

Request For Qualifications: University Of Oregon Pacific Hall Basement and First Floor Laboratories



ARCHITECTURE
PVOT

10.21.15



October 21, 2015

Fred Tepfer, Project Planning Manager
Campus Planning, Design, and Construction
1295 Franklin Blvd.
1276 University of Oregon
Eugene OR 97403-1276

Re: University of Oregon Pacific Hall Basement and First Floor Laboratories

Mr. Tepfer and Members of the Selection Committee,

When groups have the opportunity to collaborate, learn from one another, and share experiences great things can happen. A key component to fostering that collaboration is providing the groups with a facility that allows those relationships to blossom. PIVOT Architecture can help transform Pacific Hall into the kind of modern facility that will provide those kind of developments for the departments of Anthropology, Human Physiology, Psychology, and the university for decades to come.

Our staff has the skill and ability to dramatically transform dark, aging structures into gleaming, sustainable spaces that support current needs of a multitude of user groups while providing flexibility for long-term use. Such transformations occurred when we breathed new life into Lane Community College's Center Building and TriMet's Center Building which are further described in the following pages.

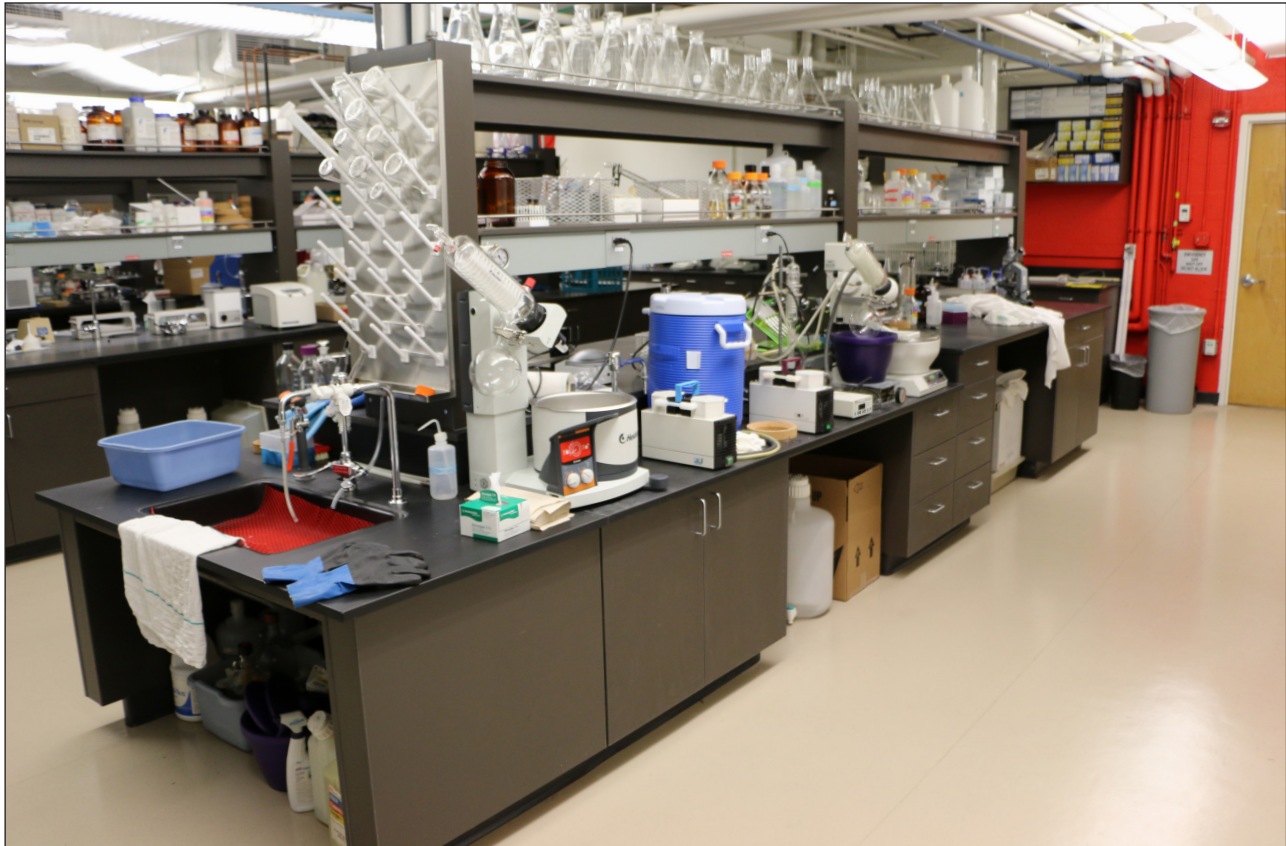
A key aspect to making projects a success is integrating the design team, the CM/GC, and the various owner user groups. Establishing clear and effective communication channels, listening to the client's needs, and reflecting those needs with design solutions is an area where PIVOT excels. To further understand the requirements for 21st century laboratories, we have added to our team a consultant we first worked with at Oregon State who is one of the Northwest's premiere authorities on laboratory planning, the Estimé Group.

More than half of PIVOT's staff of 30 are graduates from the UO and we feel a great deal of pride working for and giving back to the university. Our experience together on the ongoing Thompson University Center project is a point of pride around the office and demonstrates how effective our process can be.

We have the capacity to get started right away and are eager to make this project a success. Go Ducks!

A handwritten signature in blue ink, appearing to read "Curt Wilson", is written over a faint, light blue circular stamp.

Curt Wilson (AIA)
PIVOT Architecture, Principal in Charge



Weniger Hall Chemistry Lab, Oregon State University

10.21.15

University of Oregon

Pacific Hall Basement and First Floor Laboratories

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Firm Information



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Design Staff: 6
Interior Design: 4
Administration: 3
LEED Accredited Professionals: 9

Federal Identification Number
93 0767638
PIVOT Architecture is an Oregon
"C" corporation

At PIVOT Architecture, we believe all projects revolve around the CLIENT; their dreams, values, budget, and collective vision. We believe that inspired DESIGN is the natural result of spaces that have relevance, celebrate beauty, and are built with their users in mind. We bring extensive KNOWLEDGE and solid experience as collaborators with a passion for excellence. We embrace the core value that SUSTAINABLE buildings provide healthy environments, efficient use of resources, and lasting value. We value collaboration, communication, and each other's perspectives as we work toward achieving common goals.

Our seven principals have a deep commitment to the discipline of architecture and lead the way with seasoned judgment, practice, and expertise.

