UNIVERSITY OF SOUTH DAKOTA

COLTON RECITAL HALL

Renovation

September 23, 2020
OSE# R0621--09X

TSP
Architecture
Engineering
Planning

THEATRE PLANNERS / LIGHTING DESIGNERS
Schuler Shook

1112 N. West Ave.
Sioux Falls, SD 57104
(605) 336-1160
TeamTSP.com

Architecture
Engineering
Planning

September 23, 2020

Steven Palmer, PE
Office of the State Engineer
Joe Foss Building
523 E. Capitol Avenue
Pierre, SD 57501-3182

Sandy Wolfswinkel, LEED AP BD+C
Director of Planning & Construction
University of South Dakota
414 E. Clark Street
Vermillion, SD 57069

RE: Colton Recital Hall Renovation

Dear Mr. Palmer, Ms. Wolfswinkel, and Selection Committee Members:

Reimagining Colton Recital Hall is an exciting prospect for us. A recital hall is a chance to create an environment of honor for music and fine arts. We see this becoming a special place to celebrate the mastery that comes after years of an artist's dedicated expression to their craft. The completed space must show that reverence.

We have an intimate understanding of how to achieve this expression on a tight budget. This same TSP + Schuler Shook team has done it before, with nothing less than stellar results at Hamre Hall on the Augustana University campus. Our approach defined the right priorities early and shaped the project's scope to create a balanced, attractive space while simultaneously meeting the Owner's budget expectations. Through the concerted efforts of acoustics experts from KRA and sound-technology professionals from Peterson AV Services, we were able to make Hamre Hall sing of its own accord. We melded lighting, acoustics, comfort, and aesthetics to bring all components together in a single, unified whole. The results earned an AIA South Dakota 2019 Merit Award.

Our highly relevant experience on the Augustana campus and our previous rigging project for Colton Recital Hall makes us uniquely qualified to help you reimagine this very space. We will discuss the ideas with the greatest potential to effectively adjust the seating layout, achieve intentional and flexible acoustics, and add value with other opportunities throughout the process. We approach this project with minimal assumptions and look forward to exploring many options with you along the way.

Within this proposal, we also indicate our lessons learned from recent projects on the USD campus. We have had some great successes and, admittedly, some challenges. Our goal is to build on the things we did well, such as cost estimating and contingency management, while retooling our team involvement. We have heard your feedback from past projects, and we thank you for your candor. We hope to demonstrate our willingness to learn from you as part of our commitment to continuous improvement.

With very few exceptions, our estimating on these smaller projects has been reliable. We work to create bid alternates that can meaningfully fine-tune project scope once bids are received. We'll focus the full force of that attention on this project. It's crucial to set a realistic contingency goal for any renovation effort. We can help you establish that benchmark and manage that figure as the project moves forward. We're proud of our track record, which often puts us below our predicted contingencies.

TSP has customized our internal team's makeup for this project. Project Manager Chase Kramer is new to USD campus work, but he's a well-experienced architect and expert in his own right with a true passion for performance spaces. We've also augmented our team's engineering discipline to include additional electrical-system expertise. Finally, we'll leverage the institutional knowledge of TSP members who worked on the Continuing Education Renovation to provide consistent oversight.

We look forward to putting these resources to work for you as we co-create an exceptional new experience for student performers, faculty, and technical crews. Together we will build on your respected culture of Fine Arts at the University of South Dakota.

Sincerely,
TSP, Inc.

Sean Ervin, AIA, LEED AP
Principal-in-Charge

Chase Kramer, AIA, LEED GA
Project Manager | Project Architect

UNIVERSITY OF
SOUTH DAKOTA
COLLEGE OF FINE ARTS

Proposal for
University of South Dakota
Qualifications to Provide Architectural, Engineering, & Specialty Services for
Colton Recital Hall Renovation

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COMMITMENT & INTEGRITY

SINCE 1930

TSP, Inc.
1112 N. West Avenue
Sioux Falls, SD 57104

Main Contact
Sean Ervin, AIA, LEED AP
Principal-in-Charge
Mobile: (605) 759-5199

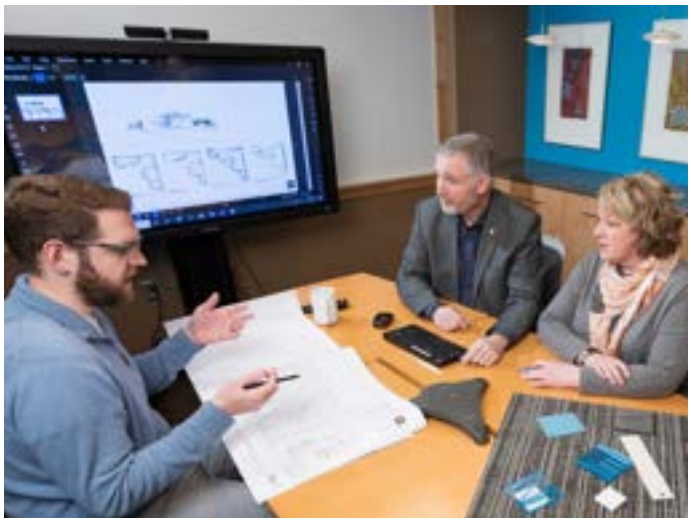
Established: 1930
Office Locations: Sioux Falls, Rapid City & Watertown, SD; Omaha, NE; and Rochester , MN

ABOUT TSP: INTEGRATED ARCHITECTURE, ENGINEERING, & INTERIORS

As a company, we're built around a few beliefs that resonate with team members in communities across the Upper Midwest—including your project's team in our Sioux Falls office. The heart of this philosophy stretches back to 1930 and founder Harold Spitznagel's credo to design it like we own it.

Your 'why'

Through teamwork, service, and passion, our people listen and develop a deep understanding of your "why." We collaborate with you to build trust-based relationships and discover solutions that combine form, function, and economy. Our architects, engineers, planners, and interior designers create legacy buildings that fit needs today and are flexible to serve you well into the future.



Project Manager Chase Kramer (left), Prinicipal-in-Charge Sean Ervin, and Interior Designer Heather Mergen

We've dedicated ourselves to pursuits that hold the greatest potential for communities: education, healthcare, and civic projects that uplift our quality of life. Focusing on this crucial work gives us more time to understand each client's vision, study emerging opportunities, and expertly weigh the inherent risks.

We believe our clients hold the keys to discover their designs and that we have the knowledge and skill to unlock those ideas. We seek out clients with complex projects that demand design expertise and reliability. These projects require comprehensive, integrated services and fully engaged stakeholders.

Comprehensive services

Our full-service team ensures that spaces, systems, layouts, finishes, furniture, and technology function as a whole. Your strategic priorities are incorporated in each option we offer, and we'll draw on the resources of our mechanical and structural engineers as need to vet key details for your project. Our full-time, in-house cost estimator means we can attach realistic figures to any option we present.

TSP's complementary set of design, engineering, planning, and specialty-services professionals devote themselves to your success. We'll develop concepts that get the most out of your square footage and what you can do within it—

- Architecture
- Structural Engineering
- Mechanical Engineering
- Electrical Engineering
- Security Planning
- Interior Design
- FF&E Coordination
- Cost Estimating
- Sustainable Design
- Construction Documents
- Constructability Reviews
- Construction Administration
- Warranty Inspections

THEATRE SPECIALISTS

INTERNATIONALLY KNOWN EXPERTS, REGIONAL KNOWLEDGE

ABOUT SCHULER SHOOK: VENUE PLANNING & DESIGN

Valued internationally as creative and insightful design partners, Schuler Shook consistently creates exceptional design solutions in theatre planning and architectural lighting design. The firm designs for today and for the future.

With more than 30 years of experience, Schuler Shook is fully engaged in understanding and elevating the project vision Great projects are the result of great teams—end-users, planners, designers, engineers, builders. When all the team members are listening and engaged, innovative ideas become practical reality. Client partners appreciate Schuler Shook's process, built on a genuine openness and curiosity about every project and each stakeholder. Firm members believe in happy clients and spaces that make a difference.

Space and technology programming

Theatre planning and technology design require a great depth of experience balanced with a clear vision for the future of the performing arts. Performance spaces must engage their audiences and support the artists in their practice. Schuler Shook create performance spaces that work for audiences, artists, and facility staff.

Programming & Design Lead Michael Burgoyne will guide the team to explore options for theatre shapes and forms, carefully evaluating the positive relationships that can be created between audiences and performers. Theatre systems are evolving rapidly in both technological format and the infrastructure required to support them. Schuler Shook excels at imagination made real: solutions that truly answer the needs of the performing arts.

Architectural lighting design

Architecture and lighting are inseparable. Schuler Shook strives to understand the architect's vision for every project element and propel the team forward. The firm's designers explore unanticipated options in order to push beyond what is expected—to that which is extraordinary.

Schuler Shook's expert communicators use renderings and other visualization techniques to help clients see how those options affect the overall look and function of the space. The firm leads the profession in the fields of daylighting and lighting for human health. Architectural lighting is an art and a science, and nobody is better prepared to creatively solve the challenges of integrating light with the built environment.

One venue, many moods: The Kracum Performance Hall within Carleton College Weitz Center for Creativity, Northfield, MN. Wood panels and metal mesh compose the acoustically transparent visual surround, concealing color-changing LED strips.

