

THE CONNECTION

A BIENNIAL PUBLICATION FROM COUGHLIN PORTER LUNDEEN
REVIEWING ALL THINGS AEC AND PACIFIC NORTHWEST

TABLE OF CONTENTS

ED. NO. 8 | WINTER 2020

FEATURED

2



FEATURED ARTICLE

A HUMAN RESOURCES MANAGER'S APPROACH TO HOBBIES, HEALTH AND HARNESSING A TEAMS' POTENTIAL

From sailing to salsa dancing, our team members share how hobbies influence their work and life. And our Human Resources and Business Manager shares insights and seven simple Ideas designed to support your team and foster a culture of positivity, support staff pursuits, and encourage your team toward interests outside the office.

Each edition, we dive into some of AEC's most compelling topics, featuring content that reveals what's inspiring us, exciting us, and keeping us on our toes.

6



Q+A: MEET OUR NEW PROJECT MANAGERS

Structural engineers Marie Ternes and Christen Sanders talk to us about their career paths and what it means to be a Coughlin Porter Lundeen Project Manager.

7



ON THE CALENDAR

A snapshot of upcoming industry events, AEC conferences, and PNW happenings.

8



FROM BULKY TO BEAUTIFUL, THREE CAMPUS TRANSFORMATIONS

We explore how three higher education campus projects convert bulky buildings into beautiful, budget friendly spaces.

10



OUR TOP TAKEAWAYS FROM THE DESIGN-BUILD CONFERENCE AND EXPO 2020

A recap of our experience and learnings from DBIA's Design-Build Conference & Expo.

12



FROM THE FIELD: MULTIFAMILY

A home sweet home edition! We're showcasing standout multifamily projects including Jackson Apartments, The Maddux and Avalon Belltown Towers.

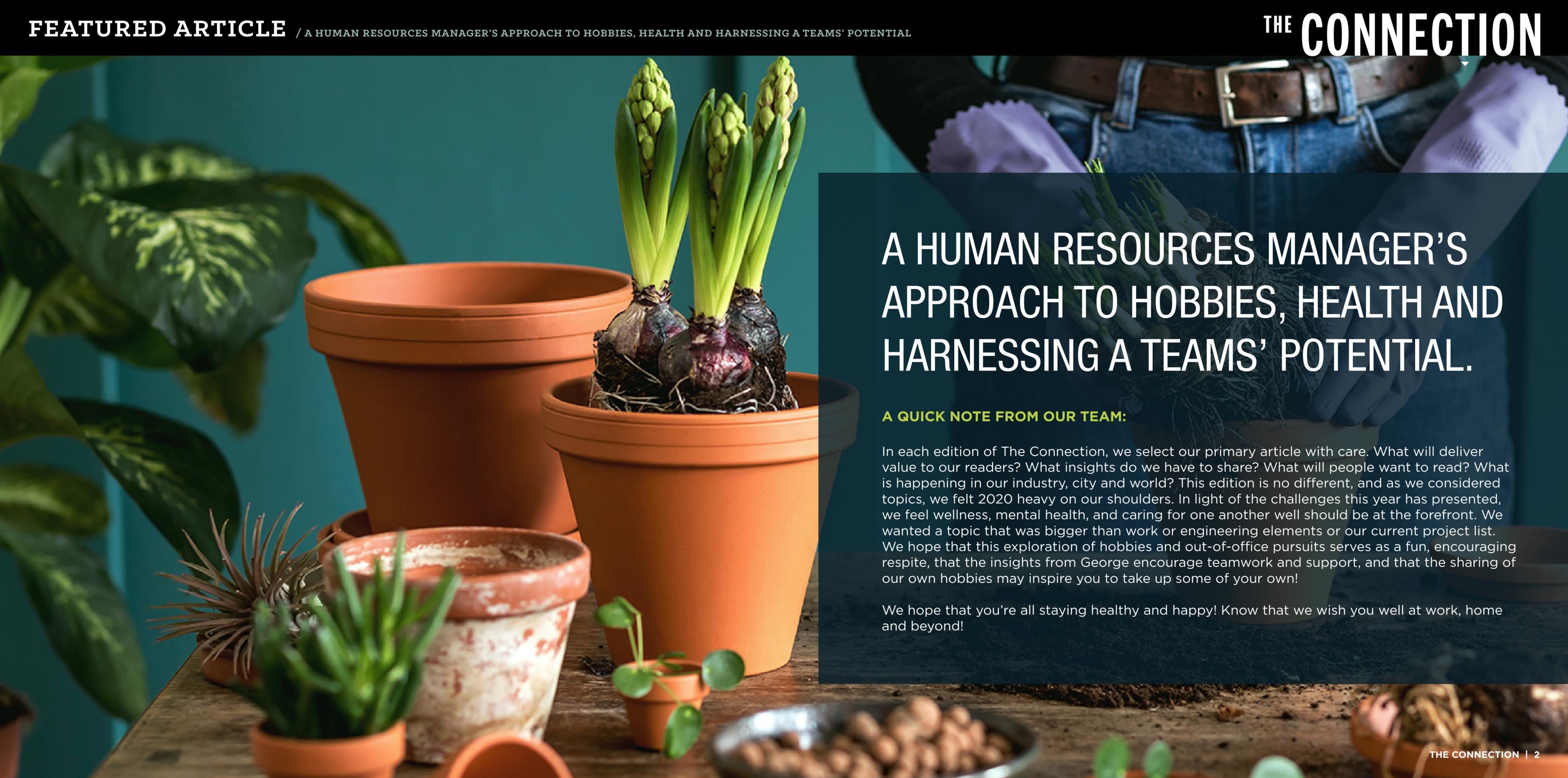
13



RECIPE SHARE - HOLIDAY EDITION

Sharing our favorite recipes (or order-out hacks!) for cozy holiday celebrations at home.

COUGHLINPORTERLUNDEEN
STRUCTURAL CIVIL SEISMIC ENGINEERING



A HUMAN RESOURCES MANAGER'S APPROACH TO HOBBIES, HEALTH AND HARNESSING A TEAMS' POTENTIAL.

A QUICK NOTE FROM OUR TEAM:

In each edition of The Connection, we select our primary article with care. What will deliver value to our readers? What insights do we have to share? What will people want to read? What is happening in our industry, city and world? This edition is no different, and as we considered topics, we felt 2020 heavy on our shoulders. In light of the challenges this year has presented, we feel wellness, mental health, and caring for one another well should be at the forefront. We wanted a topic that was bigger than work or engineering elements or our current project list. We hope that this exploration of hobbies and out-of-office pursuits serves as a fun, encouraging respite, that the insights from George encourage teamwork and support, and that the sharing of our own hobbies may inspire you to take up some of your own!

We hope that you're all staying healthy and happy! Know that we wish you well at work, home and beyond!



George Theo is Coughlin Porter Lundeen's Human Resources and Business Manager. He leverages a background in higher education, where he managed the Division of Student Affairs, worked with thousands of students, created campus communities and responded to the university's multifaceted needs. George partners with leadership and staff of all levels to shape the employee experience, cultivate a positive company culture, and ultimately, cares for the Coughlin Porter Lundeen team.