We provide leadership that helps our clients make informed decisions, and constantly challenge the team to reach higher and work toward optimum solutions.

PIVOT's emphasis on teamwork creates momentum and collective energy that can bring the most from collaborative efforts.



The PIVOT office in Eugene

PIVOT Architecture is an interdisciplinary firm with expertise in architecture, planning, and interior environments. Established in Eugene, Oregon in 1956, we have been serving public clients through-

out Western Oregon and beyond and our staff of 30 professionals contribute diverse skills, experience, and talent. A large number of our staff are graduates of the University of Oregon and many are instructors at the UO School of Architecture and Allied Arts.



REQUEST FOR QUALIFICATIONS: UNIVERSITY OF OREGON PACIFIC HALL BASEMENT AND FIRST FLOOR LABORATORIES

The Estimé Group, Inc. founded in 1991, has a staff of highly experienced professional planners providing a wide range of services for both public and private sector institutions. Client-focus, innovation, and partnership are the core values of the firm's practice. They seek opportunities to develop long-term relationships with clients and use their technical expertise to identify efficient and creative solutions to planning and design challenges. Their programming and planning approach for each project is based on their ability to quickly comprehend their client's mission, values, and vision for the future. Their primary goal is to contribute to that vision in a meaningful way, by working diligently with their clients to understand the client's needs, prioritize the many dimensions of their requirements, and rigorously explore options to achieve an optimal solution.

The challenge in research laboratory facility planning is the design of effective flexible and adaptable environments that support future growth and facilitate both individual and collaborative work. To meet this challenge, the Estimé Group designs facilities to meet the functional requirements of each user group's unique needs by engaging in a collaborative process involving the client team, the design team, and the facility planning team. They conduct thorough meetings with user groups to gain a detailed understanding of the primary function of the space, determine the space requirements, and identify critical support and office space adjacency relationships, identify specific equipment requirements, and the various mechanical, plumbing and electrical systems to best accommodate program and budget.

The expertise the Estimé Group brings to a project can make the process smoother, more efficient, more manageable and cost effective. They help clients make informed decisions based on thorough assessment and analysis of needs. They are committed to client-focused service and laboratory planning practices that avoid costly and time consuming mistakes during the design and construction phases.

The Estimé Group works collaboratively with architectural and engineering firms to create a design-based solution to satisfy end users functional requirements. They incorporate technologies and flexibility to help our clients plan for and accommodate future change and growth.

FIRM EXPERIENCE

The Estimé Group's experience covers a broad range of science and biomedical research project types, including, R & D and biotech, physical, organic and inorganic chemistry and medicinal chemistry research labs, micro and molecular biology, physiology, environmental testing, and materials science research, to name a few, as well as specialized design such as vivaria, BSL-3 and ABSL-3 containment labs, and quarantine facilities. The firm is currently involved in many LEED projects.



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Collaborative Research Laboratory Essay

Working together with the university, the CM/GC, and the entire consultant team, PIVOT will guide you through a process that is both integrated and iterative: integrated so the design solution considers the entire context of systems that contribute to an appropriate design response; and iterative to test ideas and quickly hone in on solutions that meet your objectives.

OLD SOUL, NEW LIFE

PIVOT is well versed in the adaptation of 40- to 60-year-old buildings for modern day use. We have worked extensively with clients to re-imagine and repurpose facilities that are both economical and sustainable. We dig deep into understanding the existing conditions and all the nuanced changes that may have occurred over the years. Early in the design process, we peel back the layers both figuratively and literally knowing that the building will reveal its most compelling stories and opportunities. A thorough understanding of existing conditions is paramount to any renovation and is a critical step in creating a fluid design process to meet the varied needs of your program.

COLLABORATION

Productive collaborative environments balance space for the intensive work of individuals as well as the communal space to foster sharing of ideas and chance encounters. Communal spaces should offer comfortable seating, access to technology, and amenities like marker surface for sharing ideas. The communal nature of the design should create pathways for planned and unplanned meetings, seating, and huddle areas. Solutions like shared offices and drop-in work spaces could be considered to maximize the use of space. While we often think of collaborative work environments as being a desired element of a successful project, it may be counterproductive to the focused and determined approach that most research needs. PIVOT will engage stakeholders with exercises to establish accurate criteria for both focused and collaborative work to inform the design solutions and support the desired culture of the departments. While architecture can support both focused and collaborative work, it will also need the participants to activate and utilize the space.



A collaboration space at EWEB's Roosevelt Operations Center

LONG TERM FLEXIBILITY

Flexibility in a facility of this type must stem from a programming and design process that involves the university's faculty, staff, and facilities management team. The building and systems must respond to changes over time in the nature of research programs and adaptation to the assignments of space to specific disciplines. The solution could incorporate modular benches, plug-and-play building systems, generic modules that can convert from open to closed labs or equipment zones. Our team will dig deeper into existing structure and systems support to understand immediate and long term considerations. Flexibility and economy of the systems should be considered hand-in-hand with the architectural response. We understand that flexible design should both maximize the utilization of floor area and minimize the barriers to adaptation in the future.

AFFORDABLE

A significant issue that affects the degree of flexibility is cost: both initial costs and life-cycle costs. Operational costs and future change-over costs pose a significant challenge for future ability to adapt. We will explore solutions that allow you to maximize your current resources without introducing barriers in the future. With an integrated approach to design, we will work with the Estimé Group and the other consultants, the CM/GC, and the UO staff to transform the existing building into a well-planned, well-executed and inspiring environment for your researchers and staff.

Renovating Existing Buildings

Can a building be rigidly flexible?

The life of a building is not unlike our own. With age comes wisdom and the occasional mid-life crisis. Pacific Hall began its life as a science building back in the 1950s when researchers were testing the first hydrogen bomb, the first transistor-based computer, and Jonas Salk developed the first successful polio vaccine. Fast forward to today and researchers are committed to rigorous exploration and innovation in spaces that are underserved, over capacity, and often detrimental to their work.