KVERNSTOEN, RÖNNHOLM & ASSOCIATES
CONSULTANTS IN ARCHITECTURAL ACOUSTICS

ABOUT KRA: ACOUSTICS

Boyden-Hull Community School District Auditorium Renovation, a TSP + KRA project in Hull, IA

Kvernstoen, Rönnholm & Associates is one of the leading architectural acoustics consulting firms in the Upper Midwest. KRA strives for acoustic excellence while seeking to balance the conflicting realities of budget, visual aesthetics, utility, and performance.

KRA is known for its work on auditoriums and arts facilities. Its experts have guided and advised clients on more than 1,000 projects nationwide and abroad. The firm's shared work with TSP includes the project at left, which included new seating, curtains, carpeting, and wall sconces; wall and ceiling enhancements for both acoustics and aesthetics; and a raceway from stage to crow's next for the AV feed.

KRA has expertise and experience in room acoustics; sound isolation between interior spaces; mechanical-noise control within the building; community-noise issues from exterior sources such as chillers and generators; and impact and vibration isolation from equipment as well as footfall noise.

Peterson
AUDIO VISUAL CONSULTING

ABOUT PETERSON AV: SOUND & VISUAL SYSTEMS

Carefully researched audio-visual technology design and integration makes Peterson Audio Visual Consulting special. Peterson AV combines both audio visual theory and years of successful practice. The firm manages projects in multiple market segments and budget levels, excelling in performing arts, educational, worship, corporate, and large-venue applications. Peterson AV's wealth of knowledge fosters both purpose and innovation.

Peterson AV approaches every project with the same strategy: active listening. Firm consultants make sure their work will align with our client's goals. Then, with an open mind and neutral market position, they comprehensively research appropriate technology and creative system design. Throughout the job, the firm's people work hard to build strong client partnerships. By project completion, Peterson AV's partners truly understand the role of their AV system and how inspired engineering can produce creativity, professionalism and efficiency.

Clients benefit from Peterson AV's quality, service, and experience. Audio-visual technology systems have become common in nearly every commercial building project, yet few consultants truly are masters in creative design.

The 1,000-seat auditorium within Sami Bedell Performing Arts Center, constructed as an addition to Spirit Lake High School, IA

David Peterson understands that a well-planned AV system enables a facility to operate in a simple and consistent manner yet allows for adaptation when a special event demands more. Clients know their systems will deliver clear audio at proper levels, visual acuity and clean sight lines, and professional presentation capabilities.

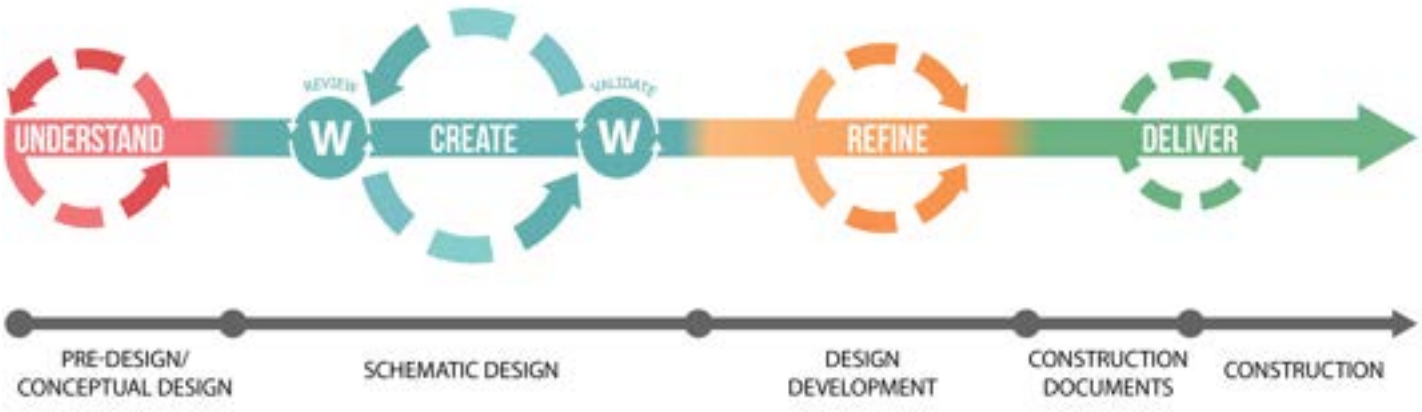
APPROACH & METHODOLOGY

PROVEN STRATEGIES

FRAMEWORK & DEFINED SCOPE

The TSP team groups the study and design processes into several major stages: **Understand**, **Create**, **Refine**, and **Deliver.** We then create a detailed work plan that breaks each process stage and design phase into tasks that tactically address specific items. The graphic below illustrates our clear approach: Early-phase work supports later direction-setting and full development of your vision's tangible details.

Throughout every stage, we apply comprehensive project-management techniques to customize, document, communicate, and continuously update our tools and tactics. This enables us to provide high-quality professional services and deliver your project within the established budget and schedule.



PHASE-BY-PHASE WORK PLAN

PRE-DESIGN/CONCEPTUAL DESIGN

PROGRAM VERIFICATION

The TSP + Schuler Shook team will meet with College of Fine Arts departmental user groups and University of South Dakota administration to **Understand** Colton Recital Hall's current and anticipated future uses. We will discuss performance types, ensemble sizes, audience sizes, teaching opportunities, and technical needs to support all possible program elements.

This project kick-off with Owner and Client groups takes place in tandem with the design group's "First 1% Meeting"—an internal workshop that follows soon after to coordinate multidisciplinary details among consultants. (Read more on Page 22.)

During our full-team project kick-off meeting, the TSP + Schuler Shook team will ask many questions and listen carefully to your responses. We will identify the elements that are critical to the project's success (needs) as well as items or features that would be nice to have if funding allows (wants). This conversation helps the design team identify priorities that we will continue to discuss and refine throughout the remainder of the process.

CONCEPT DESIGN & BUDGET VERIFICATION

Based upon the discussion, design-team members will begin developing preliminary architectural and system designs to confirm that program and budget align. We'll proactively review project costs many times along the way. This simply is our first opportunity to define the scope of work that realistically can be included within your renovation budget.

Schuler Shook consulting projects: A 100-seat recital hall (left) as part of the Buchanan Center for the Performing Arts Renovation at the University of Wyoming in Laramie; and Prairie Recital Hall, a new 1,000-seat venue at College Community School District, Cedar Rapids, IA

SCHEMATIC DESIGN

COLLABORATION

In this phase, we'll uncover layers, evaluate ideas, and incrementally refine the concept. Together, we'll **Create** multiple alternatives. Schematic Design brings the most tangible solutions to the group for critical evaluation. Immediate feedback provided as part of this environment helps the entire project team work through complex issues to establish clear design expectations.

ITERATION

Design is about making choices, and iteration is key to presenting and selecting the optimum course of action. Because we've already been through a problem-seeking stage, we can judge our work within the appropriate context, quickly eliminating any solutions that rely on flawed assumptions. We'll focus more time on making the good stuff even better.

DESIGN DEVELOPMENT

The emphasis during Design Development is on bringing in the details as they apply to engineering, construction technology and systems, program requirements, and user needs. This includes a detailed inventory of existing and future equipment to accommodate within the project. We will concentrate on tasks that **Refine** the design. The TSP + Schuler Shook team will meet regularly to develop specific components and share progress on many issues with USD stakeholders. These include:

- Wall and ceiling shaping related to acoustics.
- ADA access for both audience members and performers.
- Control rooms or locations for AV and lighting systems.
- Infrastructure to support production equipment.

CONSTRUCTION DOCUMENTS & SERVICES

DOCUMENTATION DRAWINGS

The TSP + Schuler Shook team will use the detailed graphics created in Design Development to produce Construction Documents (CDs) that provide instructions to your chosen construction partners and **Deliver** your project. For the Colton Recital Hall Renovation, final CDs will include drawings and specifications for theatrical lighting, rigging, curtains, and adjustable acoustic elements. We will finalize the seating plan and identify qualified seating manufacturers, who determine the availability of chair upholstery and finish combinations. The TSP + Schuler Shook team will coordinate the scope of theatre-specific needs with electrical and AV system designs. We'll be sure to note details such as emergency power interface with LED fixtures and theatrical-style lighting controls.

BIDDING & ALTERNATES

Our goal is to include all production infrastructure in the base bid project and to identify equipment alternates as necessary to maintain cost control. We will help you identify potential alternate packages and help review bid results to assure that both base bid and alternate pricing include the expected equipment.

CONSTRUCTION ADMINISTRATION

During construction, TSP + Schuler Shook team members will be on site to check progress and ensure your project is built according to the decisions you've made. Schuler Shook experts will review all theatrical-equipment submittals and questions. They'll also help TSP review production-related details such as stage floor, catwalks, control-room casework, and other closely related items. Our design team will visit to complete the final punch list and complete any commissioning processes in cooperation with vendors.

RECITAL HALL RENOVATION
AUGUSTANA UNIVERSITY

Since its construction as part of the Augustana University Humanities Building in 1971, this space has been the campus' key performance area. A refreshed look celebrates its renaming for a lead donor and offers improved acoustics and seating. It's the first installment in a larger TSP-designed effort that includes remodeling practice rooms as well as larger rehearsal spaces within the facility.

