VISION
UNDERSTANDING THE PAST
FOCUSBING ON THE FUTURE
UK PROJECT NO. 2396.0.0
MARCH 6, 2014
EXECUTIVE SUMMARY

UNDERSTANDING THE PAST | FOCUSING ON THE FUTURE
In the mid-2000’s, the University of Kentucky established a plan to reinvigorate its commitment to the original ideals that gave rise to America’s land-grant universities. The 2009-2014 Strategic Plan identified a series of goals that have helped launch an already flourishing University to the next level. For the past decade, the Omni | Perkins+Will team has had the honor of working in close collaboration with UK students, campus life leaders, PPD staff, and campus administrative leaders to help synthesize and articulate the deeply intrinsic value of University Student Life to UK’s overall success. Our well-established appreciation and mutual trust allows UK and Omni | Perkins+Will to quickly re-convene as a project team. Together, we can move seamlessly forward, with full confidence, that our work will realize a remarkably transformed Student Center; one that will contribute to the recruitment, retention and success of each individual UK student for decades to come.

THE CHANGING LANDSCAPE OF HIGHER EDUCATION
Student Life professionals at the University of Kentucky know that much of higher education occurs outside of formal learning environments. Learning happens everywhere on the UK campus: between White Hall classrooms and Chem-Phys labs, between the Young Library and the residence hall, while having a cup of coffee at Starbucks in the Student Center or playing intramural volleyball at the Johnson Center. We submit that the future of student life lies in the “Intentionalizing” of previously un-choreographed spaces outside the formal learning environments at University of Kentucky.

A good student center accommodates the planned programs and activities that take place within it; a great student center also effortlessly addresses unplanned events, both inside the building and in its surrounding campus landscape. Although no one can predict the future, an insightful Student Center design will maximize the potential for “planned serendipity”: the un-choreographed interactions so fundamental to the interconnected educational experience at UK. The Student Center will become the embodiment of this ‘space between’ on campus.

When the right mix of programs, at the right place on campus come together in a signature building that symbolizes the values and vision of UK – the results will be magical! The transformed Student Center will have a distinctive sense of community that is comfortable, flexible, welcoming and inviting. The Student Center will become the place on campus where everyone wants to see and be seen.

BUILDING ON A STRONG FOUNDATION
A foundation of more than 50 student center projects, combined with 35 CPMD projects and a long line of successful UK projects dating back to 1980, establishes the Omni | Perkins+Will team as uniquely qualified. We bring you an attentive local architect, with a proven record of UK campus success, paired with internationally-recognized Student Life design firm; the same team that has been working with UK on your Student Center Master Plan for the past decade. Together, we have gained a deep understanding of UK’s goals, aspirations, and project vision. Our team has come to appreciate the student vibe and ‘See Blue’ pulse of campus life, and offers UK the unmatched ability to accelerate the schedule for the planning and program verification phase, enabling the team to quickly move into a schematic design phase.
PROVEN LEADERSHIP, CORE STRENGTHS.
The Omni | Perkins+Will team will be guided with the careful leadership of project manager Michael Jacobs (Senior Principal at Omni Architects). Michael brings four decades of successful higher education project delivery including the Student Union at Northern Kentucky University and over 1,000,000 SF of projects for the University of Kentucky. Under his leadership, the Omni | Perkins+Will team will collaborate with project stakeholders, leveraging our team’s core strengths:

A Proprietary Process To Define Project Goals
With a process developed over decades of student center design experience, Omni | Perkins+Will will utilize an interactive and iterative process developed ‘of the students, by the students, and for the students.’ This proven methodology is known as the ‘Forming a More Perfect Union Process.’ Our collaborative approach will meaningfully engage all project stakeholders – from students to CPMD, from PPD to student life leaders, from alums to community leaders – and harness their collective creative power to embody a unique vision for the 21st Century Student Center. Given our deep background on the issues, the process will be smooth and efficient as it avoids potential land-mines that could derail other firms as the project moves forward. It will also deliver a ‘Uniquely UK’ solution that meets the vision, goals, and aspirations of the University.