Pacific Hall will provide facilities to eight faculty members in the disciplines of Anthropology, Human Physiology, and Psychology with laboratory, office and support space. To achieve this goal the design approach will need to consider the optimal use of a building that is rigidly flexible. Making the most out of its structural grid and distribution of building systems will help to create economical and pragmatic solutions. We have dealt with similar issues in the following projects

Lane Community College Center Building

At the LCC Center Building, a renovation of a 1960s era building which was completed this fall, we worked closely with the CM/GC and the owner to evaluate options for phased development and cost savings prior to schematic design. This partnership allowed the team to make significant decisions early in the design process that resulted in sizeable cost savings and allowed for



LCC Center Building - Titan Store



TriMet's reimagined driver report area

phased development that was necessary for a complex renovation of a partially occupied building. For the addition, we were able to capture underutilized capacity in the existing HVAC system thus eliminating the need for a new separate supply unit. We salvaged wood beams from the original construction and gave them new life in the Titan Store. All of these decisions led to a more sustainable building and one that delivered more value to the client. (See page 16 for project details)

TriMet Center Street

Located in Portland, the TriMet Center Street building was renovated for their administrative and operations headquarters. We transformed the building into department offices, a state-of-the-art Operations Command Center and a completely reinvented drivers report and training area intended to refresh TriMet's culture. Each space was designed to support its users and improve employee satisfaction by creating a more open and transparent work environment with greater connectivity.

Several spaces in the building needed to remain operational through construction, so planning and phasing of work was imperative, as was close coordination with the owner and the CM/GC. PIVOT led a 12-firm design team through programming, space planning, envelope improvements, building systems upgrades, interior design, systems furniture selection, and site improvements spread across multiple parcels. (See page 16 for project details)

OSU Weniger Hall College of Pharmacy Lab Improvements

Weniger Hall was constructed in the early 1960s for the physics and chemistry departments at Oregon State University. The six-floor building is a post-tensioned concrete construction which was built over multiple phases. Relocation of research labs for the College of Pharmacy (COP) to Weniger Hall in 2013 necessitated the remodeling of chemistry labs that had been largely unchanged for the life of the building. PIVOT Architecture led the design team on the renovation of four labs and support spaces, numerous offices and meeting rooms totaling more than 11,500 SF. The project budget necessitated economical improvements to the building systems, and working within the constraints of the original lab spaces to develop new, flexible, and functional wet labs.

Many of the spaces included in the project are located in the center of the building, and as a result, have no access to exterior windows. The existing building varies little from floor to floor, and the circulation system doesn't provide any connection with the building's exterior. As a means of providing a sense of identity, orientation, and wayfinding, each space was provided with a large, circular painted area associated with the door leading to the hallway. The colors of these areas, dubbed "megadots," were established as foils for the building's otherwise monochromatic nature. The lab interiors are largely organized by the positions of lab benches. In contrast to the white walls and ceilings, the regularly spaced black bench tops provide a sense of order. Their placement allows researchers to work and communicate efficiently in a well-lit and orderly environment.

The project's limited budget necessitated finding value in existing building components. PIVOT surveyed the labs to be renovated and examined their components, identifying elements that could be reused in the new spaces. We found a large amount of relatively new casework that could be pieced together into a series of revised lab benches that would better support researcher's working methods. The reconfigured lab benches meet contemporary standards and feature new epoxy counter tops, cup sinks, and services in-



A chemistry lab at Oregon State's Weniger Hall

cluding lab gas, plumbing, power and data.

The building's post-tensioned construction system and field conditions created challenges in the coordination of systems, and affected the location of equipment and large components. Existing mechanical, plumbing, and electrical systems were both old and complex, so modifications often had repercussions for parts of the building outside the scope of the project, and available options for changing these systems were often restricted by the position of post-tensioning tendons.

A Key to Success

One of the key aspects to a successful renovation is thorough investigating and understanding the existing conditions, capacity and performance of the systems and building. This doesn't eliminate the unforeseen conditions, but rather leads to more informed decisions by the project teams.

We enjoy the challenge of renovating a building in mid-life crisis that needs to adapt to meet current and future needs. The embodied energy and life remaining is a resource that needs to be evaluated and celebrated.

Laboratory Experience

Focused - Shared - Communal Space

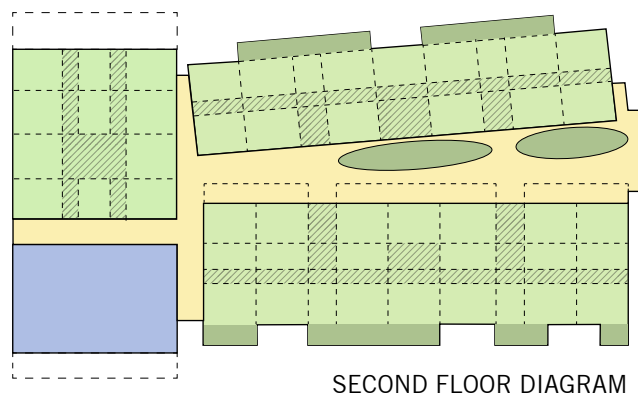
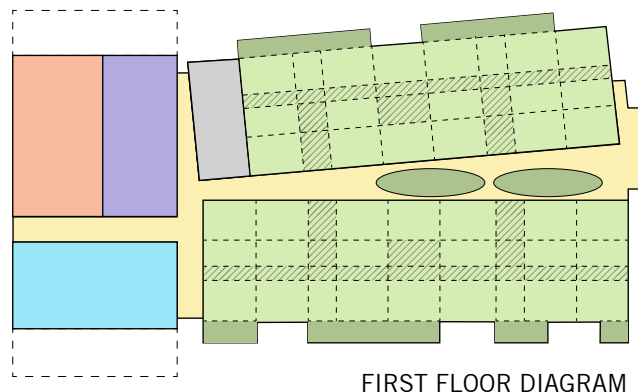
PIVOT led the preliminary design, programming, and schematic design phases for a new 140,000 GSF facility for a local bio-tech R&D laboratory private sector client who wished to have its name withheld. The design of the building focused on several key elements including:




- Organizing design principle of focused-shared and communal space
- Efficient space adjacency for shared lab and support functions
- Flexibility and adaptability over the life of the building to adapt to new projects and needs
- Flexible lab modules within structural grid

Our client wanted a highly flexible design that could be reconfigured quickly to support changing workflow and special projects. To achieve this, PIVOT created core support spaces that can be shared by multiple labs. These spaces contained shared equipment and resources that were highly specialized in nature and costly to relocate. Their location was chosen to optimize their use and allow for the labs surrounding them to maintain a higher degree of flexibility.

This cluster approach to lab layout included drop-in work stations and opportunities for communal space for researchers to collaborate, meet over coffee, or unwind in a comfortable chair and listen to music. These spaces allow employees to balance the intense nature of their work with camaraderie among colleagues.