Flexibility for space use emerged early as a guiding design principle. The hall hosts not only solo and small-group recitals but also jazz bands, spoken-word presentations, and the occasional opera theatre. The range of tones requires means to further absorb larger sound waves, such as those produced by brass instruments. Technical crews needed an efficient way to adjust overhead lighting from a sloped floor.

As additional stakeholders joined the effort during the full design phase, other features became stronger priorities: piano storage, additional wood paneling on the walls for a warmer aesthetic, and additional acoustic elements to diffuse sound at back of house. The design team fully integrated these and other functional elements, entirely redesigning the seating layout and choosing new chairs to accommodate 349 patrons.

The work also included new house lighting, improved stage accessibility, and updated ceiling and wall acoustics for sound buffering. Peterson AV Consulting contributed a state-of-the-art sound system with recording equipment. Team members from Schuler Shook and KRA selected the right mix of rigging components for sound-absorbing curtains at key locations. They also designed and wrote specifications for a motorized winch to suspend lighting pipes, enabling crews to change out fixtures from the safety of the floor below.

Bids came in under budget, allowing Augustana to include most of the alternates in the "wants" category. TSP even incorporated the lead donor's last-minute request to hide all remnants of the original CMU walls with wood-look paneling. Blond wood and blue accents highlight the University's Scandinavian heritage. The renovated hall's sophisticated detailing transitions from a refined nature at the stage to a more dynamic and "broken" geometry at the house, mimicking sound waves as they travel through the space.

The work earned an AIA South Dakota 2019 Merit Award. The process and end result instilled such confidence in University faculty that they had a simple directive for our team as we began the next phase of the facility's remodel: "Just do what you did with Hamre."

Location
Sioux Falls, SD

Size
349 seats | 4,300 sf

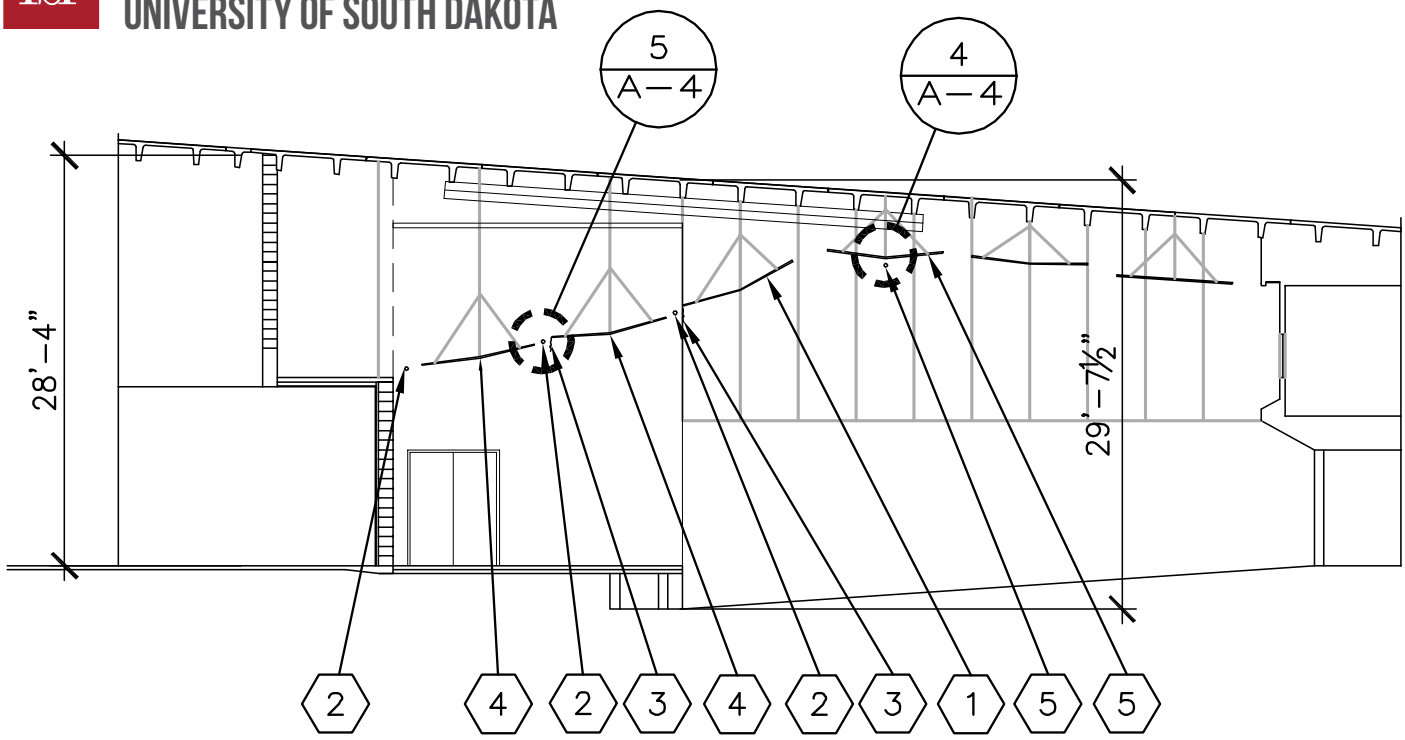
Construction Cost
$1,100,000

Contact
Shannan Nelson, CFO & Executive VP
shannan.nelson@augie.edu

Completed
August 2018

COLTON RECITAL HALL RIGGING REPLACEMENT

UNIVERSITY OF SOUTH DAKOTA



TSP collaborated with a theatre consultant for inspections and specialty applications as part of the last rigging replacement within Colton Recital Hall. The project brought the system to code and resolved numerous user-safety concerns. The design incorporated a mix of existing dead-hung battens as well as new motorized rigging elements. No standard manual winch was available for the configuration, so TSP adjusted the system to devise a different solution. Our team modified acoustical clouds to include dual-lift lines with a new two-sheaved head block and different style of clew, to be powered by a custom-designed manual winch. The unit was designed to be operable by hand crank. Tech crews also can remove the crank and power the winch with a minimum 10-amp electric drill.

Location
Vermillion, SD

Construction Cost
$71,006

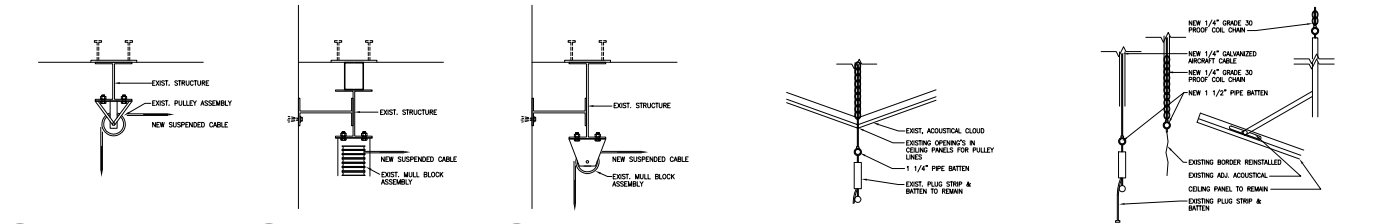
Completed
November 2013

(2) 3 LIGHTING BATTENS:
REMOVE ASSOCIATED SUPPORTS, CABLING AND ACCESSORIES & OPERATOR. INSTALL CHAIN HANGERS TO ACHIEVE "DEAD HUNG" STATUS TO MEET ALL APPLICABLE CODES.
ALTERNATE #2:
REFIT SYSTEM W/ NEW COMPONENTS & OPERATOR AS OUTLINED – ALL 3 TO BE ADJUSTABLE UNDER THIS ALTERNATE.

(3) 2 BORDER VALANCE BATTENS:
REMOVE ASSOCIATED SUPPORTS, CABLING AND ACCESSORIES & OPERATOR. INSTALL CHAIN HANGERS TO ACHIEVE "DEAD HUNG" STATUS TO MEET ALL APPLICABLE CODES.

(4) 2 ACOUSTICAL CLOUDS:
REMOVE ASSOCIATED SUPPORTS, CABLING AND ACCESSORIES & OPERATOR. INSTALL CHAIN HANGERS TO ACHIEVE "DEAD HUNG" STATUS TO MEET ALL APPLICABLE CODES.
ALTERNATE #1:
REFIT SYSTEM W/ NEW COMPONENTS & OPERATOR AS OUTLINED – CLOUDS OVER STAGE TO BE ADJUSTABLE UNDER THIS ALTERNATE.

(5) 1 LIGHTING BATTEN & 1 ACOUSTICAL CLOUD:
VERIFY STABILITY OF SUPPORT & REPLACE DEAD – HANGING EQUIPMENT AS REQUIRED TO MEET CODE.



