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To Whom It May Concern:

From the perspective of a hosting venue, most of the facilitation needs for my 3-Day Certified LeSS Practitioner course are routine. The main exception is the extensive amount of additional floor space required to accommodate the significant number of large temporary whiteboards and associated artist easels, both of which I will supply.

Each crescent round table or similar pod of 5 students requires two 4'x4' whiteboard panels sitting on artist easels. The whiteboard panels for some of the participant tables can be placed in a nearby breakout room instead the main lecture space. When space, shipping logistics, and cost effectiveness allow using three 4'x4' whiteboard panels is even better.

The footprint of two 4'x4' whiteboard panels and their associated artist easels is approximately 4'x8', with an approximate footprint of 4'x12' for three panels. These are typically placed along the walls of the event space, pre-function space, or a breakout room.

In other words, each participant table of five students requires $4 \times 8 = 32$ sq. ft. of floor space for their respective whiteboard panels. In comparison, the 10 ft. diameter footprint required by a 60" round table and the associated chairs is 78 sq. ft. After accounting for some additional standing room in front of each whiteboard, you can see how the whiteboards tend to require about half again the amount of floor space normally required.

Due to this additional floor space requirement, it will take around 2000 square feet of event space to support a class of 30 students. The greatest challenge in selecting the smallest and most economical choice of event room available is sometimes not how many crescent rounds of 5 people each will fit, but rather how many 8' lengths of wall space are available without blocking any exits or otherwise getting in the way.

I am perfectly happy with a breakout room or pre-function space for some of the whiteboard panels. A single event room which can accommodate everything is preferred, but not when doing so is less cost effective. In a public course, all hosting costs impact my profit margin.

The Routine Stuff

- 3-Days
- No hotel rooms to be included in quote
- Course hours: 8:30 a.m. – 6:00 pm
- Breakfast Start: ~8 a.m.
- Maximum Student Count: 30
- Typical Minimum Financially Viable Student Count: 10 to 15
- Light breakfast, mid-morning snack, hot lunch, mid-afternoon snack
- A/V:
 - Projector and Screen (Or equivalent display solution)
 - Lapel microphone for instructor, and ideally one handheld microphone for students. (Only needed at larger student head counts.)
 - Note: I can provide a portion or all the A/V equipment if financially more compelling to do so, although it is easier not to.
- Please consider detailing your cancelation policies when providing a quote.

Alternative Food & Beverage Arrangements

If a venue is located within a short walk of several table service restaurants, and if the student headcount isn't too large; it sometimes makes sense for me to walk the group to lunch at pre-arranged restaurants. This can be a nice break for everyone, while concurrently providing great networking opportunities. At larger headcounts this becomes increasingly impractical.

If you represent a venue which fits into this alternative food & beverage arrangement category, just explain what you have to offer. Providing some detail on what nearby table service restaurants are within a short walk is often helpful.

Financial Considerations

- Fixed overhead cost (i.e.: room rent + minimum F&B spend + fees +tax) is a greater concern than incremental per student cost for a public course with an unpredictable student count.
- I may discover I only need a space which can support 10 or 20 students rather than a full 30. Please consider quoting multiple event spaces appropriate to different student head counts if doing so makes sense in the context of your available event spaces.

Public Course Strategy

Public courses are proving to have low and unpredictable head count, with most students delaying their signup until a few days before the course. I have discovered the following strategy is typically the most effective option:

- Identify venues located in walkable areas located near multiple table service restaurants.
- Engage identified venues early to explain my needs and obtain tentative pricing.
- List the course using pre-registration ("card-on-file") functionality, delaying formal contracting of a venue until the course reaches critical mass.
- Provide students with breakfast vouchers to use in the on-property restaurant, preferable a breakfast buffet option.
- Start with beverage only service in the event space, sometimes only water service.
- Walk the group to lunch each day at one of the table service restaurants, or the various on-property restaurants at large convention hotels.
- Transition to full-service catering if/when student head count grows large enough to be unmanageable otherwise.
- Ensure A/V costs are kept low either by using in-house A/V, or by bringing my own. External A/V arrangements through providers such as Encore are seldom cost effective.