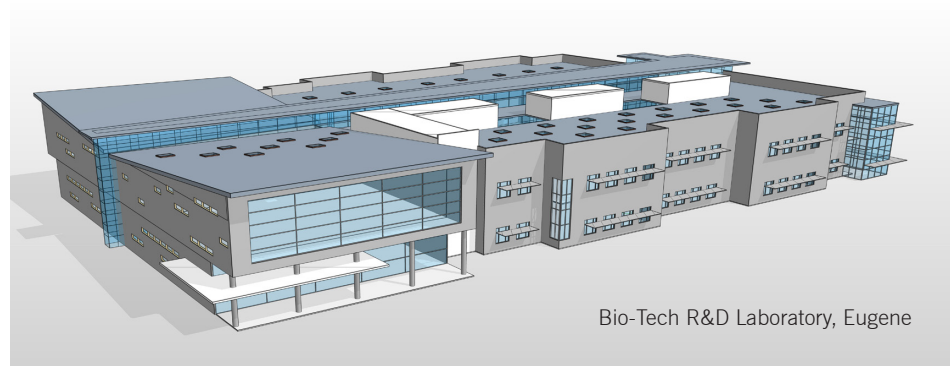
Building systems utilized an interstitial floor for main line distribution and access to zoned control. They in



-  FLEXIBLE LAB MODULE
-  COMMON AREAS
-  SHARED SUPPORT

Bio-Tech R&D Laboratory, Eugene

turn fed to overhead carriers in the individual labs for quick connect fittings. Combined with modular and moveable lab furniture, a lab could be reconfigured in a few days time.



- Maximize flexibility through lab module clusters
- Strategically located shared support equipment and storage
- Communal space
- Transparency into the lab modules to see and understand the work
- Access to daylight deep within the building

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OSU Weniger Hall

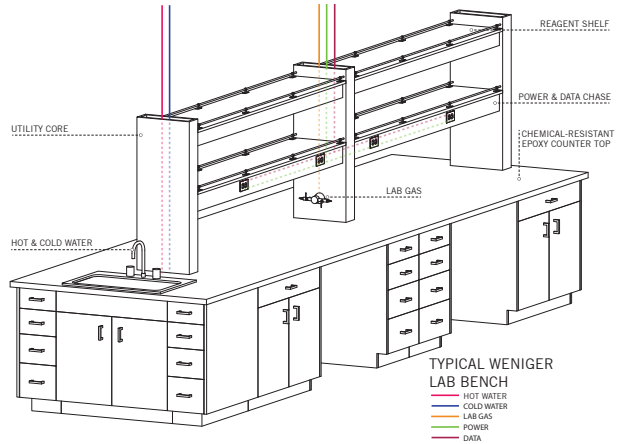
At OSU's Weniger Hall, the College of Pharmacy labs support grant-funded research teams led by COP faculty members. The priority of the lab improvements were to create focused work spaces specific to each research team within a flexible set of parameters (e.g. lab benches in the center of the space, and equipment along the perimeter), and shared equipment space with access from labs and corridors.

The COP's new labs required fume hoods, sinks, autoclaves, polished water, acid waste plumbing, a constant temperature room, a cold room, flexible work benches, and other amenities. College of Pharmacy researchers require a large diversity and quantity of equipment, so the careful coordination of these elements was required in the design of the new labs. PIVOT Architecture worked with COP administrators and experienced principal investigators in the coordination of every piece of equipment and all required process infrastructure.

The existing original lab spaces were not accessible, neither meeting ADA standards nor OSU's more stringent accessibility practices. Each improved lab now houses accessible workspace, and the project's cold room is also completely accessible. The renovated labs and their accessible features enable all researchers to work efficiently, and will accommodate change in the nature of their discipline over time.

Oregon State Police: Forensic Labs Planning

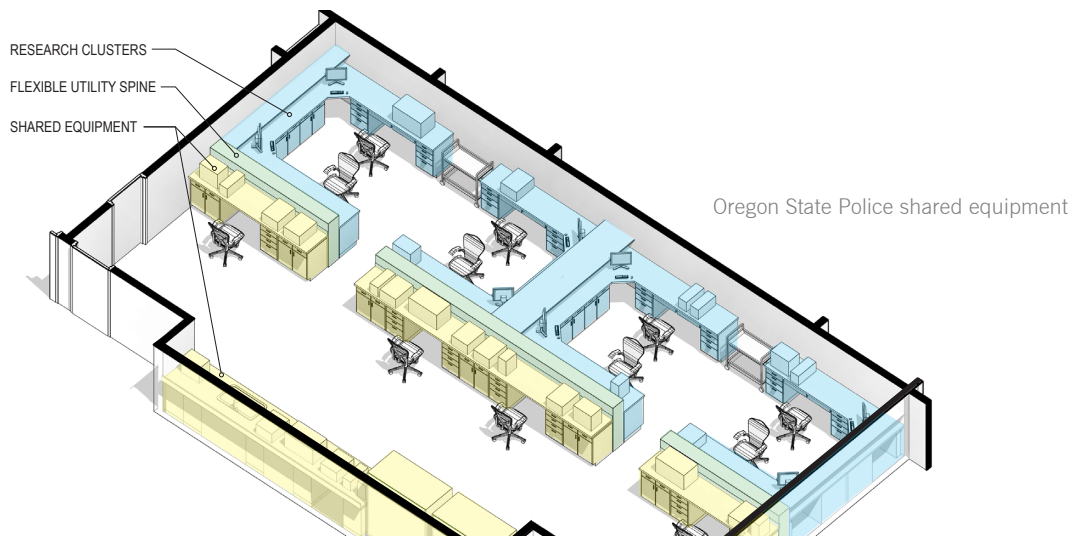
Oregon State Police operates forensic labs in regions of the state to support local law enforcement and have been trying to replace the existing Eugene-Springfield area lab for years. In 2104, PIVOT Architecture led



a feasibility study and conceptual design for replacement labs working closely with the local and state OSP forensic lab managers. PIVOT designed 10,500 SF of six major labs, each with a distinct purpose and 10,000 SF of office, meeting, and support spaces. The labs were grouped around a central “clean” circulation space with a bio-vestibule at each end, and transparent walls to provide visual connections between all labs while maintaining physical separation, chain of custody protocols, and hygiene standards.

The project team was based on a collaborative approach to the Design-Build delivery model which brought insight from the construction team, along with the functional requirements from the architect and engineers. Through an understanding of systems, performance, and requirements, the DB team was able to reduce the initial costs of the mechanical system to provide high-performance to the labs at a fraction of the costs of clean rooms.

The project, designed in a joint building with a new OSP patrol headquarters was not funded in the 2015 legislative session.