(1) NEW SUSPENDED CABLE SCALE: 1"=1'-0" | (2) CABLE DETAIL SCALE: 1"=1'-0" | (3) NEW SUSPENDED CABLE SCALE: 1"=1'-0" | (4) DETAIL (EXIST. DEAD-HUNG TO BE VERIFIED) SCALE: 1"=1'-0" | (5) TYPICAL CONDITION - 3 LOCATIONS SCALE: 1"=1'-0"

NEW AUDITORIUM
MACCRAY PUBLIC SCHOOLS

TSP has been MACCRAY Public Schools' trusted adviser since 2015, helping the consolidated school district assess existing facilities and create master plans for its properties across three communities: Maynard, Clara City, and Raymond. Working with Program Manager ICS Consulting, Inc., the district returned a successful bond referendum in November 2019. The $39.5 million approved by voters set a bold new vision for programming and took a leap of faith. The project will demolish badly aged K-6 schools in Maynard and Raymond and create a new PreK-12 campus in Clara City through significant additions to and remodels of the existing building for grades 7-12. The finished complex will use six "buildings-within-the-building" to develop a middle-school concept. The new MACCRAY Public Schools will feature distinct areas and secure entrances for PreK-5, grades 6-8, and grades 9-12. As part of the work, the TSP + Schuler Shook team designed an all-new 500-seat venue to move theatre and musical performances out of gym spaces. The back one-third of the house provides clear sightlines via stadium-style tiered seating. The front two-thirds of the floor slopes to the stage. Acoustic panels on the ceiling and walls will tailor the sound profile. Catwalks, integrated lighting and sound systems, and a control room at back of house will enhance production value and hands-on opportunities for theatre-tech students. The team included an orchestra pit to be bid as an additional alternate for the fixed-floor stage.

Location
Clara City, MN

Size
500-seat venue

Status
In Design

Contact
Sherri Broderius, Superintendent
broderiuss@maccray.k12.mn.us
(320) 847-2154

NEW CAMPUS/COMMUNITY VENUE
SOUTHEAST TECH

Southeast Tech engaged TSP to verify its existing master plan and help guide new development strategies. An all-new learning laboratory and student-services facility—nicknamed "The Hub"—is the first project completed under the plan. Inside, a large-format presentation venue aligns with the building's main entrance and is centered on the Commons. The location provides natural flow as people move through the building, allowing for a seamless route to attend business-community events. The auditorium can accommodate 500 occupants in stadium-style seating. It features a flat-floor stage for large demonstrations or equipment as well as integrated lighting controls, an AV system, and operable screens.

Location
Sioux Falls, SD

Contact
Jeff Kreiter, Operational Services
Jeffrey.Kreiter@k12.sd.us

Size
500-seat venue

Completed
December 2016

NEW THEATRE & RECITAL HALL REMODEL
MAYO CIVIC CENTER

TSP worked in association with BetschAssociates for the major Convention Center component of this landmark project at the downtown complex. Having celebrated its 75th anniversary year in 2014, the MCC looked to secure its status as Southern Minnesota's premier meeting and entertainment destination. With portions of the building approaching the octogenarian mark, the TSP team worked to create and deliver practical design solutions to draw events and visitors to the heart of Rochester's cultural and business district.

The large-scale update also encompassed significant work across two distinct performance venues within the complex: an all-new studio space for Rochester Civic Theatre (RCT) and a complete interior overhaul of the newly renamed Dr. Charles H. Mayo Presentation Hall.

Studio theater

The new black-box style contemporary theater accounted for approximately $4.5 million of the project's overall $71.82 million construction cost. The studio space can seat up to 200, or the seating can be removed entirely. This flexibility enables RCT and other community groups and promoters to use the space for a wide variety of functions: a performance season, education programming, concerts, screenings of art films and independent cinema, and more. Dining, cabaret, and various stage configurations are possible within the footprint. A large door connects the theatre to the backstage shop enabling set designers and stage crew to work more effectively.

Mayo Presentation Hall

TSP + Schuler Shook designed this floor-to-ceiling renovation of the Dr. Charles H. Mayo Presentation Hall during in a later phase of the complex expansion. That effort improved the hall's acoustics in part by reconstructing the ceiling to create additional volume and adding wall panels. The team also updated the original 1939 aesthetic with new stage lighting and dimmer-control systems, video-projection and sound systems tied to a new control booth. Performers gained three new dressing rooms and two new locker rooms in addition to remodeled existing rooms. New seating and stage curtains complete the experience for audience members. A noise-isolation wall prevents sound interference from activities held in other parts of Mayo Civic Center.

Location
Rochester, MN

Contact
Randy Blake, Operations
(507) 328-2220

Studio Theater
Size | 200 seats in 4,300 sf
Completed | Fall 2016

Mayo Presentation Hall
Size | 1,084 seats in 8,970 sf
Completed | Fall 2017

RECITAL HALL REMODEL
MISSOURI STATE UNIVERSITY

Originally built in 1959, this four-story building with a 250-seat recital hall serves as the music department's home. Schuler Shook's renovation expanded into basement space beneath the venue, increasing the hall's acoustic volume. The platform now sits at the lower level, with stadium seating distributed between the two levels. The new layout improved the room's acoustics and greatly enhanced sightlines.

Collaborating with the firm of record, Schuler Shook advised increasing the platform's dimensions to accommodate larger ensembles. A new catwalk provides greater flexibility for performance lighting and allows for easy maintenance of theatrical lighting fixtures. New LED lighting accentuates the architectural features of the room.

The team returned the original Casavant pipe organ to its signature location, featured prominently behind the platform. New illumination gives the fixture a stately prominence in the hall, making it a stunning backdrop to any performance.

Location
Springfield, MO

Size
250-seat venue

Construction Cost
$14 million

Completed
2017

CONCERT HALL ADAPTIVE REUSE/REMODEL
UNIVERSITY OF ARKANSAS

Originally constructed in 1937 as a field house, this campus landmark was placed on the National Register of Historic Places in 1992.

Schuler Shook's adaptive reuse of the facility provides the University of Arkansas' Fayetteville campus with its only true music venue. The new space includes a 587-seat concert hall, musical instrument and stage storage areas, lobbies, and event spaces.

Schuler Shook completed the feasibility study, conceptual study, and programming for the University in 2011. Schuler Shook also provided full planning and design services for the built project in partnership with the firm of record. Schuler Shook's work encompassed theatrical planning, audience seating, and technical-systems design.

Motorized lighting battens and ceiling reflectors, variable acoustic curtains, and platform lifts provide flexibility within the space to allow for different sizes and types of ensembles.

Location
Fayetteville, AR

Size
587-seat venue

Construction Cost
$15.2 million

Completed
2015

SPECIALIZED CAPABILITIES

INTERNATIONALLY KNOWN EXPERTS, REGIONAL KNOWLEDGE

Schuler Shook brings 34 years of theatre-planning experience on hundreds of new and renovated performance venues. The firm specializes in venue design, understanding the unique needs of every client and exceeding their expectations. The majority of Schuler Schook's 11 staff members in the Minneapolis office have worked as theatre production designers, technical directors, production managers, or stage managers in venues across the country.

Schuler Shook will collaborate closely with TSP and Colton Recital Hall facility staff to identify specific live-performance requirements and incorporate them into the language of design drawings and specifications. Schuler Shook speaks both "production" and "construction." The group's partnership with TSP is rooted in a passion for the performing arts as well as the architecture that supports live performance.

Macalaster College Janet Wallace Fine Arts Center Renovation, St. Paul, MN

Personal accountability and results

Michael Burgoyne, a Partner at Schuler Shook and Design Lead for the Colton Recital Hall Renovation, has more than 20 years of experience at Schuler Shook. He has led many renovation projects, including those for the Manhattan School of Music in New York City and the Ordway Center for the Performing Arts in St. Paul, MN.

David Peterson's dedication to his craft includes advanced training in sound reinforcement, the most technically demanding portion of the AV industry. The Principal & President of Peterson AV is Level II Certified in the EASE Program: Enhanced Acoustic Simulator for Engineers. The electro-acoustical simulation software helps predict the success of sound-system designs in a testing environment. Certification requires deep understanding of not only the space's sonic needs but also the listener's acoustical needs.

Theatre-insider perspective

Schuler Shook's long-lasting relationships with many theatrical manufacturers and equipment vendors allow the firm to develop very accurate estimates for specialty systems. Schuler Shook has extensive experience integrating ADA and accessibility features while maintaining the character of existing and historic venues. The firm's designers recognize there are differences between control rooms for professional venues and those that also must support educational activity. Schuler Shook's people bring that in-depth background to every decision, helping clients choose the solution that best fits their program.

Infrastructure know-how

Production infrastructure is a crucial component of any performance space. Design teams often must make decisions about which technologies are critical for operation on Day One and which elements might be added in the future as programming needs change. The team also needs to consider how venue managers might want to introduce new and emerging technology into the space during the coming decades.

Schuler Shook will prioritize the infrastructure to drive these changes—including power, data connections, and empty conduits to support future systems and as well as incremental upgrades. It costs very little to install that infrastructure at time of construction compared with the complicated task of cutting holes in finished surfaces to add elements later.

For example, recital hall managers might want to leave open the option of adding video cameras for recording, broadcasting, or livestreaming events. If the project budget supports only one camera at the time of construction, it makes sense to add empty conduit and mounting locations. This enables the client to easily augment the space later with additional cameras and a video switcher. Related examples exist in systems for lighting, rigging, and adjustable acoustics. Schuler Shook has the technical expertise to help you plan for the future of Colton Recital Hall, reimagining the venue as one that can grow and change with programming needs over the next 40 to 50 years.

SHARED EXPERIENCE

TEAM HISTORY & STRUCTURE

PAST PROJECTS

TSP and Schuler Shook are independent firms with similar philosophies. Both work closely with acoustic and AV consultants to design facilities with carefully integrated, state-of-the-art systems that are as easy-to-use as they are powerful.