HAPPY, HEALTHY, HOBBIES

We've all experienced it. There's a problem plaguing us, a solution we can't put our finger on, a design we can't get quite right. Then, while we're on a jog, in the shower, mixing a pot of soup – there it is, our solution! The perfect fix miraculously surfaces! Perhaps it was sitting there all along, we just needed a reset to release it.

In our fast-paced culture, hobbies are often dismissed as luxuries. Who has the time? The energy? Cast as unproductive activities, hobbies are reserved for the sliver of the population who has the time and headspace for leisure. In The New York Times' article, "The Case for Having a Hobby," author Brigid Schulte puts it perfectly, "There is this achievement-oriented culture that teaches us that our only purpose is to produce. Why pick up the guitar if you're not going to become the best at it? Why make something if you can't sell it? Better spend your time doing something that actually has value."

But what if hobbies are more essential than we think? What if they are not only the key to releasing those elusive solutions, but to performing better at work? What if we need outlets to clear our minds? To being more patient, more creative, more centered? What if they deserve to be prioritized?

Study after study reveal the benefits of hobbies. Research has shown that people who have hobbies are generally healthier, and have a lower risk of depression and

dementia. Hobbies yield increased creativity, help you decompress, build connections, and motivate. They're even proven to improve job performance and reduce burnout.

OUT-OF-OFFICE TIME: INSIGHTS FROM A HUMAN RESOURCES AND BUSINESS MANAGER

As the firm's resident Swiss army knife, George tackles many tasks, works with staff of all levels, and summarizes his role as "caring for our people." He wholeheartedly agrees with the research.

"There's a notable difference in people who are living a well-balanced life. You can spot those who embrace hobbies and exercise and other activities. It's visible in their reduced stress and anxiety, their presence and focus, their ability to draw on unique experiences for inspiration."

It's why he, along with the leadership team, encourages staff to pursue creative outlets and out-of-office pursuits. But striking the right balance, he says, is crucial.

"We can encourage this, but not push. At the end of the day, we're an organization and no

one wants their personal lives micromanaged by a company, even a company they love! Staff members need autonomy in how they spend their leisure time. Our role is to encourage, support and celebrate."

According to George, managers and leadership must also be cognizant of their motivation. Do we support employees' hobbies because it's good for business and it's a way to harness a teams' potential? Or are we genuinely invested in our teams' well-being?

For George and the rest of the Coughlin Porter Lundeen team, it's undoubtedly both.

"I genuinely care for our team members and consider it a privilege to support them. I'm also not blind to the fact that people living healthy, well-balanced lives are more successful at work."

"I think this dichotomy is a reality for all human resources managers - balancing the overlap between what's best for the company and what's best for the individual. For example, I think it's enormously important for someone in my role to take the time to get to know staff on a personal level. It establishes trust, and trust allows staff members to come to me, to speak honestly and to use me as a true HR resource. On an individual level, getting to know our team allows me to better understand their needs and support them.

Put simply, the more HR efforts serve both

the organization and the individual, the better. It's a good metric for us: is this effort good for business? Good for our people? Or ideally, good for both?"

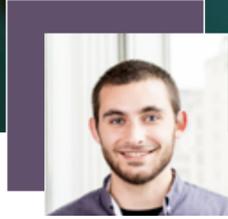
So where do hobbies fall? We believe squarely in the "good for both" category.

We also believe that, if there was ever a time, 2020 is the year to prioritize hobbies. Now more than ever, we need these out-of-office pursuits and outlets that recharge and refresh us.

Get to know our Hobbyists!

What constitutes a hobby? Dr. Michael Brickey, author of "Defy Aging," defines an ideal hobby as one that serves three purposes: a diversion (escape from daily life), a passion (engage in something you love), and a creation of a sense of purpose.

There's strength in our uniqueness. It's these diverse interests, personalities and skillsets that make up the fabric that is Coughlin Porter Lundeen. >>>



Sam White
Structural Project Engineer

Hobby: Brazilian Jiu-Jitsu I train through the Gracie Barra organization.

How does this activity influence your life?

My favorite part has been learning how to stay calm in very uncomfortable situations. Because of my practice I'm more disciplined. And it keeps you humble.

Your work? Brazilian Jiu-Jitsu requires you be able to solve problems quickly to get yourself into a safe position. That quick thinking and problem solving required really does translate to work. It's sharpened my ability to solve engineering problems with precision and efficiency.



Katya Finegold
Structural Technician

Hobby: Gardening I grew up helping my parents in their garden at our country house outside of Moscow. It's nostalgic and wonderful to grow your own food. Last year I got a plot at the Community Garden in North Seattle.

How does this activity influence your life?

I love every aspect of having a p-patch plot. The process, the community, the harvest, the opportunity to share. Plus, without gardening, how would I have discovered that the zoo has a Fecal Fest and that "zoo doo" is a thing!? (I was the lucky winner who got to purchase 100 gallons of compost.)

Your work? Gardening can be hard work, but it's always rewarding. It teaches me lots of things - proper planning and scheduling, patience and persistence. It's also taught me to not be afraid of experimentation and failure. Lose a tomato plant? There are three more. Something goes wrong? Adjust the next season.



Jim Coughlin
Founding Principal

Hobby: Woodworking After graduating college, I began to collect tools and taught myself woodworking.

How does this activity influence your life?

There was a learning curve in those early, post-college days, but today I like to design and build my own furniture and fixtures.

Your work? There are many parallels from woodworking to building, design, and construction. Even when you are the one building, you need to do enough drawing and dimensioning to ensure you don't make a construction error. You learn how important sequencing is, not only for efficiency, but for safety. Like building construction, if you do high quality work, your projects will live into future generations.



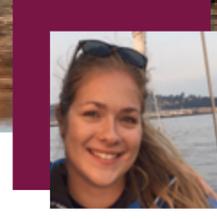
David Aguilera
Structural Project Engineer

Hobby: Salsa and bachata dancing I took my first salsa class at Century Ballroom four years ago. Since then, I've made classes and social dancing a part of my weekly routine. You can catch me tearing up the dance floor at Salsa Con Todo in Fremont! (Pre/post-pandemic, of course.)

How does this activity influence your life?

It makes me happy, energetic, and nostalgic. The music reminds me of my childhood days when my parents would play Latin music all the time. I love the feeling of learning a new move and successfully pulling it off on the dance floor.

Your work? It helps me to think on my feet. (Sorry, had to!) When I'm dancing, I tend to forget all my worries, which allows me to come back to whatever I'm working on refreshed.



Naomi Medley
Civil Project Engineer

Hobby: Sailing I love both competitive racing and cruising Puget Sound with my family. I've been sailing my whole life and am an active part of Corinthian and Seattle Yacht Clubs in Seattle.

How does this activity influence your life?

I grew up in Seattle and am a lifelong sailor. Almost every weekend and summer weeknight you can find me coaching, racing or cruising on the water with family and friends.

Your work? Sailing has made me a better teammate. You cannot successfully run a racing program if you don't have a team that works together. Everyone has different strengths and talents, and you simply can't race safely and competitively if you don't honor those strengths, communicate well and work together. We also learn to have a lot of respect for the other teams out there. I think bringing those lessons to the office helps me out a lot, because you certainly can't complete a project without a good team atmosphere, and a desire to work well with other consultants and clients.