21st Century Labs: Agility is the Key

Renovation of existing structures into labs for the 21st Century is a challenge that requires considerable knowledge and expertise. The Estimé Group is well versed in the programming, planning, and execution of research and academic laboratories. PIVOT brings the expertise working to transform existing structures into collaborative work environments. Together we can help guide you through the discussions and choices necessary to create a custom fit your current program and future needs.



Designing spaces with flexibility for future needs, factoring in water and energy conservation solutions, and creating a building system distribution that has clarity and simplicity are all key elements for labs for the 21st Century. While there may be several commonalities to the design challenges and solutions, each project response should be specific to the institution.

tion pathways have a story to tell us. We will begin with an understanding of what is there and explore the feasibility of reuse. Efficiencies can be found through many approaches: shared equipment to reducing the initial load; right sizing equipment; finding underutilized equipment to remove from load or to maximize existing with a higher and better use.

Most of all your project needs to be agile. Quick and efficient in its ability to respond to needs; light on its impact to the environment; well-coordinated in movement to meet the needs of the research; and active to create the culture by which your best and brightest researchers can excel in their endeavours.

Plug loads should be evaluated to understand existing and proposed savings for the building program. Segregation of the building program into high intensity energy use and low to moderate use zones will need to be explored in the preliminary designs to understand the impact. Integrated design and planning will help you reach your goals for energy efficiency, water efficiency, sustainable design choices and appropriate design response for the program. This will be a multi-disciplinary design and construction management effort.

Building System Efficiency and Conservation

The existing building conditions and system distribu-



OHSU Hatfield Research Building, Clinical Lab Renovation, Estimé Group

Integrated Building Systems:

Find synergies in form and function that result in energy, water and operational savings

Reduce Loads:

Reduce lighting power density, optimize building controls, understand zoning and operational use; shared support and equipment.

Understanding:

Investigate existing conditions with precision; assumptions can create unwelcome surprises

Human Element:

Design with environment, economics and people in mind to create sustainable solutions

Sustainability

PIVOT is enthusiastic about our role as designers of meaningful architecture that functions well, uses resources wisely, and provides healthy, dynamic places for the people who work inside or live nearby. We relish the opportunity to work with like-minded clients who want to make high-quality, long-term investments in their facilities and who seek to blend and balance economic, environmental, and social responsibilities into their decisions. Sustainable design is rapidly evolving and we are leading the way.

The University of Oregon Model for Sustainable Development (OMSD) as described in Campus Plan Policy 10 is an honorable and very aggressive goal for the campus and for this project. We understand the goals and stated objectives and will work with you to develop a pathway to meeting the criteria for this project. To chart a path to reach these goals, we will work with you to identify the potential targets and solutions.

We have designed a number of high-performance facilities, LEED-certified buildings, and are adept at facilitating a consultant team in an integrated design effort to push the envelope for sustainable design. We have created highly sustainable buildings and landscapes within rigorous institutional policies and goals. At the LCC Center Building we worked with the college to develop and implement measures consistent with their goal of becoming carbon neutral by 2050.

Our design for the EWEB Roosevelt Operations Center and campus represented their values of environmental responsibility and energy conservation. It is a LEED Gold facility on a 52 acre site achieving a 45% reduction in energy use and nearly 82% reduction in water use.

For the two new elementary schools we are designing for Eugene School District 4J, we are working towards two primary goals consistent with the challenges they face:

- Reduce Operating costs. Operating costs account for the largest part of the costs over the life of a building.

- Sustainable strategies should have low additional first costs. Capital project budgets are restrained, and the priority is to create as much high quality space possible for the available dollars.

Our design efforts have focused on reducing the energy use intensity to create a high-quality envelope system. Construction of this system would be closely monitored and tested to insure low infiltration rates. Current modelling anticipates this approach, along with a PV offset, will result in an EUI of 19. Typical elementary school buildings average an EUI of 50-60.

In addition we are reducing water usage for irrigation and capturing rainwater for all toilet and urinal flushing.

The OMSD provides a framework to address the 3 key components of responsible design: energy, water and people. We have the expertise and experience to meet your goals for the project that are highly sustainable and cost effective. We understand that stewardship needs to address both the stated goals of the OMSD and the needs of the occupants.

Rooted in Eugene for almost 60 years, PIVOT is familiar with the University of Oregon's campus plan framework from both an alumni's perspective and as professional architects. We have worked on several projects which incorporated elements of the campus plan and specific patterns including the concept design for the Alan Price Science Commons and the Vivian Olum Child Development Center.

In addition, we have designed facilities at other higher education institutions including Oregon State University, Lane Community College and Linn-Benton Community College. We have worked with countless public clients with organizational plans, formal requirements for facility design, master plans, strategic plans and long range development plans. We are adept at creating design solutions that are meaningful contributors long term strategies and specific contextual response.

Process Experience

Effectively Communicating with User Groups

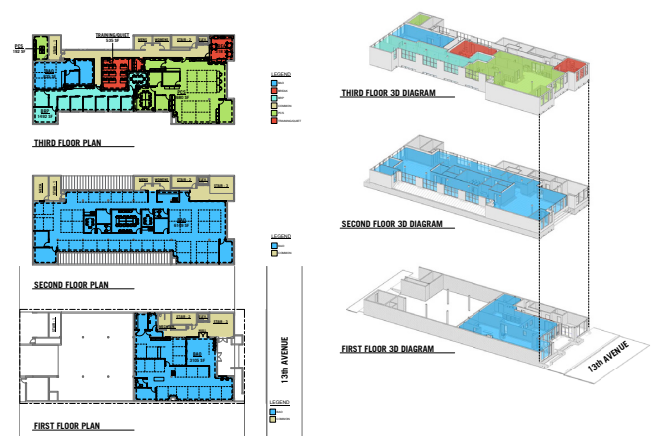
At PIVOT, we listen. We ask questions. We value diverse opinions and robust discussion. We teach, and we learn. Give and take. And we firmly believe that the whole is much greater than the sum of its parts.

While it's true that architects like to draw, we actually spend most of our time communicating. It is especially necessary for projects with multiple user groups, where the stakes are high and there are often disparate interested parties. The PIVOT team understands that communication is central to effective project management. Maintaining open, active communication between the design team and the user groups is a way to build trust and is the primary focus for our team. We don't meet, collect information, and then come back with a solution. At PIVOT, we prefer to meet, listen, propose design solutions that reflect the user's input, and repeat; honing in on a mutually informed design with each iteration.