The TSP + Schuler Shook team proposed for your project includes the same planning, architecture, engineering, acoustics, and AV experts who co-created the Hamre Hall Remodel with Augustana University stakeholders. A selection of additional joint work appears at right.

- TSP + Schuler Shook
  - » MACCRAY Public Schools K-12 Campus/Auditorium, Clara City, MN
  - » Mayo Civic Center New Studio Theatre & Mayo Presentation Hall Remodel, Rochester, MN
- TSP + KRA
  - » Onamia Public Schools Addition/Renovation to Create K-12 Campus, Onamia, MN
  - » Boyden-Hull Community School District Auditorium, Hull, IA
  - » Holy Spirit Catholic Church Renovation, Sioux Falls, SD
  - » St. George Catholic Church, Hartford, SD

ORG CHART

UNIVERSITY OF SOUTH DAKOTA

LEADERSHIP

SEAN ERVIN
PRINCIPAL-IN-CHARGE
TSP

CHASE KRAMER
PROJECT MANAGER & PROJECT ARCHITECT
TSP

MICHAEL BURGOYNE
PROGRAMMING & DESIGN LEAD
SCHULER SHOOK

DESIGN & SPECIALTY

SARI RÖNNHOLM
ACOUSTICS CONSULTANT
KRA

DAVID PETERSON
AV SYSTEMS CONSULTANT
PETERSON AV

HEATHER MERGEN
INTERIOR DESIGNER
TSP

JAKE BUCKMILLER
ELECTRICAL ENGINEER
TSP

SEAN ERVIN, AIA, LEED AP

Principal-in-Charge

Sean will provide oversight throughout the project's development to ensure the big picture and the details are addressed and that all the project team members are unified in understanding the project objectives. Under his guidance, the team will develop a concept and the details that reflect the unique character of Colton Recital Hall within the context of the Lee Fine Arts Center. Sean will be assisted by a team well acquainted with similar projects.

Registered Architect: SD, MN, IA

Education: Master of Architecture and Master of Construction Management, Washington University-St. Louis

Certification: LEED Accredited Professional

Selected Experience

- University of South Dakota, Vermillion, SD
  - » Lee Fine Arts Center Colton Recital Hall Rigging Replacement & Code Improvements
  - » Lee Fine Arts Center Sculpture Office & Dakota Hall Stair Replacements
  - » Continuing Education Center Renovation
  - » Dakota Dome Bleacher Replacement
  - » Noteboom Hall Window Replacement
  - » Old Main Reroof & Trim Replacement
  - » Old Main Tower Refinishing
  - » McFadden Hall Re-siding
- Southeast Tech Campus Development Plan & New Student Services "Hub" Facility, Sioux Falls, SD
- Iowa Valley Community College District Orpheum Theatre Addition/Remodel, Marshalltown, IA
- Augustana University Mikkelsen Library Remodel, Sioux Falls, SD
- Boyden-Hull Community School District Auditorium Renovation, Hull, IA

CHASE KRAMER, AIA, LEED GA

Project Manger | Project Architect

Chase applies his keen eye for detail to design legacy buildings—facilities that stand the test of time. He takes his project work personally, putting himself in a client's shoes so he can better understand their needs. Chase brings a performer's perspective to this renovation: As a fine-arts undergraduate student, he presented his solo piano recital in the same hall he'd later redesign for Augustana University. He currently sings Bass II in both the South Dakota Symphony Orchestra Chorus and the Cathedral of St. Joseph's renaissance polyphony choir *Schola Cantorum*. He is a master integrator whose consistent presence starts with the pre-design process and continues through on-site visits—all the way to ribbon-cutting day.

Registered Architect: SD, IA

Education: Master of Architecture, Iowa State University; Bachelor of Arts, Augustana University

Certification: LEED Green Associate

Selected Experience:

- Augustana University, Sioux Falls, SD
  - » Hamre Hall Renovation (Humanities Building Phase 1)^
  - » Humanities Building Phase 2 Renovation^
  - » Campus Master Plan 2015
  - » Center for Innovation & Entrepreneurship Concepts
- MACCRAY Public Schools PreK-12 Campus/Auditorium, Clara City, MN^
- Andes Central School District New High School & Existing Facility Addition/Renovation, Lake Andes, SD
- Southeast Tech Campus Development Plan & New Student Services "Hub" Facility, Sioux Falls, SD
- Northern State University Jewett Regional Science Education Center, Aberdeen SD
- Dakota State University, Madison, SD
  - » East Hall Third Floor Renovations
  - » Beacom Institute of Technology
- South Dakota School for the Blind & Visually Impaired New Campus, Aberdeen, SD
- Peace Lutheran Church Addition/Renovation, Sioux Falls, SD
- Holy Spirit Catholic Church Interior Renovation, Sioux Falls, SD^

^With consultant partners teamed for this proposal

MICHAEL BURGOYNE, ASTC
Programming & Design Lead

Michael Burgoyne is a Partner at Schuler Shook who will guide planning discussions and help identify design direction for your project. He applies his extensive theatrical design and technical experience to shape theatres, entertainment venues, and worship spaces. Michael designs lighting and rigging systems and also develops spatial allocations, programming documents, system budgets, and specifications. Michael has worked as a lighting designer and design assistant for many venues and also has a background in themed entertainment and retail venues. He is a member of United Scenic Artists and the U.S. Institute for Theater Technology.

Certification: American Society of Theatre Consultants

Education: Bachelor of Fine Arts, North Carolina School of the Arts

Selected Experience:
- Hamre Hall Renovation (Humanities Building Phase 1), Sioux Falls, SD^
- MACCRAY Public Schools PreK-12 Campus/Auditorium, Clara City, MN^
- St. Cloud State University Stage Rigging Replacement, St. Cloud, MN
- Minnesota State University Black Box and Seating Replacement, Mankato, MN
- University of Minnesota Rarig Center, Minneapolis, MN
- Minnesota State University Ted Paul Theatre, Mankato, MN
- Carleton College Weitz Center for Creativity, Northfield, MN
- University of Wisconsin Haas Fine Arts Center Pre-Design, Eau Claire, WI
- Manhattan School of Music, New York, NY
- Ordway Center for the Performing Arts New Concert Hall, St. Paul, MN
- Gustavus Adolphus College Black Box Theatre, St. Peter, MN
- Orchestra Hall Renovation, Minneapolis, MN

^TSP + Schuler Shook projects

SARI RÖNNHOLM, DMA
Acoustics Consultant

Sari has worked in architectural acoustics since 1999, and her experience will ensure enhanced interactions among audience, performers, and technical crews. She has acted as acoustical consultant for a wide range of projects including arts, educational, government, and corporate buildings. Sari's career as a musician/conductor has given her a unique understanding of acoustical requirements for rehearsal and performance spaces. Her particular interests include not only the perception of the audience but also that of the performers.

Education: Doctor of Musical Arts, University of Minnesota; Master of Music, University of the Arts, Helsinki-Sibelius Academy

Selected Experience:
- Augustana University, Sioux Falls, SD
  - » Hamre Hall Renovation (Humanities Building Phase 1)^
  - » Humanities Building Phase 2 Renovation^
- Northern State University Johnson Fine Arts Center Auditorium Renovation, Aberdeen, SD
- Northwestern University Knight Performance Hall Renovation, St. Paul, MN
- Concordia University Buetow Hall Renovation, St. Paul, MN
- University of MN Rarig Center Theater Renovation, Minneapolis, MN
- Anoka-Ramsey Community College Music Building Coon Rapids, MN
- University of Wisconsin-Stout Harvey Hall Theater Renovation, Menominee, WI
- Sisseton Performing Arts Center, Sisseton, SD
- Burnsville Performing Arts Center, Burnsville, MN
- Bloomington Performing Arts Center, Bloomington, MN
- Sami Bedell Performing Arts Center, Spirit Lake, IA
- St. George Catholic Church, Hartford, SD^
- Holy Spirit Catholic Church Renovation, Sioux Falls, SD^

^TSP + KRA projects

DAVID PETERSON

AV Systems Consultant

David Peterson brings 30 years of practice to the area of AV system engineering and design. For the past 16 years, he has managed projects for industry leaders. The clear understanding of raceway and power systems David gained in his early career in the electrical-engineering field has proven instrumental to his AV design success. He excels at simplifying complex systems. David devotes much of his time to making sure design- and contractor-team members understand the AV infrastructure plan before construction begins. He takes great pride in helping the design team produce a smooth and well-managed project.

Certification: EASE Level II

Education: Associate Degree, Architectural Building Systems, Northwest Technical Institute

Selected Experience:

- Augustana University Hamre Hall Renovation (Humanities Building Phase 1), Sioux Falls, SD^
- Northern State University, Aberdeen, SD
- St Peter High School, St. Peter, MN
- Anthony MS, Minneapolis, MN
- Triton High School, Dodge Center, MN
- United South Central School, Wells MN
- Becker High School, Becker, MN
- Waconia High School, Waconia, MN
- East Sibley High School, Arlington, MN
- Roseville High School, Roseville, MN
- Brainerd High School, Brainerd, MN
- Cooper High School, Robbinsdale, MN
- Luverne High School, Luverne, MN
- RTR School, Tyler, MN
- Grafton High School, Grafton, ND
- Watford City High School, Watford City, ND
- Williston High School, Williston, ND
- Unity High School Addition and Remodel, Balsam Lake, WI
- Eau Claire North High School, Eau Claire, WI

^TSP + Peterson AV project

HEATHER MERGIN, NCIDQ

Interior Designer

Heather is a results-driven and highly qualified Interior Designer with more than 20 years of industry experience. In a public-sector project, Heather ordered more than 1,500 items. Only 2% needed to be replaced, and the replacements were not related to ordering errors but freight claims. Heather approaches interior design with equal attention to large-scale concepts and minute details. She identifies the client's needs, then applies this knowledge to budgets and spatial constraints to deliver the best project possible.