This public course strategy involves more planning and careful venue selection than a fully catered strategy, yet it seems to be the best choice available for managing the downside risk of the unpredictable student head. Facilitating a private course is trivial in comparison since the private client bears all hosting costs.

Relevant Links

- Comparable Course in Milwaukee, Wisconsin:
https://agilecarpentry.com/mke_clp/
- This RFQ:
<https://agilecarpentry.com/rfq.pdf>

Thank you for your time and effort spent understanding the detail above.

Sincerely,
James Lee Carpenter



Figure 1: Here is an older example of two large artist easels setup for class. The design specifics have changed, yet the overall size and footprint required are the same.

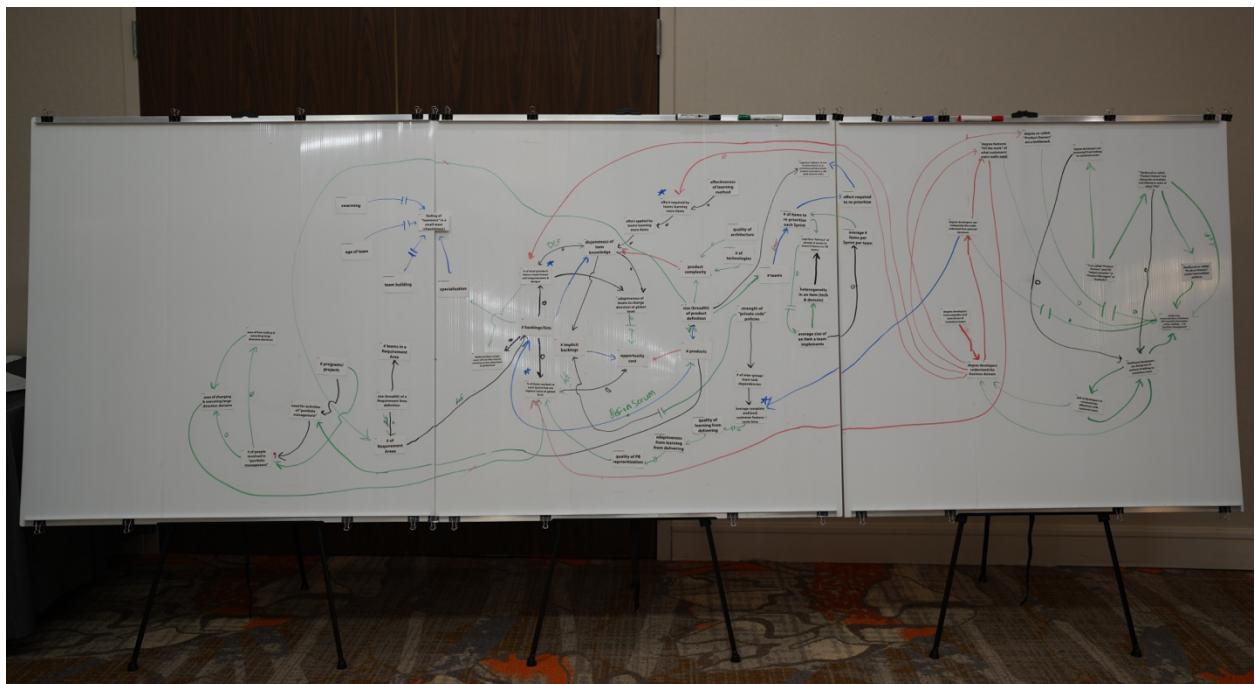


Figure 2: Here is an example of a set of three artist easels setup for a class. This is an updated design which packs down more tightly than my original design shown in Figure 1. Each table of 3 to 5 participants requires one set of these, with either two or three panels per set.



Figure 3: Photo of the Barton Creek AB meeting room at the Omni Barton Creek in Austin. Although seemingly large enough to easily fit 30 students, the layout diagram in the next figure shows just how much of this space is consumed by easels and whiteboards. Please ignore the inappropriate table layout shown in this photo.

Barton Creek AB: 59' x 32' => 1890 sq. Ft.