A key component to our communication is the use of clear graphics to communicate complex ideas. We use them as a tool and explain the logic behind the solutions. For the UO Thompson University Center remodel, multiple users groups will be occupying adjacent spaces and sharing some facilities. In our diagrams we used multiple views of the spaces and colors to illustrate where the different departments would be.



PIVOT engages with the UO community during the design process for Allan Price Science Commons Conceptual Design Study.



Thompson University Center schematic design graphic

For the Allan Price Science Commons Conceptual Design Study our task was to communicate with many people—faculty, staff, students and the public at large. The most important step was to go to them, on their terms. From workshops held in their spaces to a design charrette held in the library, we collected all feedback offered and synthesized what we heard into cogent diagrams to inform future design thinking. Each conceptual drawing was briefly annotated to make important ideas explicit. The conceptual ideas were expanded on briefly in a focused, yet thorough, report.

Facility design is exciting, but it can be challenging at the same time. Differing views must be reconciled, budgets met, schedules flexed, and compromises are brokered at every corner. Organizational change can be challenging, and it takes thoughtful dialog and plenty of time together to blend the myriad of competing goals and interests to achieve everyone's best possible outcome. We have become skilled at facilitation, strategizing, and framing discussions for optimal productivity.

Often, several levels of client interface are formed, so that at each meeting we can set clear expectations for amounts of input and scope of authority. There is often an Executive Team for high-level policy decisions, a Project Team for day-to-day reviews and decisions, and an Advisory Team for user group input as well as IT, O&M, security, etc.

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During design, we enjoy fostering a “workshop” spirit to allow for creativity and innovation, and we encourage clients to participate to help inform solutions in real time and to become ambassadors for the process and the reasoning behind many of the decisions that are made. We value reviews with clients to be sure we are on the right track and that stakeholders feel they have been listened to and understood. This is your building and you play a crucial role in redesigning your space.

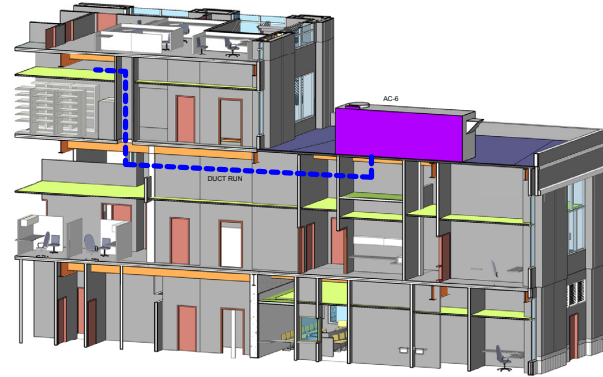
We are also eager collaborators with other designers and consultants hired by the owner. We’ve worked with many owner’s project managers, space planners, and creative consultants.

Phasing and Adjacent Occupied Spaces

We know the issues you will face while renovating a building while people continue working inside. For more than 20 years we have been helping Lane County with tenant improvements to all of their facilities as their organization and staffing have evolved. For the TriMet project, temporary facilities were created to make certain the departments remained functional during the phased construction. For the UO Thompson Center project we in the process of planning for phased construction where the Purchasing and Contracting Services will move to temporary spaces while their area is renovated. In these phased projects with occupied spaces we ensure communication with the occupants, as well as on the contract documents, so that the construction team is fully aware of the expectations for noise, dust, phasing, staging, off-hours work, and life-safety compliance.

Planning and communication is critical when construction will need to take place in an occupied building. Working with the CM/GC and entire consultant team early in the design phase to understand logistics and impacts will help create a more economical and less disruptive process.

At the LCC Center Building we carefully orchestrated the design and renovation of a five-story building while partially occupied. Building systems included mechanical, data and electrical were upgraded to meet the needs of a 21st century learning environment. The use



Lane County Public Health Building, systems exploration

of BIM through Revit software allowed the entire project team to visualize the impact and routing options of the building systems, daylight and spacial qualities which help to guide timely decisions.

At the Lane County Public Health Building, we developed a phasing plan that minimized impact to existing tenants but still accomplished a technically challenging systems upgrade.

Budget, Schedule, and Cost Management

It is human nature to be excited by design aspirations and the prospect of new space and an invigorated culture. But it is the diligent management of budget, schedule, and risk that allow the team to sleep at night. Fortunately we have individuals who thrive on project organization and logistical control.

Meeting project budget (both design and construction) is crucial. We start each project by seeking alignment of the broad goals with the known budget to ensure we start on the right foot. We then work with the client to draft a detailed scope of services and associated fees. Managing the design fee becomes a partnership with the client and from our baseline scope of work we can be clear to track any new items as added scope.

We work hard to cast a broad net at initial estimates in order to identify potential issues. And as the project develops and design decisions are made, we work hard to avoid “scope creep” that can lead a project out of budget. When a project’s delivery method is CM/GC we work closely with the contractor to identify costs but often recommend having a third party construction

cost estimator check the project and then reconcile between the two estimates.

For example, as the TriMet project evolved, the design team was asked to provide additional services for items such as signage design, audio/visual design, exterior upgrades, a reinvented driver area, LEED certification, additional security requirements, etc. This project was like many others where a contingency for design changes was critical to enabling the project to continue forward and accomplish the client's goals and schedule.

To control the construction budget, we rely on thorough documentation, milestone estimates, and appropriate placeholders and contingencies to be sure we have allowed for project influences. Furthermore, we know how to avoid "scope creep" by keeping true to the project limitations and using simple materials in innovative yet simple ways.

Our most recent example is the recent renovation of an existing trolley storage building into offices and crew space for one of TriMet's maintenance field crews. Our early construction estimates were around \$1.5 million. Our final estimate was nearly the same. The project bid at \$1.35 million and as of substantial completion the approved and pending change orders were a mere \$24,000, or 1.7%.

Schedules are also a complete balance between client goals, external constraints, regulatory calendars, and contractor advice. Some projects move rapidly, some have rigorous client review, some have phased construction with contractors on board. In all cases we facilitate practical, realistic schedules that meet project needs and allow for proper client engagement, coordination, and quality.

A few years back a private client needed to be open for business with an extremely tight timeline. We assembled the design team, set weekly meetings, made decisions once, utilized efficient building systems, and achieved occupancy just seven months after the initial design meeting!

"The PIVOT team worked tirelessly to create a space that would grow with the Craft Center program, as well as meet the University of Oregon's planning guidelines and approval... The project involved many technical and design challenges, though perhaps the most demanding portion was navigating the multiple bureaucratic hurdles. PIVOT did so with great skill, patience and determination."