Certification: National Council for Interior Design Qualifications

Education: Bachelor of Science, Interior Design, South Dakota State University; Associate of Applied Science, Architectural Engineering Technology, Southeast Tech

Selected Experience:

- University of South Dakota, Vermillion, SD
  - » Continuing Education Center Renovation
  - » Al Neuharth Media Center*
- Northern State University Jewett Regional Science Education Center, Aberdeen, SD
- Southeast Tech Ed Wood Industry & Trades Building Veterinary Technician Program & Dental Addition/ Remodel, Sioux Falls, SD
- South Dakota State University, Brookings, SD
  - » American Indian Student Center
  - » Seed Research Laboratory*
- University of Sioux Falls Sullivan Faith and Living Center, Sioux Falls, SD*
- Vermillion School District High School Administrative Addition, Vermillion, SD
- Vermillion Public Library Remodel and Addition, Vermillion, SD*

*Previous experience with another firm

JAKE BUCKMILLER, PE
ELECTRICAL ENGINEER

Since Jake started at TSP in 2015, he has focused on projects that require his expertise to design power systems that support sophisticated audiovisual-systems requirements. His efforts ensure that performance venues, event centers, and classrooms include the right mix of connections and controls for proper AV system coordination. Jake's insight also ensures that quality of light and lighting levels in interior spaces fit the intensity and function of end-users primary tasks.

Professional Engineer: SD

Education: Bachelor of Science, Electrical Engineering, South Dakota State University

Selected Experience:

- Augustana University, Sioux Falls, SD
  - » Hamre Hall Renovation (Humanities Building Phase 1)^
  - » Humanities Building Phase 2 Renovation^
- Southeast Tech New Student Services "Hub" Facility, Sioux Falls, SD
- Andes Central School District New High School & Existing Facility Addition/Renovation, Lake Andes, SD
- Northern State University Jewett Regional Science Education Center, Aberdeen, SD
- Dakota State University Beacom Institute of Technology, Madison, SD
- South Dakota State University American Indian Student Center, Brookings, SD
- Sioux Falls School District Horace Mann Elementary Addition/Remodel, Sioux Falls, SD
- First Dakota National Bank, Vermillion, SD

^With consultant partners teamed for this proposal

This instrumental/vocal music rehearsal space and adjoining storage room are part of the New High School and Existing Facility Remodel for Andes Central School District in Lake Andes, SD. Chase Kramer served as project architect, with Jake Buckmiller as electrical engineer.

OUR TRACK RECORD

RESULTS & REALIZATIONS

CASE STUDY: USD CONTINUING EDUCATION REMODEL

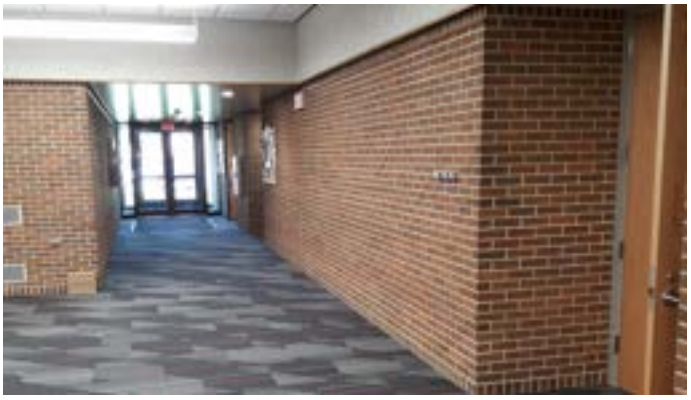
We always look for ways to improve our performance and build on what went well on our projects with a particular Owner. A review of the USD Continuing Education remodel makes it obvious some improvements are in order.

We had successes. Our documents responded to multiple changes late in the design, and the documents were delivered on our coordinated schedule. Our reliable estimate guided our design to the correct scope of work including an alternate. The bids we received were near the estimates, and the suggested contingency we recommended was adequate, even including unforeseen conditions as things were uncovered during construction. The final project as completed turned out nicely, and we stretched the budget. The project was done on time, despite the coronavirus pandemic's impact on our materials supply chain.

The project was not without irritations. We had multiple changes during the project, some at your request but too many that we contributed to. We stood behind our work and covered the cost for our responsibilities. As you recall, one error was wrongly colored light fixtures in the central commons. We immediately paid for the new fixtures in their entirety. Taking responsibility is part of our culture. As team leaders emphasize: "If we mess up, we 'fess up."

There are always challenges during construction, but we could have managed them better. We saw challenges in our electrical design and documents. We must do a better job incorporating USD's standards into our design now we know the precise fixture you prefer in office spaces, your preferences for placing data outlets in offices, and the like. To address this challenge, we have added Electrical Engineer Jake Buckmiller to add a deeper baseline of expertise to specialty theatrical-lighting consultants from Schuler Shook.

We recognize that our response time during portions of the Continuing Education project was not acceptable. Too often, Principal-in-Charge Sean Ervin was not able to be as responsive as needed due to other project commitments. We are proposing to resolve this challenge by adding dedicated, day-to-day support from Chase Kramer, who will serve as Project Manager and Project Architect. Chase's award-winning venue experience will contribute effective



engagement and top-notch design details, while Sean and Interior Designer Heather Mergen will continue to bring value in past knowledge of USD's expectations and standards.

We believe augmenting our team in these key areas will go a long way to address any lingering concerns about our past performance. No project is perfect, but we know how to take a big step in the right direction and provide excellent service. We acknowledge our prior shortcomings and will retain our hallmark effective outcomes such as budget control and production schedule.

As always, if the OSE and USD would like us to adjust our team from these recommendations, we are receptive to your preferences. A successful project must have active input from the Owner, and we are happy to respond appropriately.

CASE STUDY: AUGUSTANA UNIVERSITY HAMRE HALL REMODEL

Hamre Hall started as a portion of a much larger renovation within a campus music and humanities facility. University leaders were establishing a fundraising campaign to encompass many components, and they needed an idea of relative costs associated with each proposed upgrade.

TSP met with stakeholders to discuss what would and wouldn't be part of the renovation. Together, we developed a "wish list" of proposed upgrades for the existing facility—including a complete remodel of the space then known as Kresge Recital Hall. The performance venue had a distinctly 1970s vibe consistent with its construction during that era.

Our team carefully tabulated each proposed upgrade within the master plan to have two to three options. These groupings resulted in different final costs—a "good, better, and best" approach. For example, replacing seats at the "good" level might include the standard poly-backed model with basic upholstery, arranged in the existing layout. The "best" solution might add more seats in a reconfigured layout and upgrade finishes to include a wood back and bottom, LED lighting integrated in arms, and other premium features.

Our team's consultants from Schuler Shook, Petersen AV, and KRA advised on both costs and benefits of specialty items such as acoustic treatments, updated AV systems, and rigging. TSP then developed a final document outlining likely costs of single, line-item updates or upgrades. This became a plug-and-play tool that allowed us to try different variables once we reached the design stage—and all before Project Architect Chase Kramer created any drawings for the the project.

The conceptual cost estimate document served the team well during the later accelerated design phase, as it quickly illustrated how each decision affected the overall project budget. A "best" seating selection might require being satisfied with a "good" AV choice (or vice versa).