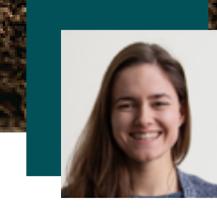
Caleb Slater
Civil Engineer

Hobby: Wooden Boat Building My friend and I have been working on building a new wooden boat. He recently graduated from boat building school and he's teaching me the methods and techniques.

How does this activity influence your life?

I enjoy learning new skills - and woodworking is new to me. It helps keep my creative juices flowing. The whole process is rewarding, and it's really neat to help the boat take shape. Plus, it's a great way to spend time with friends.

Your work? Boat building requires exceptional patience. It's not an instant-gratification project, it's a multi-month endeavor. The issues that surface require patience too, and creativity as we respond to the unexpected.



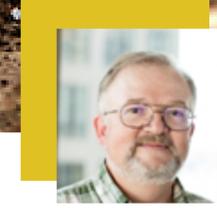
Katlyn Christenson
Civil Engineer

Hobby: Open Water Swimming I bought myself a wetsuit and a swim buoy and I have taken to the water! Between that and mountaineering, (another new venture!) I feel like I'm taking full advantage of the beautiful Pacific Northwest.

How does this activity influence your life?

Deep water actually freaks me out! But I love being able to master my thoughts, focus, and stay calm. There are incredible views from the water and I love meeting paddleboard and boat friends! Its proven to be a great social distancing activity.

Your work? If a situation or problem feels overwhelming, I'm better able to tackle it, thinking more mindfully about what I can and cannot do in that moment. Tactically, the route planning required for both swims and summits has helped develop the more strategic and creative parts of my mind.



Ken Wiersema
Civil Project Manager

Hobby: Photography I've been interested in photography since high school. It's a bit of a legacy - the family is full of photographers.

How does this activity influence your life?

Capturing a scene as you see it is harder than it looks. It takes skill to get the colors and light to record like your eye sees. Birds are my subject of choice. I enjoy watching them and the challenge of capturing their behaviors and character.

Your work? Photography definitely uses different brain cells than engineering. I think it's good to exercise all the parts of your mind - even the parts that may house some cobwebs!

Seven Simple Ideas to Implement at Your Office

For those looking to move their own corporate culture toward one of authentic connection, encouragement and positivity, George has assembled seven easy-to-implement ideas.

Before tackling these though, it's essential to set a foundation. Ask yourself: have we articulated our organizational goals, mission and vision? And have these been clearly communicated to our full team? If not, start there! These cornerstones extend to all you do and serve as checkpoints as you embrace new tactics.

1. Conduct a Culture Check

Take a temperature check of your office culture. How is your team feeling? Fried? Energized? Connected? Disengaged? Motivated? Listen to staff of all levels, as entry-level team members and leadership often have different needs. The goal is to understand your baseline, then work from there.

A part of this check should be to identify emerging leaders. There are surely team members in your organization who are longing for more responsibility. Use this energy! These team members will be important as leaders of task teams, and drivers of employee engagement and connection.

2. Establish an Employee Engagement Committee

As managers or HR leaders, it's our job to plant seeds, and encourage and support staff, then let it grow organically. Staff should be empowered to truly own the program. Leadership micromanagement or over-involvement can be smothering. Instead, establish a partnership where management helps shape and guide the task group's work, and the task group has autonomy and knows their ideas will be honored.

Not sure where to start? Task your group with a review of onboarding process. (How do we go beyond a welcome packet and benefits package review?) Discuss diversity and inclusion. Consider the option of an internal peer or professional mentorship program. Brainstorm employee engagement activities (and challenge them to think beyond the standard lunch or happy hour).

3. Celebrate Your Staff

It's so important to acknowledge and celebrate employee successes and differences.

Externally, this can take the form of promotion announcements, team highlights, or staff recognition. (Or, in Coughlin Porter Lundeen's case, [a blog series showcasing employee adventures!](#))

Internally, there are even more ways to make staff feel welcome, excited and appreciated. Internal communication pieces like company newsletters should absolutely include human interest elements. (Ours includes birthdays, travel highlights, even baby and kiddo photos!) If your company has regularly scheduled all-company meetings (which we think they undoubtedly should), recognizing your team should be a recurring agenda item. Make cheerleading for one another and encouraging one another an expected piece of your corporate culture.

4. Maintain Connection, Even from a Distance

With more remote work and virtual meetings than ever, maintaining team camaraderie and connection is a challenge. Nothing can replace in-person collaboration, but little things can go a long way in making staff feel connected. For example, when participating in virtual calls, encourage staff to use video, as seeing faces matters! Take five minutes to reach out to someone you haven't spoken to recently. Check in. Say hello! Set up options like virtual happy hours for your staff to "gather." And finally, explore options within your tech platforms.

Within our Microsoft Teams, we've set up a "Social" channel that allows staff to chat and share around specified topics. Topics range from the fun (music, pets, gardening, foodies, binge worthy shows, and recipes) to the serious (working parents support group, working-from-home tips, and gratitude).

5. Reimbursement programs

While most organizations have a reimbursement program, many are underutilized. Wellness and tech credits, donation matching, and the coverage of professional development programs are great benefits! And clear, tangible ways to support staff. Make sure the team knows what's available, and encourage their use!

Additionally, in the light of hobbies and their benefits, look for ways to blur the line. We believe that out-of-industry conferences, classes and experiences can yield just as much benefit as industry events. [Is your bike-to-work crew participating in a group ride?](#) Support them. [Is your resident VR pro winning Hackathons?](#) Invite him to present to the office. [Did your new employee get invited to Indonesia with Build Change?](#) Help him get there.

Even if financial support isn't realistic, encouragement and genuine interest go a long way!

6. Prioritize Transparency

We think this should be a part of every manager's training. We want staff to trust us, and we want to trust them. In a culture of true transparency, the principle applies to everything from being honest about workload and stress to staff being comfortable talking about their hobbies and out-of-office activities.

Another important facet of transparency: roles and promotions. Potential career tracks and growth opportunities should be clear, and staff members should have a manager or mentor with whom they're comfortable speaking about their role.

7. Think Beyond the Happy Hour

We believe that any opportunity to get to know your teammates is a worthwhile one. And we don't need the excuse of an all-company event to do so. We invest in getting to know one another every day, believing that more we understand one another, the better we motivate one another, challenge one another, and work as a team. More importantly, our work experience will be more rewarding as we connect with our teammates beyond shared projects!

That said, it seems the default for networking and teambuilding events is happy hour. And while we're not knocking a five-o'clock cheers (we love a good happy hour!), we are suggesting that thinking creatively about when and how your team gathers can pay big dividends.

An all-company event should encourage staff of different levels to connect, provide a positive, common experience, and be welcoming to all. The goal is to find events that resonate with your culture, which means you need to find out what people are interested in. Consider options like a show, a visit to an art gallery or pop-up event, live music, karaoke, a picnic, or a day of volunteering.