DANA WINITZKY, Facilities Director
University of Oregon Erb Memorial Union

Collaborative Work

One of the primary contributions of the CM/GC during the design phase is to help make budget and schedule decisions. We work with the CM/GC closely throughout the project to maximize value and manage a work plan within the project schedule. We expect the CM/GC to perform cost estimates at each design phase in coordination with the design team's efforts. We recommend concurrent estimates at SD and DD by both the design team and the CM/GC and then a reconciliation to improve accuracy and accountability. Concurrent estimates will give the owner confidence in the CM/GC's cost proposal when it is time to implement the GMP.

We have also utilized dedicated project review workshops in a "war room" format where the entire design team, client, users and CM/GC can review the milestone progress. This greatly helps the CM/GC understand the nature of the project in greater detail so cost estimates are tighter with less risk of surprises.

Consultants

Adapting the existing building systems will be a critical part of the project and we will quickly execute assessments of key building systems concurrent with the programming and design process. Over PIVOT's nearly 60 years in existence we have established good working relationships with nearly every consultant in the area. We feel comfortable integrating a number of consultants and are comfortable with letting the University be involved in the design team selection.

Key Personnel

CURT WILSON (AIA) PIVOT ARCHITECTURE, PRINCIPAL

Role: Project Leader and Principal-in-Charge. Curt will be responsible for the overall success of the project. He will lead communication with the client, development of agreements, assignment of staff, and be the shepherd of the project's goals and vision. Curt will ensure that we have sufficient resources to keep the project on track.



Qualifications: Curt was the project leader for the Weniger Hall lab and a number of other lab renovations at OSU. Curt's greatest asset to the firm—and every project he works on—is his ability to smoothly and effectively lead complex projects. He has been described by his clients as “client-centric” for putting them first in every situation throughout the life of a project.

RELEVANT EXPERIENCE

OREGON STATE UNIVERSITY
Weniger Hall Laboratory
Remodel
ALS Laboratory Renovation
Lab Animal Research Center
Renovation
Ocean Observation Center
Renovation
Nypro Building Feasibility
Study

Nypro Building Printing and
Mailing Renovations

UNIVERSITY OF OREGON,
EUGENE, OR
Vivian Olum Daycare Center
Planning
Pacific Hall Classroom
Planning
Condon Hall Renovations

EDUCATION

Bachelor of Architecture:
University of Washington, 1987
Master of Architecture:
University of Oregon, 1990

REGISTRATION

Architect, Oregon 3543

EXPERIENCE

PIVOT Architecture
1990-present

COMMUNITY INVOLVEMENT

Kidsports
Board of Directors 2000-
2010
Board President 2000-2008
City of Eugene Building Code
Appeals Board 2002-2005

AFFILIATIONS

American Institute of Architects
(AIA) VP of Legislative Affairs,
2002-present

LARRY BANKS (AIA, LEED AP BD+C) PIVOT ARCHITECTURE, PRINCIPAL

Role: Project Advisor. Larry will leverage his extensive experience to provide high-level project assistance and QC review. Larry is an invaluable asset and sounding board and will offer a fresh set of eyes to the building program, options, and analysis particularly in schematic design.



Qualifications: Larry is the project leader for the ongoing Thompson University Center project at the UO leading multiple user groups through the renovation. He played a technical advisor role on the TriMet Moving Together renovations and was the project manager for EWEB's Roosevelt Operations Center.

RELEVANT EXPERIENCE

UNIVERSITY OF OREGON,
EUGENE, OR
Thompson University Center
TRIMET, PORTLAND, OR
Moving Together Multiple
Projects:
Center Street Renovation,
Project Advisor
Trolley Barn Renovation, Proj-
ect Leader

EUGENE WATER & ELECTRIC
BOARD EUGENE, OR
Roosevelt Operations Center
CITY OF EUGENE, OR
Fire Station No. 1, Downtown
Station
CLPUD NEWPORT, OR
Florence Operations Center
Feasibility Study
CITY OF CENTRAL POINT
Public Works Operations
Facility Planning

EDUCATION

Bachelor of Architecture:
California Polytechnic State
University, San Luis Obispo,
1990

REGISTRATION

Architect, Oregon 3579

EXPERIENCE

PIVOT Architecture,
1993-present
Principal: 2008

Conwell + Marshall & Associates
1993

AFFILIATIONS

American Institute of Architects
Construction Specifications
Institute Willamette Valley
Chapter President; 2010
Eugene Chamber of Commerce
Local Government Affairs
Council
Envision Eugene Community
Resource Group, 2011

KELLEY HOWELL (AIA, LEED AP BD+C) PIVOT ARCHITECTURE, PRINCIPAL



Role: Project Manager, Lead Designer. Kelley will lead the design, consultant coordination, and construction administration efforts, and she will lead collaboration with Campus Planning, Design, & Construction staff as well as the department user groups.

Qualifications: Kelley brings a practical, straightforward approach to design and problem solving with an honest emphasis on meeting the needs of the building occupants. She is a passionate believer in sustainable design. As she has demonstrated as the project manager on Lane Community College’s Center for Student Success Remodel, Kelley believes good communication and teamwork play a large role in the successful outcome of any project. She was project architect for the Allan Price Science Commons and Research Library Study for the University of Oregon.

RELEVANT EXPERIENCE

CITY OF ROSEBURG
Public Safety Center

UNIVERSITY OF OREGON
Allan Price Science Commons and Research Library Study

LANE COMMUNITY COLLEGE,
Center for Student Success Remodel

STATE OF OREGON
State Capitol Wings Restoration

TRIMET, PORTLAND, OR
Merlo Fuel & Wash Facility

PMLR Center Street Facilities
Merlo Bus Maintenance Planning
Headquarters Remodel

EDUCATION

Bachelor of Design in Architecture:
University of Florida, 1992

Master of Architecture:
University of South Florida, 1995

REGISTRATION
Architect, Oregon 5727

PROFESSIONAL EXPERIENCE
PIVOT Architecture
2007-present, 2015 Principal

SchenkelShultz
2004-2007

Hanbury Evans Wright Vlattas
1998 – 2004

Gould Evans
1996 – 1998

COMMUNITY INVOLVEMENT

Envision Eugene, City of Eugene

Cascadia Green Building Council
Eugene Branch Secretary
2007-present

LIZA LEWELLEN (NCIDQ, LEED AP ID+C) PIVOT ARCHITECTURE, ASSOCIATE



Role: Interior Designer. Through her knowledge of the UO process and the analysis of user groups’ work processes and technological needs, Liza will design spaces that encourage productivity, collaboration, and innovation.