Augustana Humanities Renovation Conceptual Estimate 11.14.2018

Item No.	Space	Item/Issue:	Better (Option A) Description	Cost	Best (Option B) Description	Cost
24	Vocal Rehearsal Room	AV Controls	Provide a single service teaching platform to control projection, sound, playback equipment, etc.	$ 33,480.00	No Add suggested	$ 33,480.00
26		Sound Lock/Doors	Replace hardware on doors	$ 310.50	Replace doors (provide proper hardware)	$ 2,511.00
27		Acoustical wall treatment	Remove curtain and provide fixed acoustical treatments	$ 25,712.64	No Add suggested	$ 25,712.64
28		Seating/Layout	Provide new finishes for existing (VCT/Vinyl/carpet?)	$ 22,599.00	Tear out existing layout, provide a fixed, more (tighter) semi-circular layout (with ADA access to greenroom).	$ 50,611.72
29		Ceiling/Lighting	Provide new acoustical ceiling with dimmable, 2-zone, LED lighting	$ 33,898.50	No Add suggested	$ 33,898.50
30		Other Updates	Paint existing walls	$ 4,185.00	No Add suggested	$ 4,185.00
31	Instrumental Rehearsal	AV Controls	Provide a single service teaching platform to control projection, sound, playback equipment, etc.	$ 33,480.00	No Add suggested	$ 33,480.00
33		Acoustic crossover w/ Choir	Provide doors to corridor between instrument storage and Band room from Band room (with proper acoustic seals)	$ 5,356.80	No Add suggested	$ 5,356.80
34		Sound Lock/Doors	Replace hardware on doors	$ 2,008.80	Replace doors (provide proper hardware)	$ 20,088.00
35		Acoustical wall treatments	Provide new fixed acoustical wall panels with differing absorptive/diffusive treatments	$ 37,497.60	Build new, non parallel walls to help with resonances and acoustical anomolies (5 degrees), with acoustic panels. Provide doors for storage.	$ 85,876.20
36		Bleachers	Remove existing	$ 5,022.00	Provide new metal/plastic retractable bleachers in similar format to existing. Layout modified as needed if "Best" of item 34 is chosen.	$ 32,140.80
37		Classroom Use	Provide mobile seating for multi-function use (fold away tablet arms) - **OWNER FURNISHED**		No Add suggested	$ -
38		Ceiling/Lighting	Provide new acoustical ceiling with dimmable, 2-zone, LED lighting	$ 65,286.00	No Add suggested	$ 65,286.00
39		Other Updates	Paint Existing walls, provide new flooring, replace mechanical diffusers	$ 44,294.04	No Add suggested	$ 44,294.04
40	Lobby	Signage	Build out 8" soffit and provide static signage indicating Kresge access locations and Box Office signage	$ 6,696.00	Provide digital dynamic signage (easily updated and controlled from main office) for indication of events)	$ 15,066.00
41		Finishes	Update finishes to set off entry to Kresge as unique space	$ 2,678.40	No Add suggested	$ 2,678.40
42	Practice Rooms	Security	Provide enhanced CCTV tied to campus safety	$ 17,577.00	Enhance security by providing practice room "check-out" system with keycard or biometric access	$ 100,440.00
43		Finishes	Update wall, floor and ceiling finishes in hall and practice rooms	$ 210,840.30	Premium finishes	$ 258,214.50

At the end of the process, University decision-makers requested conceptual imagery to promote the project they deemed most likely to make the biggest splash in donors' minds: the recital hall. These sketchy renderings painted the block walls, added acoustical elements on walls and ceilings, and wrapped the stage in wood paneling – very intuitive moves rooted in the design team's own expertise and background.

The imagined transformation piqued the interest of a specific alumnus who had spent many years in the building when it was new. His generous contribution matched the "best" option outlined in the cost-estimate document, funding the entire recital hall project and renaming the space.

The team's thorough pre-design work meant Augustana knew the exact budgetary means needed. When additional stakeholders joined the process in the full design phase, a number of other requests became stronger priorities.

As the team tracked the estimated construction cost, we quickly realized not everything could fit in the budget scope. We included several of these "wants" as alternates, and favorable bidding conditions ultimately allowed many of them back in the project.

Our team's 3D promotional renderings helped University stakeholders co-create a shared conceptual vision, leaving little question about the preferred look for the space. We adapted the original fundraising image only slightly as needed to tweak the space's acoustics and portray a slightly more intimate experience.

QUALITY OF WORK

WE'RE NOT SATISFIED UNTIL YOU ARE

TOOLS & SKILLS TO ENSURE PROJECT SUCCESS

TSP team members pride ourselves in finding the absolute maximum value while carefully considering initial cost, value analysis, life-cycle cost, and your end-users' satisfaction. Our value engineering reviews focus on frank communication, study of design options, constant checks of scope and budget, analysis of space usage and building systems, and evaluation of durability and maintenance. Creative, thoughtful design adds performance—not cost.

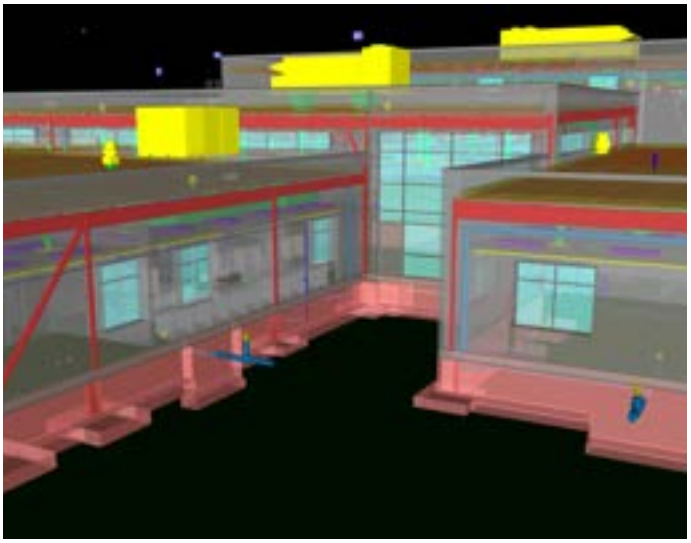
Embedded in all we do

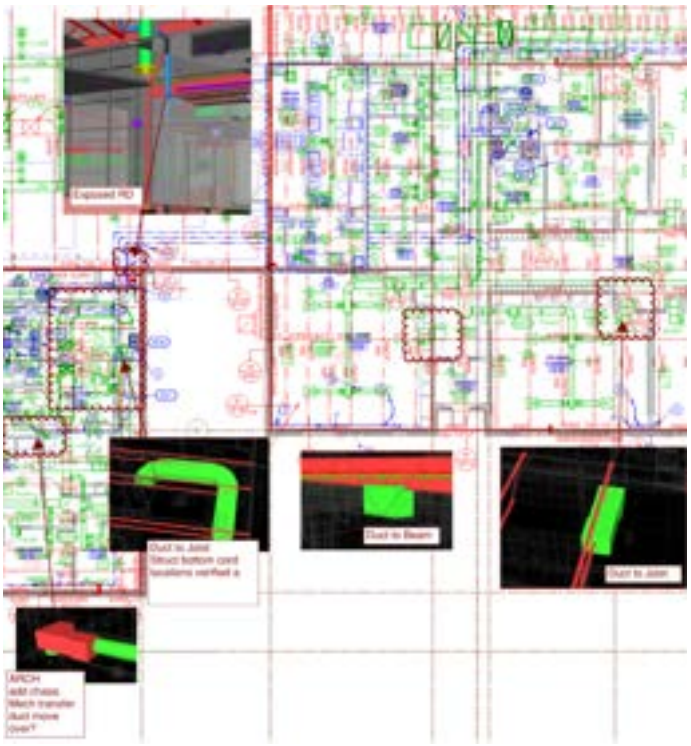
Building Information Modeling (BIM) has changed how buildings are designed. But the benefits of our team's BIM processes extend well into the built project. As Construction Managers, Contractors, and Constructors become involved, they often refer to the BIM model's detailed information.

As individual professional practices, TSP and Schuler Shook both create all drawings in Revit. The software suite allows easy visibility, with plans and models on shared servers to maximize seamless integration across design disciplines. TSP coordinates 3D BIM imagery with a related software program, Navisworks, to run a series of "clash tests." Our goal in this phase of design review is to detect any potential overlaps where two or more objects within building systems approach the same space. This identifies which areas require redesign and which simply will need close supervision during construction and installation to avoid change orders.

Logical and forward-moving

As the project moves through each phase of development, the impacts of earlier decisions often become more clear. Our end-of-phase project meetings will include representatives from OSE, USD, and design-team members. This group gathers to review the design and documents completed so far. We'll break down the most up-to-date cost estimate and discuss systems designs, specifications, operations, and maintenance while getting buy-in from your team. Our QA/QC matrix dedicates time during Schematic, Design Development, and Construction Documentation for peer markup of drawings. Each phase also includes a specification review to make certain the design intent and budget scope is carried through to the small details that make up every material and product selected. Our investment in these periodic reviews helps us keep change orders low and the project on schedule and budget.





Exterior (top) imagery and interior clash-detection feedback from the same project allows design-team members to pinpoint potential problem areas and collaboratively suggest effective course corrections or other resolutions in the virtual world.

Continuously improving

We're proud of our work, and we strive to continually improve. That can't happen if we simply sit in the office, waiting for the phone to ring so manufacturers can tell us about their latest-and-greatest component or system.

We get better each day by taking the initiative to track performance and actively invest in our professional craft. We revisit our projects multiple times after they are occupied to see what is and isn't working. When necessary we become students to best understand a client's unique needs. Simply put, we're not satisfied until you are.

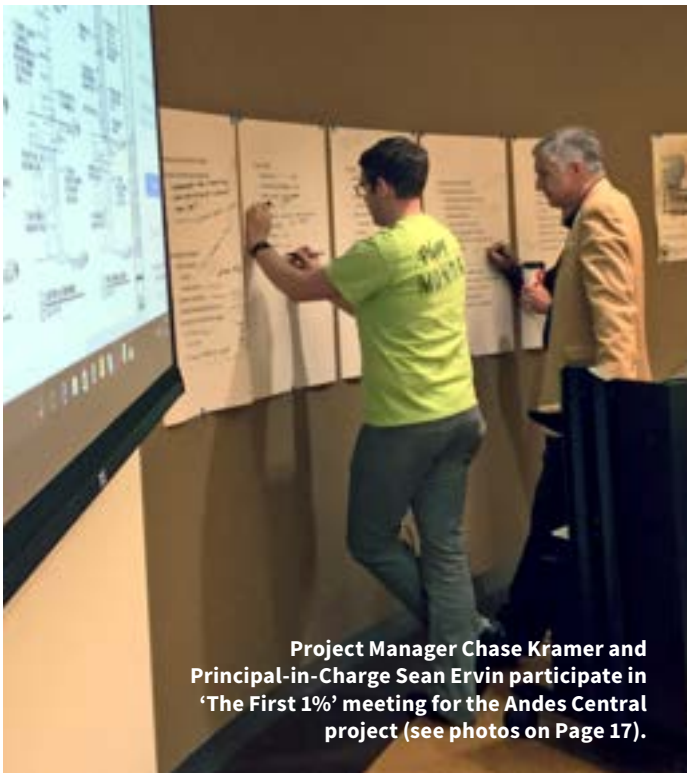
Figuring out 'The First 1%'

Complex projects demand an even closer working relationship among architecture and engineering leaders on the design team. In these cases, we convene a "First 1%" mini-retreat as soon as possible after our initial kick-off meeting with the Owner.