UNDERSTANDING UK
Participating in the past decade of campus development with UK’s Campus leadership has methodically prepared the Omni | Perkins+Will team with a unique understanding of the character, quality, and nature of the built environment at the University of Kentucky. We understand that the Student Center will be firmly rooted in its site and comfortably connect with UK’s rich architectural context. We offer extensive experience in student union operations and maintenance, as well as phased construction and temporary facilities.

The Omni | Perkins+Will team understands the importance of community outreach to connect with UK’s Lexington neighbors. Physically, the Student Center should be a bridge linking the urban nature of Avenue of Champions on its north side and the pastoral UK campus on its south. Programmatically, the facility can serve to link not just to the local community, but also to larger global community through programming and student-focused cultural initiatives.

DESIGN EXCELLENCE
Outstanding architecture will be the natural outcome of a collaborative design process where our team’s passionate professionals from a variety of disciplines come together, with UK students and staff, in a common pursuit to create something truly extraordinary. Omni | Perkins+Will offers a unique interdisciplinary design approach that includes Architecture, Interior Design, Branded Environments, and if needed, Landscape Architects - all in house and working together in a single firm. Our architectural design excellence has been recognized with numerous awards from the American Institute of Architects and the Association of College Unions International. Working closely with UK’s Interior Design staff, an integrated team of interior designers with extensive student center experience will create a seamless and unified design expression throughout the new center. Our student center-savvy Branded Environment designers will “See Blue.” They’ll integrate UK’s ‘DNA’ into the design by identifying and telling the stories, the history, and the aspirations that make up UK’s cultural identity. This kind of “cultural branding” works best when integrated early in the design concept: The result will provide UK with a deeper, more meaningful design concept and ultimately create a considerably more engaging Student Center that promotes student recruitment and retention, creating warm, indelible memories for generations to come.

TECHNICAL EXCELLENCE THAT LEADS TO SUCCESSFUL PROJECT DELIVERY
It’s not enough to have lofty ideas if a design team can’t see them through to completion. Successful project delivery is one of our fundamental strengths. From programming through construction administration, the Omni | Perkins+Will team offers a deep and successful ability to manage large complex projects. Operating on a unified BIM drawing platform, under Michael Jacobs’ experienced leadership, along with ConstructWare proficiency, design details and construction documents will be carefully and meticulously developed to enable the construction manager to construct the rejuvenated Student Center. Michael’s seasoned experience gives him unique abilities to provide a well-coordinated and high quality set of construction documents.
TEXAS A&M UNIVERSITY MEMORIAL STUDENT CENTER

NEXT STEPS
This design team is already:

• intimately familiar with the UK campus context and Campus Master Plan guidelines,
• attentive to carefully renovating the 1938 Student Union and Alumni Gym,
• evaluating how to keep the 1938 SU open during construction once the feeder utilities are removed, and how this phasing works with the overall schedule,
• prepared to guide UK and our Construction Manager through the remaining decisions related to demolition strategy, early bid packages, and evaluating Blazer Hall as an interim location for essential student center activities like dining, food service and the bookstore.

The design team also has a healthy familiarity with campus utility capacity and underground utility services.

WE THRIVE ON COMPLEX PROJECT CHALLENGES
Large, complex, central campus renovation and expansion projects are our very favorite! We offer the University of Kentucky unequalled expertise in delivering the most challenging projects in North America. Omni | Perkins+Will’s portfolio includes successful student centers at some of the nation’s most competitive institutions: Texas A&M University, University of Washington, San Jose State University, University of North Texas, and more. At the UK, our team members have brought creative solutions to some of the University’s most complex projects including the University Health Service Building and UK School of Art and Visual Studies. Words like ‘obstacle’, ‘constraint’ and ‘multi-faceted’ add to the thrill of the endeavor. This is our team’s sweet spot - we thrive on precisely the challenges that the UK Student Center offers.

The Student Center will not be considered successful unless effective cost management is employed. With an extensive benchmark of current cost comparisons on student center projects across the country, and a clear understanding of the Lexington / Central Kentucky construction market, our team offers UK deep expertise in construction cost management and control. Throughout each phase of the process, team leaders will carefully work with Vermeulens and the Construction Manager to monitor, manage, and control forecasts of probable construction costs. Having successfully delivered many projects of similar scale and complexity, we have learned where and how to anticipate potential budget and schedule impacts before they happen. Staying proactive will help save the university money, increase project value, and minimize unexpected surprises along the way.

