



## CASE STUDY:

# Successfully Delivering Renovation Projects on Occupied Facilities

Through our Customer Advocacy program, The Weitz Company has the ability to go beyond cost, schedule and quality to develop solutions that help clients achieve their goals while delivering projects efficiently and safely.

Occupied renovations require a significant level of trust and expertise to achieve all project goals. The construction work – no matter how minor or technical – is often evaluated secondary to the general contractor’s ability to limit disruptions to the owner’s facility, staff and customers. Separating construction activities from facility activities, working around the client’s schedule, maintaining the guest experience and entertaining the curiosity of people are all unique challenges that come with working on occupied facilities.

The Weitz Company has completed over 800 projects on occupied facilities. No matter the industry sector, one thing remains the same on all Weitz projects: Our customer-focused mentality. By keeping the client at the forefront of decision-making, we are able to meet or exceed our client’s goals to successfully and safely deliver each project.

### HOSPITALITY

#### The Breakers Palm Beach Central Facilities Plant / Florida

Over the past 26 years, The Weitz Company has served as a design-build partner for The Breakers Palm Beach resort, completing over 100 projects on the occupied facility. Most recently, our project team was tasked with renovating the central facilities plant, which encompasses the main mechanical, electrical, emergency, fire and water systems. Acting as the heart and brain of the resort, completely shutting down the existing central plant was not an option during the renovation.

In order to reconstruct the central facilities plant, our project team had to erect a small building adjacent to the existing and install new equipment to keep the hotel operational during construction. This enabled a phased transition of the existing systems by executing multiple, small shutdowns that could be completed within a few hours. To perform the necessary service interruptions, the project team devised a detailed shutdown plan that was distributed to the hotel 1-2 weeks before each scheduled activity (most of which were at night to minimize the impact on guests). The plan identified the shutdown date and included a graphic floor plan of affected areas that would be without power, water and natural gas. It also identified the Weitz team assigned to the shutdown, primary contacts for critical subcontractors and contact information for the hotel’s facilities staff in the event of an emergency.

At any given time, the hotel’s 539 rooms, ballrooms, restaurants, kitchens, retail shops, laundry facilities and occupants could be affected. Routing the detailed shutdown plans ensured that all hotel operations were informed so they could plan accordingly. Our continuous and constant communication with the client allowed for the successful transfer of the central facilities plant with minimal interruptions to daily activities of the luxury resort.

*The Weitz project team routed dozens of detailed facilities shutdown plans to inform hotel operations weeks prior to necessary service interruptions.*

## SENIOR LIVING

### Sagewood CCRC New Campus Drive / Arizona

Upon being contracted to build The Oasis (a new events center) on the Sagewood senior living campus, The Weitz Company was immediately challenged with constructing a new entrance to the community as part of the project scope. This would be no easy task considering the main access road to the heart of the Sagewood campus would also serve as the grand entry to The Oasis. Nearly 300 cars access the casitas, main reception lobby and Acacia Healthcare Center each day using this entry. To have the least impact on Sagewood staff, residents and visitors, it was imperative the drive (which included realignment and widening along with adding parking spaces) be turned over as soon as possible.

Initially planned to be performed concurrently with other construction activities for The Oasis, Weitz's project team determined shutting down the main drive for three months while creating a temporary drive would be more advantageous for the client. New alternate access points and temporary parking were created, allowing Sagewood to keep access to the main lobby and main building and keep everything open. In addition, this rerouted the main drive for fire and ambulatory access, allowing them to remain open and operational 24/7.

The new project plan required additional conversations with city inspectors to get it permitted, but they were worthwhile as the main drive was completed and reopened five months earlier than anticipated.



*During construction of a new phase at Sagewood, Weitz developed a temporary access drive for the CCRC that ensured full access to the community and enabled the new entrance to Sagewood was delivered earlier than expected.*

## EDUCATION

### University of Nebraska-Omaha Strauss Performing Arts Center / Nebraska

On the campus of the University of Nebraska-Omaha, Weitz is renovating the Strauss Performing Arts Center in the heart of the university's campus while it remains fully occupied. Given the amount of people who move through and around this building, the project team worked with university officials and building staff to develop a phased construction strategy that would mitigate as much disruption as possible. The plan was designed around the daily patterns of the building's staff, students and guests to ensure the expectations for specific areas of the facility (i.e. concert hall, student practice rooms, restrooms and administrative offices) would still be met. Primarily, this required temporarily shifting these functions to another space until the permanent spaces were complete.

Special measures for the exterior of the building were also written into the phasing plan with the understanding the renovation work could not impact the function and traffic for the entire UNO campus. These precautions include parking signage; construction fencing and gates marking where deliveries will be made, ADA walk paths and all safety and construction signage; cleanup plans for roads and sidewalks; and a snow removal plan for winter months.