Have questions about how to implement these ideas, encourage hobbies or better support your staff? [We're always happy to chat!](#)



Christen Sanders, P.E.
Project Manager

Christen understands that project-specific structural system design is critical to a client's success. She brings proficiency in mass timber, along with depth of experience in a variety of building materials and delivery methods. Christen's passion lies in the Pre K-12 sector, where she notes the uniqueness of the designs, diversity of building materials, and distinctive programming needs are both challenging and incredibly rewarding.

christens@cplinc.com



Marie Ternes, P.E., S.E.
Project Manager

Marie chose structural engineering due to her desire to positively impact the cities and communities around her. With a strong work ethic and friendly demeanor, Marie enjoys watching her projects come to life. She is involved in local and national AEC organizations including Urban Land Institute's Young Leaders Board, ACE Mentor Program, and CREW.

mariet@cplinc.com



Meet our new Project Managers

Q+A: Recently promoted to project managers, structural engineers Marie Ternes and Christen Sanders talk to us about their career paths and what it means to be a Coughlin Porter Lundeen project manager.

Q: How did you decide to become an engineer?

Christen: Art and math were my favorite subjects in school, but pursuing engineering didn't click until senior year of high school. My high school art teacher (whose son happened to be my math teacher/volleyball coach) saw how creative I was but knew that I loved math too. She's the one who suggested Oklahoma State University's Architectural Engineering program to me. I went to high school in the same town as OSU so the school and college are pretty intertwined. This seemed like the perfect opportunity to be creative and exercise those math skills. I later ended up interning at her brother's architectural firm in Phoenix. I owe a lot to Mrs. Webber!

Marie: My engineering "ah-ha" moment came at my very first non-engineering internship. When I told my boss I wanted to pursue structural engineering, he responded with, "you're going to be designing sewers, you're not going to design buildings, there's no way." Instead of discouraging me, those comments became fuel. I knew that in fact, I would be working on buildings! And tall ones at that! I landed a place at Chicago's Skidmore Owings Merrill (SOM). They had just finished the Burj Khalifa, the tallest building in the world. My first full-time job out of college was at SOM's New York office and my world just kind of blew open.

Q: Neither of you are originally from the West Coast. What brought you here? And how did you choose to build your career at Coughlin Porter Lundeen?

Christen: I'm from Texas originally, moved to Stillwater, Oklahoma as a freshman in high school and attended Oklahoma State University. I had never been to Washington but the idea of living near Seattle was intriguing and we were ready for a move. My husband Chris joined the Air Force, and when it came time for us to create our preferred list of bases, Lewis-McChord was number one.

During my search I connected with Cory Hitzemann. To be honest, I didn't feel I had the typical credentials, I was from the Midwest, I had an Architectural Engineering degree...but Coughlin Porter Lundeen was my top pick so I offered to start as an intern. Three months later I was full-time. Fast-forward eight years—here I am!

Marie: If you would have asked me as a Junior in college if I was ever going to leave Ann Arbor, Michigan, I would have said, no way. But after three years in New York (and long-distance with my now-husband), we moved to Seattle together. His career is in naval architecture designing boats and ferries and for that, there's nowhere better than Seattle!

Coughlin Porter Lundeen is a special place, and a rewarding place to build a career. There's a culture of encouragement – no one [at Coughlin Porter Lundeen] has ever told me I can't do something. I have been given a platform, a runway, and that sense of autonomy and trust is empowering. (Marie spearheads our internal Women's Group and organized an ongoing chat series with GLY Construction *Why Not More Women?*)

Q: What does it take to be successful in this role? And what would you say to others looking to advance their careers?

Christen: At Coughlin Porter Lundeen we have so much diversity in terms of project types and clientele. Every endeavor brings unique challenges and new opportunities. While my path was pretty linear, I was constantly being challenged to push myself. Seeking out and embracing that challenge would be my advice to those looking to advance their careers.

Additionally, it's important to find a firm you can grow with. As I've advanced, so has my confidence and my knowledge of engineering concepts. I'm excited to see how this new role continues to shape me professionally and personally. The project manager role requires leadership, management and mentorship. Strong collaboration is what it takes to be successful in this role. (I must admit, I do enjoy deep diving into calculations and problem solving with my trusty calculator and spreadsheets, so I'll make time for that too!)

Marie: It takes a number of years to develop into a project manager. It's a role you grow into – slowly adding responsibilities like overseeing other engineers' work, putting together drawings, orchestrating day-to-day teams. Two years ago, I was just starting to dip my toe into these things – now I'm doing it full on. Of course, there are always things to learn: we're constantly growing!

The biggest identifier of a project manager is being the person others turn to for help. My hope is that anybody can come to me with questions,

whether they're working with me on a project or not. I believe there should be a diverse group of people in leadership so that everyone has someone to identify with or feel supported by. To those looking to advance their careers, I'd say find that mentor that you connect with. And make sure you're not pursuing advancement for the sake of advancement. Ultimately, I want to feel good about the work that I put into the world, and I want people that I work with to feel the same. >>>

"The biggest identifier of a project manager is being the person others turn to for help. My hope is that anybody can come to me with questions, whether they're working with me on a project or not. I believe there should be a diverse group of people in leadership so that everyone has someone to identify with or feel supported by." – Marie

Q+A: Meet our new Project Managers (cont.)

Q: This edition, our primary article speaks to the value of hobbies and out-of-office pursuits. What do you do outside of work? What do you do to unwind?

Christen: Pre-Covid, I loved exploring the area. There is so much going on in the Pacific Northwest – snowboarding, long boarding, taking a motorcycle ride (on her '07 Yamaha R6s – yes, she's very cool). You need multiple lifetimes to see it all! Post-Covid my routine is slowing and features lots of yoga, walks and workouts. Reading too! And I recently picked up the Xbox control again.

I'm a problem solver at heart, so if there's something I can't figure out, I have a hard time letting it go when I leave the office. All these activities help clear my brain.

Marie: Hiking! One of the things I've come to love about the Pacific Northwest is the easy access to the mountains and trails. When I first relocated, I asked Elliot (Smith), who I sat next to, what he and his S/O did on weekends. Coming from New York, I thought he was going to say, "Oh, like this neighborhood is really fun or there's really good restaurants over there, really good bar here." He just looked at me and responded matter-of-factly: "Iski". Got it. There's a level of athleticism out here that gets really intense, really fast. Like, Yuting (Ci) summits Mount Rainier! It's exciting and contagious.

I've seen you and others, like Principal Cory Hitzemann, running early in the mornings. Have you ever raced with him?

Marie: We tried racing one time. Cory beat me ... but he definitely pulled a muscle. And we weren't that far off!

I've been running since college and during Covid-19 I've gotten into a really good habit of either running or going for a walk every single day before work. It's very meditative and it helps clear my mind. I feel very good on days that I run, though not necessarily while I'm running.

Q: Do you have a favorite project?

Christen: I would say WSU PACCAR Environmental Technology Building. Early in my career, I had the opportunity to help engineer the showcase piece of this building, the heavy timber component. I attended the ribbon cutting ceremony alongside Jim Coughlin and Matt Snook. Not only did I get to celebrate the final project, but I met several of the passionate people involved in its creation. That experience was really eye-opening and made me love what I do even more.

Marie: A current project, Vulcan West Main, is always going to have a special place in my heart. It's the first project that I've been fully immersed in from the start. Through it, my role has transformed from a project engineer to project manager. I've put so much of myself into it and it's given me a huge opportunity to grow into a stronger engineer and manager. It's three towers over a half-block in Bellevue. I've made it my goal from the beginning to bring a coordinated level of organization to this project. If something is not clear to me, it's not going to be clear to anyone else. I have been given an opportunity to thrive in this role and I feel proud of the work and how smooth it's gone so far. GLY Construction and Graphite Design Group are always great to work with!