TRIPLE BOTTOM LINE
With all of these unique team differentiators in place, UK can relax. Our team offers robust capabilities in environmentally sustainable design for buildings and their related systems. We offer the University of Kentucky recognized expertise in delivering large student centers achieving LEED Silver, LEED Gold, and LEED Platinum levels of certification for design and construction. The rejuvenated Student Center will fully embody what we term ‘The Triple Bottom Line of Sustainability.’ By becoming a flexible campus hub of student activity and providing all needed programs and services, the Student Center will be socially sustainable. Its back-of-house efficiency, operational effectiveness, ease of maintenance, and appropriate revenue generation will cause, or enable, the Student Center to be economically sustainable. And, innovative, effective, and efficient energy and environmental design and operations will allow the Student Center to be environmentally sustainable.

The revitalized Student Center will be a unique, representational symbol of UK’s values and will become much more than just another building on campus; it will become the bricks and mortar expression of how the University of Kentucky regards its students.
“We are re-imagining higher education facilities for the post-email generation that has never written in cursive, has always “facebooked,” and has never mailed anything with a stamp…”

—JEFF STEBAR, AIA
NATIONAL STUDENT LIFE PRACTICE LEADER
PERKINS+WILL

ROGER WILLIAMS UNIVERSITY
LIVING LEARNING CENTER
At Perkins+Will, we believe in the power of education to elevate the human condition and resolve the challenges of the 21st century. We believe in the ability of great architecture to shape and enhance the holistic educational experience of UK students for generations to come. We believe that the best educational experience at UK requires both exceptional formal in-classroom learning and outstanding informal co-curricular learning. We believe that teaching ‘instructs’, and experiences ‘inspire’; classrooms ‘inform’, and student life ‘transforms’.

PERKINS+WILL FIRM QUALIFICATIONS

STUDENT LIFE FACILITIES: IT’S WHAT WE DO!

Outstanding student life projects are what we do. Our proposed team specializes in planning and designing student centers all over North America and around the globe. Perkins+Will’s architectural expression is rooted firmly in surrounding context and in formally expressing a student center’s program. We meticulously plan projects to meet each criterion described in the building program and focus our efforts on developing exceptionally designed projects that are on time and on budget. Most of our student center projects combine new construction with heavy renovation, and demonstrate our strength in developing a unified, coordinated design concept that reinvigorates historically significant buildings. Our expertise is in successfully generating large, complex, central campus, sustainable, challenging student center projects at the highest levels of design excellence. The team described in the proposal has recently and successfully delivered significant student center projects, including:

• Texas A&M University Memorial Student Center, College Station, TX
  410,000sf (new construction + renovation); $132m total project cost, LEED Silver equivalent
  The Memorial Student Center is foremost a cherished memorial dedicated to honor fallen “Aggie” soldiers. As the center of student activities on the College Station campus, the rejuvenated MSC also symbolizes Aggie traditions and embodies Texas A&M history and culture. Its context-driven design is solidly based on the historic original 1951 Prairie Style MSC and seamlessly blends a substantial expansion with the completely renovated original building.

• Colorado State University Lory Student Center, Fort Collins, CO
  202,000sf (Phase I; new construction + renovation); $74m total project cost, tracking LEED Gold
  With a design expression intended to blend seamlessly with CSU’s Mid-Century Modern central campus, the rejuvenated LSC supports the university’s academic mission by featuring diversity programs, achieving high levels of sustainability, and creating a long-desired connection between the more urban “Free Speech Plaza” on the east, and the pastoral “Green Commons” on the west. Our in-house interdisciplinary team successfully planned the phased construction process to allow portions of the building to remain functioning during the construction process.

• University of North Texas University Center, Denton, TX
  308,000sf (new construction + renovation);
  $121m total project cost, tracking LEED Platinum
  With its central campus location immediately adjacent to UNT’s historic Hurley Administration Building, our team was able to transform the originally windowless 1960’s University Center from its Brutalist expression into a historically sensitive, context driven, daylight filled hub of student activities. Our holistic design team thoroughly incorporated UNT’s “DNA” into the project to create a meaningful and compelling expression of “Mean Green” identity.