Qualifications: As the project manager for the ongoing Thompson University Center project at the UO, Liza taps into her skill to clearly communicate to ensure user groups’ needs are met. She was involved in Chiles Hall Computer Labs and the Allan Price Science Commons and Research Library Study handling the interior design.

RELEVANT EXPERIENCE

UNIVERSITY OF OREGON,
EUGENE, OR
Chiles Hall Computer Labs
Allan Price Science Commons and Research Library Study
Thompson University Center
EUGENE, OR 4J
SCHOOL DISTRICT
Howard Elementary School
River Road/El Camino del Rio Elementary School

THE DUCK STORE,
EUGENE, OR
Digital Duck Remodel
Arena Duck Stores

EUGENE WATER & ELECTRIC BOARD
EUGENE, OR
Roosevelt Operations Center

CITY OF ROSEBURG, OR
Public Safety Center

EDUCATION

Bachelor of Arts, Architecture:
Clemson University, 2004

Masters of Interior Architecture:
University of Oregon, 2007

CERTIFICATION

NCIDQ Certificate No. 26487

PROFESSIONAL EXPERIENCE

PIVOT Architecture
2007-present

Adjunct Professor of Interior Architecture, University of Oregon, 2010-present

Atelier Architecture
2005-2007

AFFILIATIONS

International Interior Design Association (IIDA)
Council for Interior Design Accreditation (CIDA), Site Visitor

ROZ ESTIMÉ (AIA) THE ESTIMÉ GROUP, PRINCIPAL

Role: Laboratory Planner. As one of the premiere lab consultants in the Northwest, Roz will tap his extensive experience to develop a cohesive strategy for the development of labs. He will collaborate with the design team and work closely with the Anthropology, Human Physiology, and Psychology departments to develop cost-effective state-of-the-art labs.



Qualifications: Roz is a laboratory facility expert with more than 25 years experience in strategic planning, facility master planning, programming, and detailed laboratory planning. He brings creative energy to projects and strong problem solving abilities. His extensive experience includes planning and design of R&D and technical spaces in biotech/pharmaceutical industry, environmental sciences, healthcare, materials engineering, electronic and physical sciences, and high level biological containment facilities.

RELEVANT EXPERIENCE

OREGON HEALTH & SCIENCE UNIVERSITY

Center for Health & Healing
West Campus

OREGON STATE UNIVERSITY
Richardson Hall - Forest Ecosystem Research Laboratory
Endophyte Research & Testing Lab
College of Veterinary Medicine

Seafood Research Center

WASHINGTON STATE UNIVERSITY

Applied Sciences Laboratory
Institute of Shock Physics

Applied Technology & Engineering Building

UNIVERSITY OF CALIFORNIA, RIVERSIDE

Physical Sciences Building & California Institute for Agricultural Genomics

EDUCATION

Master of Business

Administration, with a focus on Hospital Administration & Marketing

State University of New York at Albany & Union College

Bachelor of Arts with majors in Biology and Psychology

EXPERIENCE

The Estimé Group
SRG Partnership,

Partner-in-Charge of the Science and Technology

University of Maryland School of Medicine, Assistant Dean and Director of Planning

GPR Planners Collaborative, Managing Director.

COMMUNITY INVOLVEMENT

Lecturer at Oregon Health & Science University Laboratory Technician Program

Estimé References

OREGON STATE UNIVERSITY COLLEGE OF VETERINARY MEDICINE

Programming, planning, and laboratory design services for the renovation and expansion of the Veterinary Teaching Hospital, research laboratories, academic and administrative functions.

PROJECT COMPLETION

Completion estimated in 2006

CONSTRUCTION COST

\$12.4 million

PROJECT SIZE

34,000 SF

ESTIMÉ STAFF

Roz Estimé

OWNER CONTACT

John Gremmels
Associate Director of Planning, Oregon State University
john.gremmels@oregonstate.edu

OHSU HATFIELD RESEARCH BUILDING 9TH FLOOR CLINICAL LAB RENOVATION

Programming, planning, and laboratory design services for the renovation.

PROJECT COMPLETION

Completion estimated in 2013

CONSTRUCTION COST

\$2.5 million

PROJECT SIZE

8,000 SF

ESTIMÉ STAFF

Roz Estimé

OWNER CONTACT

John Novak
Project Manager, Oregon Health & Science University Design & Construction
t. 503.494.9754

PIVOT References

LANE COMMUNITY COLLEGE CENTER FOR LEARNING AND STUDENT SUCCESS

Renovation of 1960s-era concrete structure into a contemporary learning commons in Eugene, OR

PROJECT COMPLETION

2015, completed on budget and schedule

CONSTRUCTION COST

\$26 million

PROJECT SIZE

120,000 SF

PIVOT STAFF

Kelley Howell, project manager

OWNER CONTACT

Todd Smith, Project Manager Lane Community College Facilities Management & Planning
smitht@lanecc.edu
t. 541.463.5132

WENIGER HALL LABORATORY RENOVATIONS

Retrofit and sustainable upgrade of a 1960s building to house chemistry labs in Corvallis, OR

PROJECT COMPLETION

2014, completed on budget but schedule was extended two months for equipment coordination

CONSTRUCTION COST

\$1 million

PROJECT SIZE

12,000 SF

PIVOT STAFF

Curt Wilson, principal in charge

OWNER CONTACT

Kerry McPhail, Associate Professor, Oregon State University College of Pharmacy
kerry.mcphail@oregonstate.edu
t. 541.737.5808

LANE COUNTY PUBLIC WORKS CUSTOMER SERVICE CENTER

Transformation of a dark, tilt-up concrete vehicle warehouse into an open, collaborative office space in Eugene, OR

PROJECT COMPLETION

2012, completed on budget and schedule

CONSTRUCTION COST

\$4.5 million

PROJECT SIZE

19,000 SF

OWNER CONTACT

Marsha Miller, Lane County Public Works Director
Marsha.MILLER@co.lane.or.us
t. 541.682.6900

UNIVERSITY OF OREGON THOMPSON UNIVERSITY CENTER

Renovation of a office building that will house several different departments from the UO in Eugene, OR

PROJECT COMPLETION

Completion estimated April 2016

CONSTRUCTION COST

\$2.6 million

PROJECT SIZE

20,000 SF

PIVOT STAFF

Larry Banks, principal in charge
Liza Lewellen, project manager

OWNER CONTACT

Charlene Lindsey, Project Manager
University of Oregon
char@uoregon.edu