Q: As you reflect on your path thus far, how do you think companies and individuals can support future generations of engineers?

Christen: I think it's critical to understand that no career path is the same. Our professional development is as unique as we are! Beyond the project experience itself (diverse markets, clientele, design challenges) we're also

balancing many different personality types and approaches. It's tempting to create a rigid roadmap for career advancement, but allowing wiggle room and empowering individuals to define their own path is important. And will result in happier, more fulfilled employees!

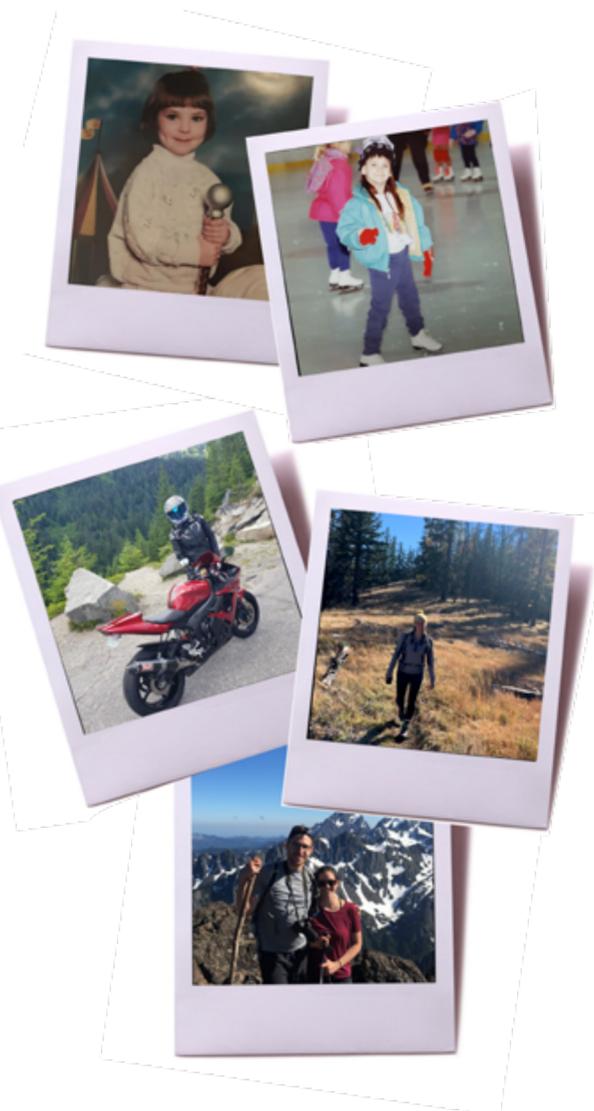
At the same time, this doesn't mean a company should be hands-off. Young employees should lean on their organization and mentors to gain varied experience, refine interests, and set goals. The phrase "The whole is only as good as the sum of the parts" rings true here.

"I think it's critical to understand that no career path is the same. Our professional development is as unique as we are. Beyond the project experience itself (diverse markets, clientele, design challenges) we're also balancing many different personality types and approaches." — Christen

Marie: When I was a new engineer, I thought I wanted to design the tallest buildings in the world. What I realize now, is that what I actually want is to contribute to meaningful projects in the city I live in. I think this is why projects like the State Hotel really resonate with me. The renovation of the historic building was so well executed. It's an old building

that fits seamlessly into the fabric of the city. I think organizations and mentors can help young engineers by encouraging them to keep an open mind. You may think you know what you want out of your career, but you might end up on a totally different path, and that's okay. Also, foster a culture of "yes!" It's amazing what can happen by accepting opportunities that come your way. For me, this philosophy has allowed me to work on many projects types and build relationships with a wide range of folks in the industry. Diverse experiences are integral to navigating your path and discovering where your passions lie.

"...keep an open mind. You may think you know what you want out of your career, but you might end up on a totally different path, and that's okay. Also, foster a culture of "yes!" It's amazing what can happen by accepting opportunities that come your way." — Marie



ON THE CALENDAR

upcoming industry events, conferences and Seattle favorites.

CREATIVE MORNING'S UPCOMING VIRTUAL EVENTS AND FIELD TRIPS
Rotating Topics - [Event Info](#)

ZOOLIGHTS AT POINT DEFIANCE ZOO & AQUARIUM
Thru Jan. 3 - [Event Info](#)

WESTLAKE PARK HOLIDAY POP-UP SHOPS
Dec. 19 - [Event Info](#)

NAIOP VIRTUAL BREAKFAST: THE RISE OF THE EASTSIDE - BELLEVUE AND BEYOND
Jan 13 - [Event Info](#)

SEATTLE ARCHITECTURE FOUNDATION TRANSFORMATIONS: BRINGING THE PAST UP TO PRESENT
Jan. 16 - [Event info](#)

A4LE VIRTUAL TOUR: SEHOME HIGH SCHOOL
Jan. 21 - [Event info](#)

NAIOP VIRTUAL 2021 SOUTH SOUND ECONOMIC FORECAST
Jan. 28 - [Event info](#)

THE GREAT NORTHWEST GLASS QUEST
Feb 21 - 21 - [Event info](#)

A4LE TOUR & DINNER MEETING: DESSIE EVANS ELEMENTARY SCHOOL
Feb. 18 - [Event info](#)

UNIVERSITY OF WASHINGTON A&A DISTINGUISHED SPEAKER SERIES WITH JASON HARTWIG
Mar. 8 - [Event info](#)



Images © Benjamin Benschneider



From Bulky to Beautiful, Three Campus Building Transformations

Universities are constantly evolving adapting to students needs, evaluating their research priorities, revamping their course offerings, hiring new talent. The campus is reflective of this too, growing and changing with the student body and university needs. Campus renovations provide some of our favorite, and most dramatic, before-and-afters. They're some of our most gratifying too, as the projects impact the experience of so many students and campus communities.

Many university renovation and modernization projects share themes: the challenge of making old structures feel new again, operating within budget constraints, creating designs that resonate with the collegiate communities they serve, to name a few.

Meet EWU Pence Union, SPSCC Center for Student Success, and UW Husky Union Building – three projects that converted bulky buildings into beautiful campus centerpieces.



Image © KEVIN SCOTT



Image © KEVIN SCOTT

EASTERN WASHINGTON UNIVERSITY PENCE UNION BUILDING

Dark, dated and unwelcoming, the original Pence Union Building (PUB) was desperate for a renovation. The maze-like building included two wings comprised of the original building constructed in 1968 and a major addition built in 1994. The building hardly inspired university pride and didn't serve as the central campus intersection it was intended to be.

The 1968 wing required the most extensive rehabilitation work. The team traded the maze-like layout for an open concept celebrating natural light. An impressive "main street" atrium connects the two wings, features a three-story transparent wall and grand central staircase, and makes a stunning impression from the two heavily trafficked entrances.

The atrium buzzes with energy and options for student engagement. The dining center contains restaurants, a mini-market, and cafeteria, and is conveniently located adjacent to the new commuter lounge. The like-new PUB offers better visibility to student organizations with offices and meeting space. A computer lab is available for student use, and the transformed ballroom on the ground floor can also serve as a conference center for the community. Throughout the structure, salvaged elements merge with contemporary aluminum, glass and wood.