For additional student center projects completed by Perkins+Will, please refer to Section H of the accompanying SF330.
“Omni approached this very challenging project [University of Louisville Belknap Research Building] with a positive “can-do” team approach. They clearly understood the importance of allowing each team member’s strengths to be utilized to meet the project goals of the client...Omni successfully produced a quality set of construction documents in a time frame that met our fast-tracked schedule constraints. During the construction phase, Omni was very responsive and timely with needed information to keep the project progressing on schedule.

I would like to add that working with Michael Jacobs was a pleasure. I appreciated Michael’s professionalism and calm approach to tackling the tough issues.”

—MARK D. KETTERER, LEED® AP 
SENIOR PROJECT EXECUTIVE 
MESSER CONSTRUCTION CO.
Michael Jacobs, AIA, CID, LEED AP, has a simple design philosophy: Collaboration leads to innovation. This philosophy has been developed over his 35+ years of experience on academic and student life spaces for colleges and universities throughout Kentucky. Of particular relevance to this project is Michael’s experience with student centers, campus bookstores, recreation centers, and working with vendors on lease arrangements on college campuses.

UK CAMPUS EXPERIENCE
Since 1976, Michael has designed, managed, and coordinated over 1,000,000sf of new construction and renovations on a variety of project types for both the academic and healthcare campuses at UK. Through these projects Michael has developed trusted relationships with members of the CPMD staff, and has a thorough understanding of the university’s expectations for the capital construction process, including and especially in the implementation of ConstructWare. This experience will ensure a smooth project process and continuous communication throughout each phase of the Student Center project.

UNDERSTANDING OF STUDENT LIFE FACILITIES
Having worked on academic and student life projects continuously throughout his career, Michael stays ahead of current trends in planning for the needs and expectations of students, faculty, and staff. He knows that campus architecture – especially a student center - must create an environment that not only draws people in, but encourages them to stay and engage. This is achieved through features that appeal to students of this generation and the next, by promoting increased revenue generation, and operational efficiencies. The future of student centers includes transparency and daylight, way-finding/line-of-sight access, dynamic food services, back of house functionality, welcoming common spaces and a technology-rich infrastructure. These features were all included in the 158,000 SF Student Union at Northern Kentucky University; where Michael served as the project designer and project manager. His inclusive design process enabled the team to meaningfully involve all stakeholders and coordinate a vast array of consultants to successfully complete the project.

COLLABORATIONS WITH NATIONAL DESIGN FIRMS
Over the decades Michael has collaborated with national design firms on many higher education projects. In the past year alone, he has managed two significant collaborations with national designers at U of L and NKU. Michael recognizes the value national architects bring to unique projects typologies such as the Student Center - and welcomes Perkins+Will’s expertise. Michael has an excellent understanding of what makes these collaborations successful and when working in this collaborative team structure he embraces the role of project manager. His superb technical competency and expertise in managing large-scale, complex, publicly funded projects similar to the Student Center will prove invaluable as the project moves forward. Based on his knowledge of the client and their campus, for the Student Center Michael will also embrace the role of design steward to lend guidance and support to Perkins+Will’s team of expert student center architects and designers.

WORKING WITH MULTIPLE STAKEHOLDERS
Michael’s inclusive process often means working with large groups of constituents, who have multiple, and occasionally conflicting agendas. He has extensive experience in bringing these groups together, identifying priorities and space needs, then providing a solution that is beneficial and fruitful for all. These collaborations occur in many forms, including multi-day on-site workshops, town hall meetings, and public forums. He has utilized this consensus building process on many projects, including the NKU Student Union, the U of L Student Recreation Center, and the master plan for the $300M Rupp Arena Arts & Entertainment District (a successful collaboration with an international design firm).

For the Student Center Expansion and Renovation, Michael will draw from his extensive experience collaborating with nationally recognized design firms to deliver significant, iconic college and university projects. This combination of skills -- designer, manager, and collaborator -- will ensure a successful result for the Student Center Expansion and Renovation.