For both interior and exterior construction work, the key differentiator at the Strauss Performing Arts Center has been communication. Weitz's project team maintained a regular cadence with key Strauss staff members to familiarize itself with their needs, create proactive plans that would limit interruptions and then vocalize the plans ahead of time to keep staff aware of what's happening.



*The Strauss Performing Arts Center is located in the heart of UNO's campus, prompting the Weitz project team to create a phased construction plan to minimize disruptions.*

## OFFICE

1670 Broadway / Colorado

1670 Broadway, a distinctive 36-story office building in downtown Denver, underwent a significant capital improvements renovation that entailed demolishing and replacing a three-story, space-framed atrium with a four-story podium and amenities area. Working collaboratively with design firms Alan Colussy Architecture and open studio architecture, The Weitz Company helped ensure the building's 3,000 occupants and its employees would not be adversely affected during construction.

To keep the property fully functioning, extensive phasing was required to ensure construction would advance efficiently and within budget. To limit service disruptions in and around the building (which is located near numerous modes of public transportation and adjacent to a high-profile hotel), the project team provided all necessary parties with knowledge of egress changes before they happened. This offered reliability that occupants from all 36 floors and visitors would experience a safe and efficient transition in and out of the building.

To further minimize disruptions to daily activities, all shutdowns and system switch overs were accomplished during evenings, weekends and holidays. Weitz also coordinated daily with property broker Cushman & Wakefield and multiple tenant teams to provide secure access to sensitive areas where work was being performed.



*Collaboration with the design team contributed to successfully renovating this four-story podium and amenities area without adversely affecting the building's 3,000 occupants.*

## COMMUNITY

Des Moines Performing Arts Civic Center / Iowa

During the summer of 2018, The Weitz Company performed six renovation projects on the Civic Center for Des Moines Performing Arts. Two of the more significant were its ticketing office and stage floor, which both had to be done without interrupting operations and regularly scheduled shows.

For the ticketing office, sales windows were temporary moved to the Civic Center's lobby since it has the same entrance as the ticketing office. This enabled tickets to be sold in close proximity to the customary location and provided minimal disruptions for staff and customers. The new stage floor required more extensive coordination and some off-peak hours of construction. All work on the 76-foot wide by 28-foot high proscenium stage was strategically planned so not to interrupt rehearsals and productions inside the 2,744-seat performance hall.

As an additional touch for the Des Moines Performing Arts, the Weitz project team set out information boards with design renderings during certain stages of the summer renovations. They provided details about the renovation work to help customers know what was occurring within the impacted areas.



*To inform administration and customers of the work that our project team was putting in place, we posted boards with project renderings showcasing the renovations.*

813

Projects on  
Occupied Facilities

\$2.9

Billion on  
Occupied Facilities

32

Million Total Square-Footage  
on Occupied Facilities

## CLUBHOUSE

### The Beach Club / Florida

Weitz is currently working on our fourth project for The Beach Club in Palm Beach, Florida. The original project scope included the interior renovation of the kitchen and locker rooms, which would be performed during off-season months (April-November) to minimize the impact to the club's ongoing activities and members. As the project progressed, Weitz uncovered the client's desire to replace the original, 48-year-old roof. After diligently discussing competitive bids with multiple roofing subcontractors, this change in project scope was going to be challenged by the industry labor shortage (roofers could not start until January 1, 2019) and delay the project's completion.

To prevent prolonged disruptions to The Beach Club and its members during the peak season months, Weitz formulated a plan to divide the roof into sections and renovate it in stages based on the structure's elevations. At the same time, Weitz's existing relationships with subcontractors were leveraged to pull a team of roofers together to replace the portion of the roof above the kitchen during its renovation. Identifying a solution for the roof is ensuring all construction activity and final inspections will be completed on schedule.



*After adding work to the project's initial scope, Weitz formulated a plan to complete its fourth project at The Beach Club on schedule with minimal impact to the club's ongoing activities and members.*

## SUMMARY

The Weitz Company's ability to successfully deliver renovation projects on occupied facilities stems from paying close attention to our client's needs and wants. Going beyond cost, schedule and quality to uncover goals (and occasionally unspoken expectations) provides a greater opportunity to resolve challenges, alleviate pain points and enhance communication during the build process.

**WEITZ**

## ABOUT THE WEITZ COMPANY

As the sixth oldest A/E/C firm in the United States, The Weitz Company has forged its reputation on constantly seeking new construction innovations and technologies that provide clients with predictable, reliable and collaborative services. From first interaction with clients through project closeout, Weitz focuses on delivering value and eliminating waste during the construction process. It's a discipline that encompasses all of today's fundamental build qualities, and Weitz team members work diligently to align and elevate these practices to meet the specific needs (and wants) of every client. The end result is a project experience that is impossible to duplicate.

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