Outside, the two entrances and an activated courtyard encourage better connection between the campus mall, stadium, residence halls and public transit.

The project is LEED Certified and was recognized with a 2019 AIA Washington Council Citation Award, a 2019 Boston Society of Architects Education Facilities Design Citation Award, and a 2020 AIA New England Design Award

See the full story [here](#).

Project Team: Owner: [Eastern Washington University](#) / Architect: [Perkins&Will](#) / Civil & Structural Engineer: Coughlin Porter Lundeen / General Contractor: [Leone & Keeble, Inc.](#) / Mechanical & Electrical Engineer: [MW Consulting Engineers](#) / Kitchen & Food Service: [Stafford Design Group](#) / Lighting Design: [Blanca Lighting Design](#) / Landscape Designer: [Swift Company](#)

SOUTH PUGET SOUND COMMUNITY COLLEGE CENTER FOR STUDENT SUCCESS

At South Puget Sound Community College, the campus's most central, and the only permanent, building was also its oldest. As the college master planned with the architect, they saw an opportunity to embrace an already-evolving curriculum by reorganizing the campus. Together, the team reimagined the 90,000-square-foot welding and auto shop, converting it to the new home for student services, e-learning, contemporary library, and administrative offices.

Shedding its industrial motif, the building was stripped back to its good bones – the existing steel frames – and new metal cladding was applied. A multi-story glass curtain wall surrounding the primary entry plus the raised roof allow an abundance of daylight to flood the interior. An emphasis on preserving the mature trees surrounding the center provides an additional connection to nature. Multiple entries welcome all visitors to the center, wide sidewalks and pathways reestablish connections with other campus buildings and services, and generous plazas encourage interaction with other students and nature. Upon reopening, the Center for Student Success became a student hub and the beautiful new heart of the campus.

See the full story [here](#).

Project Team: Owner: [South Puget Sound Community College](#) / Architect: [SRG Partnership](#) / Structural Engineer: Coughlin Porter Lundeen / General Contractor: [FORMA Construction](#) / Civil Engineer: [AHBL](#) / Cost Consultant: [Davis Langdon \(AECOM\)](#) / Acoustical and A/V Consultant: [Greenbusch Group](#) / Landscape Architect: [Murase Associates](#) / MEPT Engineer: [WSP Seattle](#)



Image © Lara Swimmer



Image © Benjamin Benschneider

UNIVERSITY OF WASHINGTON HUSKY UNION BUILDING MODERNIZATION

Located in one of the campus' busiest areas, the UW Husky Union Building (HUB) is a cornerstone of student life, housing student activities, food service, administrative offices, auditorium space, and more. Preservation of the building's history was paramount, from the historic façade and 1949 Gothic arches to a 1950s mural and a one-of-a-kind subterranean bowling alley. The team excelled in addressing every unique condition and delivered a 21st century student life center.

Multiple earlier renovations of the building generated a mishmash of antiquated systems and a patchwork program of services, creating a way-finding nightmare. A central atrium once again became the organizational spine, connecting dining areas, entries, and primary meeting spaces. It also enhances ventilation and daylighting. Glass enclosed entries beckon students to engage in the revitalized student life center.

Glass and steel staircases seem to float between floors, connecting the grand lounge with fireplaces on the first floor to a food court, entertainment center, and informal gathering-studying areas above. Multi-tasking ballrooms can be reconfigured with the push of a button to create a large concert venue, and a 5,000-square-foot auditorium on the first floor can accommodate a variety of university or community functions. These gathering areas were reoriented to showcase views of the campus.

The project is LEED Gold certified and was recognized with an ACUI Facility Design Award of Excellence as well as an AIA Civic Design Award.

See the full story [here](#).

Project Team: Owner: [University of Washington](#) / Architect: [Perkins&Will](#) / Civil & Structural Engineer: Coughlin Porter Lundeen / General Contractor: [Skanska USA Building](#) / Mechanical & Electrical Engineer: [Affiliated Engineers, Inc.](#) / Landscape Designer: [GGN](#)

Our Top Takeaways from the DBIA Design-Build Conference and Expo 2020

DBIA planned the most extensive design-build education program in their history for the 2020 Design-Build Conference & Expo. Hats off to the planning team who not only took the event virtual, but revamped programming so topics reflected the climate of 2020 and addressed the critical issues facing design-build teams. With seven tracks of sessions, this event offered endless design-build education and training opportunities.

We're sharing our top takeaways from the "Teaming & Collaboration Techniques for Optimal Outcomes" track.



Takeaway 1: Revisit What Working Together Means

Integrated Design-Build is a departure from standard practice. As the team adjusts to operating within a new process, don't underestimate the power of soft skills! Leverage teamwork, communication and flexibility as you navigate the transition. Not only will this create a more positive experience for all involved, but it will establish an essential element among your team: trust. Design-build demands that members respond to skepticism, tackle different conversations, and make decisions relatively quickly. At each crossroad, trust will serve the team well.

On especially large projects, there can be more than 50 firms involved in early design. Learning to collaborate with a large team can be a challenge, so the basics become especially important again. In these early phases, set the team up for success by completing meeting prep, defining who attends, who leads, and what the outcomes are. It may be best to assign a strong leader to guide the process, ensuring the entire team is making parallel progress.

Idea We Love: Co-location.

Co-location should be a consideration for every design-build project. And while it won't always be a fit, for some projects it yields important benefits, especially if the project is especially large or complex. A co-location makes coordination easier, not only because it facilitates working side by side, but more importantly because it provides structure to how a team functions and how work streams merge.

Design-build works best when team members are thinking holistically, striving to understand the needs of team members and disciplines beyond their own. This can take many forms: Bringing stakeholders into the process (engaging them proactively before and during the project), respecting the design process (avoiding over-collaboration and allowing designers time and creative space to think and process), or communicating with the owner's internal team (they need to know what's happening and what to expect).

Session Source: Journey Worth Taking – Valuable Advice for Owners Transitioning to Integrated D-B

Mountain climbers don't start their first climbing journey without ropes and a spotter. However, some have been known to do so. Transitioning from Construction Management at Risk to Integrated Design-Build can feel like that at times. Before you let go of the ropes of the traditional delivery systems, build your awareness of the necessary mindset changes to be successful. On their journey together, the team featured below explored how giving up "control" built trust, unity and true collaboration.

*Elise Burkardt, AIA, NCARB, Gensler
Hilleary Hoskinson, MVP Performance Institute LLC
Dana Pomeroy, AIA, DBIA, LEED AP, The Whiting-Turner Contracting Company
Eliot Postma, Heatherwick Studio
Craig Unger, FDBIA, Unger Security Solutions LLC
Drew Wenzel, Google LLC*

Our Top Takeaways from the DBIA Design-Build Conference and Expo 2020

Takeaway 2: Healthy Teams, Healthy Projects

The GSA General Session was full of takeaways, but something presenter Laura Stagner, Assistant Commissioner (retired) of GSA Public Buildings Service acknowledged stuck with us: “A healthier team may have found a more successful path forward.” She was referring to some of the early hurdles encountered by the team’s five-year modernization project. We’re excited to bring some healthy team-building habits back to our office and into our design-build projects.