Michael’s relevant experience is further detailed in Section H of the accompanying SF330.
“The Student Center is the 'face' of campus and a direct reflection of the value and aspirations the university places on its students and its commitment to a quality and rich collegial experience.”
The Omni | Perkins+Will team is composed of the very same individuals who were originally selected for the Student Center renovation in 2004. Since then, we have continuously worked with students, staff, faculty and community members to help the University of Kentucky bring a vision to reality.

**DESIGN TEAM**

Based on their specialized skills in meeting complex student life project schedules, budgets, and design criteria, we offer UK a uniquely qualified team of experts for the Student Center project. The majority of our team have worked with UK for many years, including successfully producing the 2005 Student Center Master Plan and its several updates. Team leaders are all LEED Accredited Professionals with extensive experience planning, designing, and delivering over 5,000,000 SF of complex student center projects across North America.

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<th>Texas A&amp;M Memorial Student Center</th>
<th>University of Washington Husky Union Building</th>
<th>University of South Carolina Student Center</th>
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*Josh Vel joined Perkins+Will in Fall 2013

Additional information for our project team members is included in Section H of the accompanying SF330.
“When you step onto a campus for the first time... and it feels like home, your decision gets pretty easy pretty quickly”

— STUDENT QUOTE FROM UK “SEE BLUE” VIDEO
With over 50 projects completed for UK, CPMD knows they can count on the Omni | Perkins+Will team to meet even the most aggressive schedule. This team’s unmatched expertise and resources offers a combined staff of 1,500 professionals – deep resources to work with UK to expedite the Student Center project efficiently and effectively.

As seasoned design professionals, the Omni | Perkins+Will team has the specific experience and expertise to establish a detailed and responsive project schedule for the Student Center project. We will look forward and identify a comprehensive range of resources available to this type of student center project, and recognize and highlight the distinct characteristics and potential pitfalls unique to the UK Student Center. Beyond simply scheduling the coordination of design team efforts, other important scheduling features are 1) coordination with the academic calendar, 2) permitting processes, 3) UK administrative reviews / decision making, 4) Commonwealth reviews and approvals, and 5) community stakeholder outreach.

The unmatched resources of the Omni | Perkins+Will team (over 230 professionals) will allow UK to achieve schedule goals that other firms simply can’t match. Equally important will be our proactive anticipation of issues based on extensive experience on similar projects. When substantial limitations and challenges exist, our schedule control methods and strategies come to the forefront. This strategy includes a detailed schedule review at every design team / owner meeting that allows all of us to track progress and outstanding issues, and if necessary, modify strategies to stay on schedule. To enable every team member to understand their assigned tasks, we will develop weekly work plans and establish direct personal accountability. The Omni | Perkins+Will team’s detailed, effective, and efficient project schedule will greatly assist UK to plan, maintain, and even enhance campus life around this significant campus improvement.

We welcome and encourage preconstruction participation of the SC’s Construction Manager in the design process. Our considerable experience with complex student center projects has lead us to deeply appreciate a collaborative working relationships. Bringing the CM in early helps the scheduling and the design process by 1) Anticipating and resolving constructability questions before they are documented or bid 2) Identifying potential construction early-release packages and unique construction phasing opportunities and strategies 3) Planning for construction staging and address temporary and/or permanent utility relocations, and 4) Addressing temporary relocation of student services, dining operations, bookstore, administration, etc.

**PLANNING IS THE KEY TO SUCCESS**

The impact of partially occupying the 1938 portion of UK’s Student Center during construction is a critical aspect of the project. We will work closely with the CM to determine the pros and cons of phasing and any necessary relocations and temporary facilities. We will carefully document these impacts on the UK campus, the project schedule and the budget. The Omni | Perkins+Will team firmly believes that building a collaborative Owner-Architect-Construction team in the early stages of a project will provide valuable insights to all members of the team. We will assist in identifying 1) potential utility conflicts, 2) scheduling use of off-hours overtime work, 3) determining impacts on student life, 4) scheduling UK’s critical utilization days, and 5) establishing a “shut down days” allowance to manage the cost of maintaining an occupied phased construction strategy.

As a starting point, the Omni | Perkins+Will team has begun to analyze a preliminary schedule for the UK Student Center project. This allows us to study each weekly incremental task while analyzing its impact on the overall big picture. Our team has compared UK’s schedule to comparable student center projects with similar site utility, demolition, and renovation characteristics and has concluded that we are able to meet the proposed schedule.

