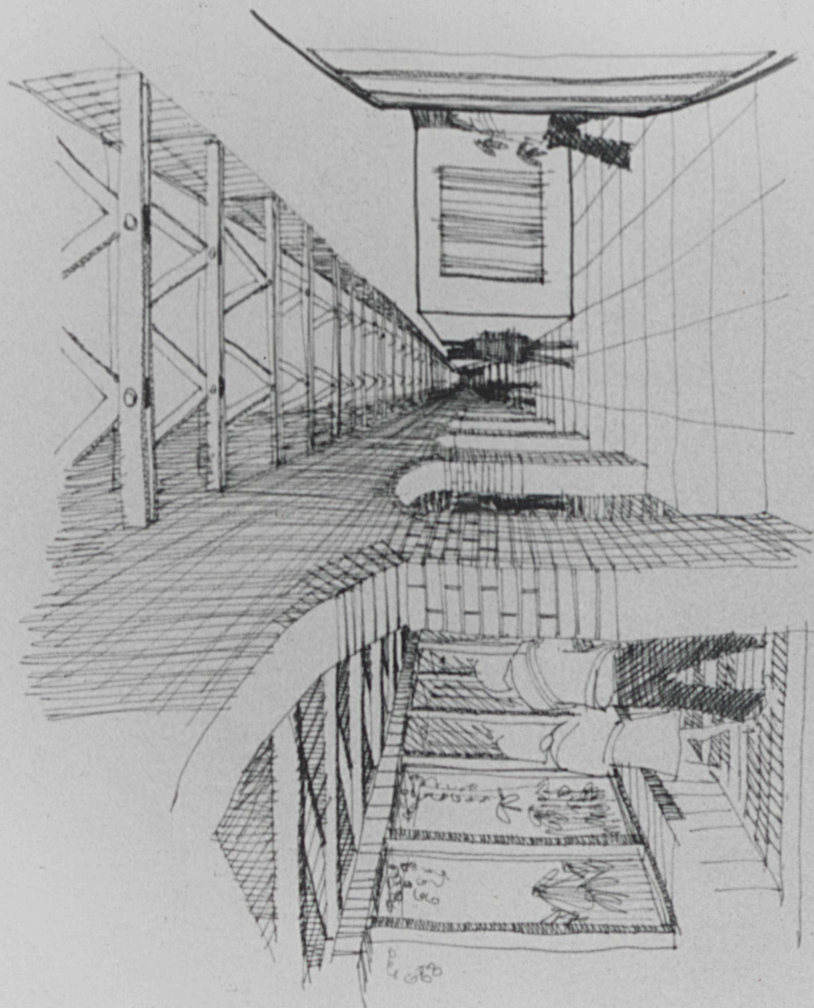




NORTH ELEVATION

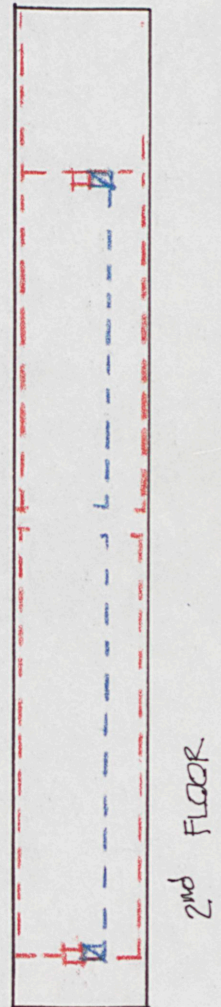
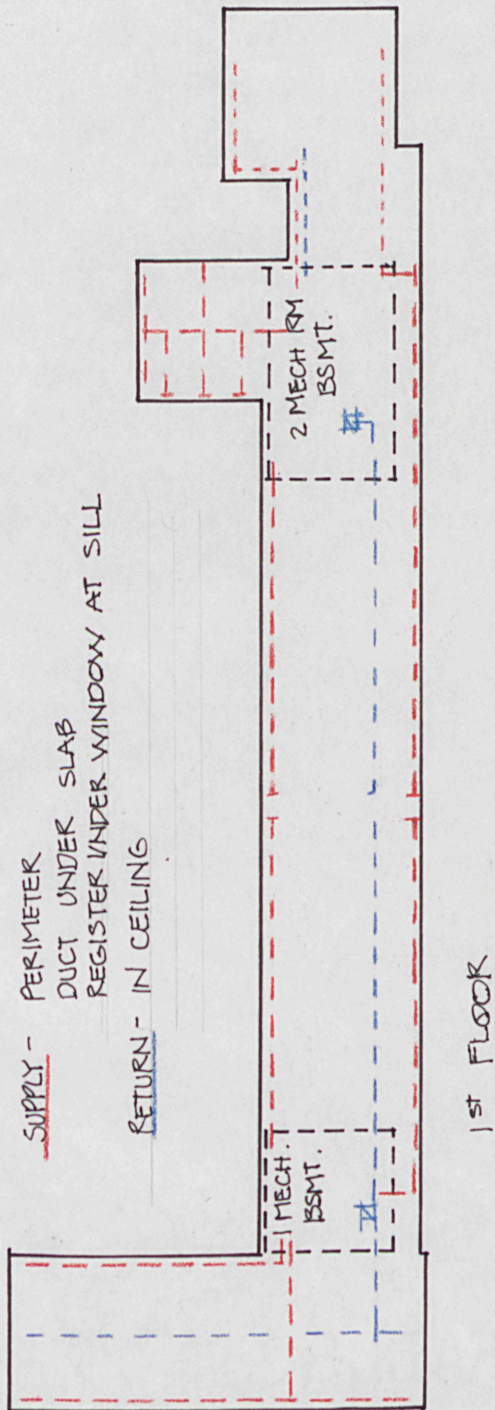
SECTION





INTERIOR PERSPECTIVE

MECHANICAL



Thesis - Project Discussion

I developed my thesis statement directly from the way I have worked and it represents something believe in and strive for in every project. But I can now feel that it is only a part; it's not enough in itself. What is lacking is a framework or structure within which that conflict resolution may be rigorously applied. The frame work is the belief you must have about each project you undertake. It is not an applied, rationalized, intellectual process that develops the belief, but rather a part of the designer; a part of his spirit. it is not something one reserves just for the next project, it is the way you are; it is all parts of you. So each solution you develop contains a part of you, and it should be a live and vibrant exposition of your being, your spirit.

I doubt that I ever will stop searching for the conflict resolution; I need to make things fit 'just right'. But more consistently I must 'feel' the frame work within which this working things out' must thrive, otherwise it is a hit and miss operation, frustrating in the endless possibilities without order.

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