So, what constitutes a healthy design-build team?

1. First and foremost, they’re led by a strong owner.

Owners truly set the tone for a team, so one who is excited about and invested in the process will inspire the best results.

2. Partners are selected with care.

Selections are qualifications-based and teams are equipped with appropriate support and training.

3. Teams are resilient and flexible.

It’s essential to establish a collaborative culture where team members are both accountable and feel safe to contribute. Building and nurturing a resilient and flexible team ensures that when missteps happen, you can recover!

Session Source: Lessons Learned on a GSA Project (General Session)
How many times have you come to an end of a project and thought, “If I could do this all over again, I’d change a few things?” GSA did not just think it, they acted and conducted a post-mortem on a 1970s era, 16-story federal building modernization that took place from 2009–2014 using American Recovery and Reinvestment Act Funding. Mr. Stagner shared critical lessons learned on this project and what the Owner and team would do differently if they could do it all over again.

Takeaway 3: Embrace a Flux Culture (and Ditch the Stuck Culture!)

In “stuck” culture, it’s enough if cost, schedule, quality and safety are being delivered. But if the status quo is satisfactory, what are we leaving on the table? This is the question of “flux” culture, which pushes us to think bigger and define new goals. We ditch the simple “plan and execute” mindset and ask ourselves, “What’s next?”

In challenge-driven design-build, the team assumes that cost, schedule, quality and safety are a given and can instead start with major goals. Understanding and responding to the real goals and aspirations of the owner is the opportunity of design-build. This requires the right team (full of member who are invested in the process and comfortable in a disruptive culture) and a forward-thinking owner. Both flux culture and design-build require a value-driven client who is interested in more than budget and schedule, who is aligned to a mission that requires more than competency, and who prioritizes creativity, ingenuity, and innovation. This is contrary to the client who is satisfied by off-the shelf solutions, and is driven primarily by price, and is focused on speed-to-market and known outcomes.

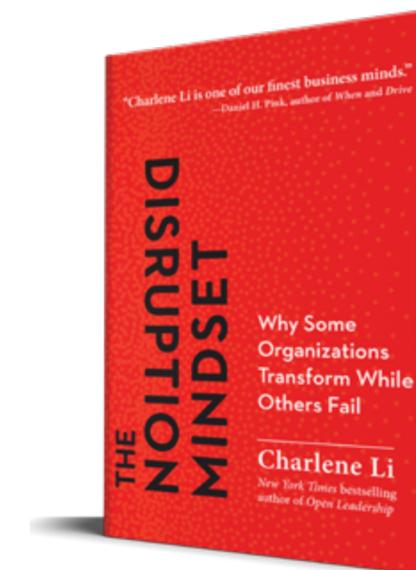
Idea We Love: Customer Advisory Board.

We know the flux culture design-build team is required to think differently. Invite strategic players into partnership, and together, pilot the approach, communicate learnings, and evaluate results post-project.

In evaluating our own stuck-ness, The Disruption Mindset encourages us to ask these questions about our approach and culture: Are we stuck in the, “this is the way we’ve always done it,” or are we always searching for better ways? Is there a rigid chain of command? Do we share information freely, or are we hoarding knowledge? Are challenges welcomed or rejected?

Session Source: Shifting From a “Stuck Culture” to a Robust “Flux Culture” with Design-Build

Presenter: Barbara Jackson, Ph.D., FDBIA, University of Denver
Cultural transformation isn’t an easy thing to accomplish. However, there are critical signs that suggest this is exactly what is missing and desperately needed if the design-build process is to flourish into the future. With numerous workforce issues, productivity challenges and lack of technological advancement, the design and construction industry is at a crossroads. This session focused on how to shift your organization from a status quo “stuck culture” to a growth oriented “flux culture.” Transitioning from progressive DB to Challenge DB.



Keith Kruger, Associate Design-Build Professional®, provided these takeaways from the recent DBIA conference.

Keith is at the forefront of our civil PreK-12 and higher education practices. Greatly respected in these markets, he partners with some of the region’s largest clients. In the office, he’s the go-to for complex stormwater system questions, and outside our walls, he’s an industry leader in stormwater management. His expertise spans design and analysis of detention and water quality systems, green designs, multi-phased project plans, and holistic solutions for large campuses.

Steadfast and patient, Keith is known for his thoughtfulness and kind mentorship. Internally, he helps shape our internship program and recruitment strategies, and is a valued voice in senior-level decisions and firm direction.

FROM THE FIELD: MULTIFAMILY

A home sweet home edition! We're showcasing standout multi-family projects including Jackson Apartments, The Maddux, and Avalon Belltown Towers.



Image © Moris Moreno

JACKSON APARTMENTS

Revived cultural expression, a revitalized business core, new housing, and extensive green space were the focus of this Central District site renewal. This community features more than 500 market-rate and affordable homes and a large AmazonFresh with in-store shopping. Move-in ready micro-retail spaces provide high visibility for small local businesses.

More than an acre of open space includes a plaza that offers space for celebrations and performances. Outside, public art displays showcase the work of local Black artists, while art is incorporated throughout interior common area walls, floors, and ceilings. Permanent displays of specially sourced print fabrics and documentary photography are showcased in the artwork gallery. Take the virtual art walk [here](#).

Townhomes located at the edges of the development create a scaled transition to the large podium-style apartment buildings with roof decks and terraced courtyards. The project team worked closely with the community to incorporate unique patterns and materials into the cladding to celebrate the neighborhood's identity. Early collaboration with the team allowed us to achieve special requirements for framing and assimilate complex fire separation requirements across multiple, adjacent levels of retail and residential uses and building materials. Generous landscaping incorporates complex stormwater management infrastructure (and creates new habitat for native pollinators) for this reenergized community.

THE TEAM:

Owner: [Vulcan Real Estate](#) / Architect: [Runberg Architecture Group](#) / Civil & Structural Engineer: [Coughlin Porter Lundeen](#) / General Contractor: [Exxel Pacific](#) / Geotechnical Engineer: [GeoEngineers](#) / Mechanical Engineer: [Ecotope](#) / Electrical Engineer: [Rushing Co.](#) / Landscape Designer: [HEWITT](#)



Rendering © Mithun

THE MADDUX

The Mount Baker neighborhood is well-established but experiencing significant transformations as Seattleites discover the tree-lined boulevards and public access waterfront with views of Mount Baker just minutes from downtown.

Maddux North and Maddux South will capture an urban street experience that capitalizes on their convenient location near the Mount Baker transit station. Nearly half of the 166 units in this multi-family affordable workforce community will be family size with two or three bedrooms, a key step in building community along this transit corridor. Amenities include a shared rooftop deck, multiple lounges, laundry facilities on each floor, and street level retail and dining options that complement others in the neighborhood.

A double whammy for the project is the presence of contaminated and liquifiable soils. Mount Baker Housing Association partnered with the Washington State Department of Ecology to remediate the industrial contamination on the brownfield site, a first-of-its-kind alliance.

Our team worked closely with Aspect Consulting and Condon Johnson to develop design criteria for the rigid inclusions, a ground improvement method effective against the contamination and liquefaction, but not commonly used in Seattle. Multiple vertical columns of concrete or grout were pumped through soft soils, deep enough to reach load bearing strata, then overlaid with a gravel load transfer platform (like a thick mattress).