Because of our team’s successful decade of collaboration with UK, we have developed several innovative suggestions to accelerate the schedule. Once we complete a thorough, but abbreviated program validation phase, based on our project understanding, we feel that we can partially overlap the programming and schematic design phases to successfully reduce the overall schedule. We understand the impact of the academic calendar on the Student Center and see the substantial public relations value if the facility can be fully operational at the beginning of the Spring 2018 semester. We look forward to discussing these strategies with you in more detail. UK can rest assured that the Omni | Perkins+Will team will continue our legacy of working with all project stakeholders to achieve even the most challenging project schedule.
“Omni Architects led the team throughout the project and collaborated on the development of various design options and ultimately, on the scheme selected for development. Their role as an active team player coupled with their extensive knowledge of science facilities and truly collaborative spirit was critical to the success of the project and to the extremely positive responses we have received from both the university administration and the faculty.”

—RICHARD J. GREEN, FAIA
FORMER PRESIDENT AND CHAIRMAN OF THE BOARD OF DIRECTORS, THE STUBBINS ASSOCIATES, INC
An efficient and effective collaborative design culture leads naturally to excellent relationships during construction. The Omni | Perkins+Will team has a long history of building strong relationships with Construction Managers at Risk. Working in tandem with national companies like Turner, McCarthy, Messer, SKANSKA, Brasfield & Gorrie, and Hunt – as well as regional companies like Alliance, Codell, Denham-Blythe, D.W. Wilburn, and Branscum Construction - our team has successfully completed scores of projects on time and on budget.

Most recently, the Omni | Perkins+Will team’s large construction manager projects include the U of L Student Recreation Center, Texas A&M University Memorial Student Center (Vaughn), University of Washington’s HUB (Skanska), UNT’s University Union (Beck), UK’s University Health Service Building (Turner), and the U of L Shumaker Research Building (Messer).

ATTENTIVE LEADERSHIP
Throughout the Student Center’s Construction Phase, the Omni | Perkins+Will team, led by Project Manager Michael Jacobs, will frequently visit the construction site with a strategic goal to actively seek out, identify, and resolve issues before they surface. Our team has found it much more effective to proactively avoid delays than it is to reactively resolve delays. Based on our unique student center experience, Omni | Perkins+Will can and will assist UK to avoid potential land mines that frequently disrupt complex projects of this nature.

We propose the following list of proactive methods to successfully deliver the Student Center project:

• Assist in identifying staging / storage areas and acceptable delivery routes that reduce vehicle / pedestrian conflicts,
• Assist in identifying potential locations for temporary facilities and temporary fire and life safety response strategies,
• Develop phasing requirements for installation of utility systems across the Student Center site,
• Thoroughly review details with the CM to encourage efficient and effective constructability before drawings are completed.
• Promptly respond to RFIs and frequently communicate with the CM in the field,
• Require complete and approved shop drawings prior to fabrication,
• Use Constructware to maintain and coordinate project records,
• Frequently visit the site, record, and distribute all findings / communications through Constructware,
• Conduct progress review meetings and provide prompt meeting minutes,
• Thoroughly review unit prices, lists of materials, and proposed subcontractors,
• Develop and distribute an emergency contact list that includes all design and construction team members,
• Specify that the CM develop a safety plan and review it with UK and local emergency response personnel,
• Provide direct Project Manager oversight of any issue or perceived crisis until it is completely resolved,
• Receive and make recommendations to the University on change order requests,
• Review and make recommendations on contractor requests for payment.

During the construction, special attention will be given to the demolition and abatement phases to document and resolve any newly discovered unforeseen conditions. Careful logging of each newly discovered issue, assigning personal accountability and setting a firm due date will allow the Omni | Perkins+Will team to quickly and effectively resolve issues as they arise.

A large, complex addition and renovation project in a flourishing campus center, with a multi-faceted client, and surrounded by an active community -- that description is exactly the kind of work we love. The Omni | Perkins+Will team began this journey with UK a decade ago and we hope to continue our successful relationship to see the project reach its highest potential.
“Threaded through this document is a ceaseless and undaunted commitment to the individual success of students.”

—UK 2009-2014 STRATEGIC PLAN