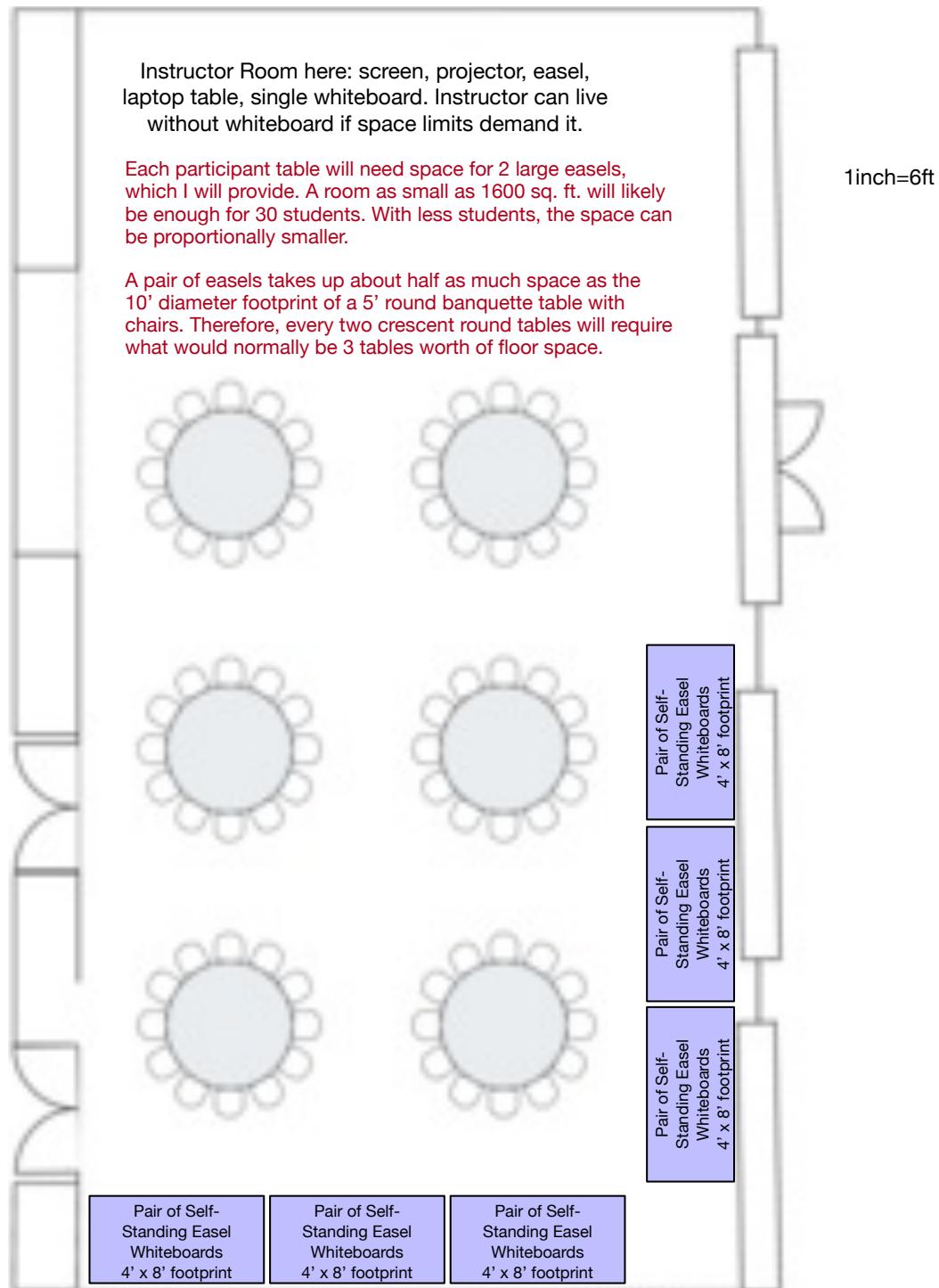


Figure 4: As you can see from this example layout of the Barton Creek AB meeting room in the Omni Barton Creek Austin, using easels consumes a great deal of floor space. I have never run training in this venue, yet the layout remains instructive in helping to understand the additional floor space requirements imposed by the large easels.