We also assisted the team in permitting the project under the amended Seattle Building Code that allows six-story wood-framed housing over a podium [[read about these code changes in Ed. No. 6](#)].

THE TEAM:

Owner: [Mount Baker Housing Association](#) / Architect & Landscape Architect: [Mithun](#) / Civil & Structural Engineer: [Coughlin Porter Lundeen](#) / General Contractor: [W.G. Clark Construction Company](#) / Geotechnical Engineer & Remediation Consultant: [Aspect Consulting](#) / Mechanical Engineer: [Emerald City Engineers](#) / Electrical Engineer: [Cross Engineers, Inc.](#)

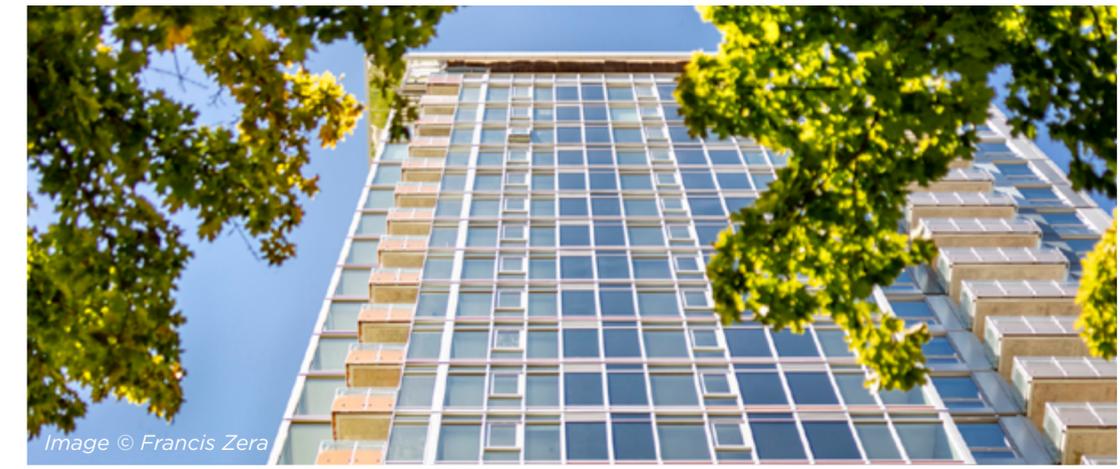


Image © Francis Zera

AVALON BELLTOWN TOWERS

This 250-foot, luxury residential community offers contemporary, neighborhood living within a vibrant city. Residents have easy access to the city's transit system and are steps away from a robust collection of unique shopping and dining experiences as well as the downtown core and South Lake Union.

Two boxy towers atop the six-story podium are respectful of nearby structures, tempering the building's mass by stepping away from the water and incorporating multiple materials in their facades. The setbacks present sweeping views of the skyline and Elliott Bay from the apartment homes and a shared rooftop deck.

Generous window walls and spacious floor plans were accomplished with a thin slab between floors. A cascading tower above the podium maximized unit count, while the addition of a central core and a T-shaped wall provide seismic stability between the high-rise tiers.

AvalonBay Communities prioritizes a sustainable approach. Incorporating the [Growing Vine Street](#) urban watershed preservation program created an attractive rain garden as a sidewalk enhancement and runoff control measure. In addition, the large, vegetated roof and associated bioretention planter manage and mitigate the flow of 102,000 gallons of water per year (roughly 2,300 pints of beer per day!).

THE TEAM:

Owner & General Contractor: [AvalonBay Communities, Inc.](#) / Architect & Interior Designer: [Ankrom Moisan Architects](#) / Civil & Structural Engineer: [Coughlin Porter Lundeen](#) / Geotechnical Engineer: [Pan Geo Inc.](#) / Mechanical, Electrical, & Plumbing Engineer: [Rushing Co.](#) / Landscape Designer: [Brumbaugh & Associates](#)

Recipe Share Holiday Edition

In each edition of The Connection, we crowdsource recommendations from our team, featuring Pacific Northwest favorites, everything from hikes and holiday happenings to road trip destinations and restaurants. This edition, we're sharing our favorite recipes (or order-out hacks!) for cozy holiday celebrations at home.



Cranberry Orange Bread

Recommended by: Rebecca Hix Collins, Senior Structural Project Manager

Why I love it: The red and orange fruit make this bread beautiful, plus it's moist and both sweet and tart. Make it the day before a holiday and warm up for breakfast or for an afternoon snack! It's great plain, with butter, or with whipped cream cheese (the easy-to-spread kind). Also, a loaf makes a perfect gift! I first baked this bread on a whim years ago and now it's a favorite of my entire extended family.

Pro Tip: Buy extra bags of cranberries and toss them in the freezer for use throughout the winter!

[Cranberry Orange Bread Recipe](#)



Dacha Diner

Recommended by: Phillip Weld, Civil CAD Technician

Why I love it: Great food and you get a surprising amount for a reasonable price. We ordered what we thought would be a nice amount of breakfast for four people, which ended up being about twice as much as we needed! On the plus side, it also made for great leftovers. From the schvitz to the shachapuri, there were so many things I had never heard of before, but they were all delicious. They have plenty of beverages to-go as well, but since we just ordered breakfast, we decided to pass on the shots (this time).

Pro Tip: Don't be scared of the Herring under a fur coat. It's excellent and has such a unique flavor. It also makes for an awesome photo to brag to online friends about.

[Dacha Diner Link](#)



Swedish Pecan & Cashew Brittle

Recommended by: Sandy Grimm, Administration and Accounting Assistant

Why I love it: I make these treats every holiday season and they're loved by both family and friends. Some years I've gone through twenty (yep, 2-0) pounds of butter making cashew brittle. It's so easy to share and who doesn't love buttery, sugary nuts in a caramel-like brittle that won't chip your teeth?!

Pro Tip: Stir, stir, stir.

[Swedish Pecan Recipe & Cashew Brittle Recipe](#)



Breakfast Hash Brown Casserole

Recommended by: Sean Umeda, Structural Staff Engineer

Why I love it: Hash browns, eggs, sausage, and a lot of cheese! All the good breakfast foods in one yummy dish. It's super easy to prep at night, so that when you wake up on Christmas morning you can just pop it in the oven. It's definitely a holiday-worthy, low-stress breakfast to enjoy before running over to the relatives' house for festivities!

Pro Tip: Ask your mom to make it. Let's be honest, it always turns out better that way. Also, adding chopped up bread cubes helps tie the whole thing together!

[Breakfast Hash Brown Casserole Recipe](#)

ABOUT THE CONNECTION

Published by Coughlin Porter Lundeen, The Connection is a biannual collection of the firm's news, perspective, and commentary on AEC industry topics. All content is curated and written in-house.

CONTACT

Coughlin Porter Lundeen

www.cplinc.com / info@cplinc.com

801 Second Avenue, Suite 900

Seattle, WA 98104

ABOUT COUGHLIN PORTER LUNDEEN

Coughlin Porter Lundeen is a civil and structural engineering firm. Focused in the Pacific Northwest, we partner with clients across markets to bring unique project visions to life. We were founded with the goal of exceeding the standards and services provided by engineering firms, and today, more than twenty-five years later, that vision continues to guide all that we do.