Why wait until then? We need to hear directly from our client and key stakeholders before we assign priority to project challenges. Their feedback from the kick-off gives us a deeper understanding of our client's mission, culture, and project goals. This vital input also enables us to develop a framework centered on what matters most to the client. It keeps us accountable to client needs when intricate technical details threaten to bog us down in the logistics.

Traditionally, our industry has begun projects within the architectural discipline and then expanded to include structural, mechanical, and electrical engineering.

University of South Dakota Community College for Sioux Falls Classroom Building, Sioux Falls, SD



Project Manager Chase Kramer and Principal-in-Charge Sean Ervin participate in 'The First 1%' meeting for the Andes Central project (see photos on Page 17).

But there's a problem: Each time a new discipline is engaged, team members must gain a crash-course understanding of what's already been discussed or created.

We have a better way.

We prepare for the First 1% workshop by producing lists of takeaways from the kick-off. These will serve as conversation starters during the First 1% itself, when the team collaborates with key Owner representatives to apply critical design-thinking skills and ask hard questions. Each step builds on what came before.

After a brief overview from the Project Manager or Project Architect, team members review the lists and add comments or questions. Next, a senior design leader for each discipline guides the discussion as smaller groups work through the comments.

We close the First 1% by bringing all the sub-teams together again. A spokesperson from each shares impressions on each building feature or major system noted on the lists. This enables the entire group to discuss, review, and better understand how each item supports the project's goals. Getting all the questions out on the table reveals all the variables that we must consider. In turn, the process gives us our first heading on how we'll address them together.

COST & SCHEDULE CONTROLS

HITTING ALL OUR MARKS

Analyzing cost to match scope and budget

Our experience tells us that continual communication among Owner, design team, and construction-partner team is the surest way to hit budget targets. Biweekly meetings with your lead construction professional throughout the planning and design process provide a two-way sounding board. The topics change as the project evolves, but the need for shared information remains constant.

For example, early conversations might focus on the design team's consideration of various acoustic strategies and interior finish-quality level. A construction partner who is part of the discussion can provide real-time feedback on whether those options are feasible within budget.

Guiding your quick, timely decisions

The TSP team's early, ongoing estimates and constructability reviews all are based on our evolving design decisions. We test the estimate against the budget at each phase to make sure we maintain your priorities.

Our full-time, in-house cost estimator follows construction-industry trends to assure that your project can be built as planned and on time. We can draw on him as a resource to develop our early figures and constructability reviews.

PROJECT	ESTIMATE	CONTRACT	ACTUAL
Augustana University Hamre Hall Renovation	$1,300,000	$939,190	$1,100,000
USD Continuing Education Center Renovation	$674,637	$678,274	$710,693
USD Bleacher Replacement	$735,668	$721,560	$754,540
Dakota State University East Hall 3rd Floor Reno	$1,264,177	$1,421,500	$1,299,142
Vermillion High School Addition	$1,980,000	$2,106,771	In Progress
First Dakota National Bank	$5,300,000	$4,700,000	$5,200,000

Value engineering

The TSP team's philosophy on value engineering aligns with our perspective on cost analysis: We believe value engineering must occur throughout the project's life span. We work hand-in-hand with construction partners to confirm selections early on—wood or steel frame, precast concrete or concrete block, electrical systems that require greater upfront investment but promise lifetime value or those that are less expensive but will need more frequent maintenance to perform optimally. It serves neither you nor your project well to discover a specific material or program component is too expensive after you've built other decisions around it.

Adhering to budget

Holding to quality results and budget during construction is at the center of the architect's role. The TSP team will visit regularly as your project is built to observe progress toward the design intent. By this phase, we've already defined the expectations. Now, it's time to hold your construction professionals accountable to deliver on those expectations.

Change orders commonly occur due to gaps in the documents or other unknowns at the time of bidding. Closing these document gaps—wherever possible—before releasing bid packages minimizes the need to adjust the construction plan in progress. If changes are identified, the TSP team will use AIA industry-standard based forms that are designed to coordinate correctly with the contract.

Tracking the project schedule

Tracking the schedule during construction falls primarily on the construction professionals, as they are to manage their own efforts. The architect can monitor the progress as measured against the latest schedule, but that must not override construction partners' control of their forces.

Milestones in each timeline affect those in the other, every step of the way. Our TSP team members will create a realistic design timeline within that larger context. The TSP team's standard is to demand a "critical path" schedule, which has proved the best predictor of potential delays. Our cost estimator stays in touch with construction-industry contacts to keep an eye on work peaks and valleys. He can advise when we might strike the best bidding climate for a particular project type or primary materials selection. That knowledge helps us establish due dates for bidding documents that make the most of the right timing.

CONTRACT ADMINISTRATION

FULL SERVICE FROM START TO FINISH

Owner advocacy

Contract Administration is a standard phase in a typical contract for architectural services. The contract defines expectations during the critical construction phase. The similarities among firms end there, though, because there are as many service models as there are design firms.

Contracts refer to one of the architect's roles as "the interpreter of the contract documents." This piece is assigned to the team member who is most knowledgeable about the contract's contents as well as the meaning contained in drawings and specifications.

In the interest of ethical practices, the TSP + Schuler Shook team must treat all parties fairly. That does not negate our ability to be the Owner's advocate, however. As the firm of record, TSP will continue to function as your trusted adviser throughout construction, and our people will work to protect your investments and design intent. We recognize it's in your best interests to deal fairly with your contractor, too.

First and foremost, we are your advocates from multiple perspectives. As your representative in the construction process, the TSP + Schuler Shook team will uphold your reputation as a preferred partner and your expectations around the quality you define through the design process, related budgets, and schedule.

Bid documents

Our team will provide engineering-design documentation and specifications that work to prevent design oversights, coordination errors, and construction problems. Quality documents are at the heart of efficient bidding and construction practices. The hallmarks of TSP's practice are quality, legacy design that exceeds programmatic expectations, technical documents that ensure constructability, and long-term durability.

On site and in the trenches

The construction site is no place for those without a passion for getting dirty. When our TSP team members visit the site, we're there for a reason—to safeguard your investment. That can mean shimmying in crawlspaces and working alongside contractors and subcontractors to better understand their concerns and processes.

Much of our on-site role is defined in part by your chosen delivery method. Once these professional responsibilities and contractual liabilities are outlined, the TSP + Schuler Shook team's members ultimately can be as involved as you want us to be during the construction portion of your project. Our professionals participate in regularly scheduled construction meetings, make site visits to take photos and make observation notes, and ensure construction remains aligned with design intent. We also review shop drawings, answer contractor questions regarding Construction Documents (CDs), and revise CDs as necessary.

Your principal-in-charge, Sean Ervin, is project and architecture lead for the Vermillion High School Administrative Addition, now under construction.

During construction administration, we typically spend time in field observation to review conditions and meet with contractors. We work to ensure that—once concealed—transitional details will present no issues that are likely to cause problems for your facilities and maintenance staff.

Solid closeout lists and procedures

If all involved parties function as team players, the punch-list and closeout processes should be simple. We respect the needs of your Construction Manager and its chosen contractors. All are part of our business-to-business relationship. We work hard to make sure the entire team finishes strong, with proactive communication and timely follow-up.

Post-construction analysis and support

Many systems and products change or move over a full seasonal cycle. We walk the building together at the 11-month mark, giving you the chance to ask questions about your equipment's performance under real conditions.

CUSTOM SOLUTIONS

CASE STUDIES TO ILLUSTRATE INNOVATION & ADAPTATION

Balancing donor wishes and Owner's priorities

HAMRE RECITAL HALL | AUGUSTANA UNIVERSITY

The TSP + Schuler Shook team understood that the lead donor for the renovation bought into the vision illustrated in the conceptual renderings and therefore did not desire design-progress reviews via long-distance channels to Washington, DC. University development handled all communication with and any updates for the benefactor.

Faculty expressed a desire to completely cover up all concrete block in the space with paneling. Unfortunately, their other priorities for the space—as documented in our conceptual estimate—did not allow enough funding room to conceal the block in its entirety. Instead, the design team devised a plan to make the block "disappear": A dark paint color would acts as a backdrop to the warm wood tones of the paneling, blending the edges visually. University stakeholders accepted this approach to achieve their other functional and budgetary goals for the space.

However, the week the team finalized construction documents and sent them out for bidding, the Chair of the Performing and Visual Arts tipped off TSP to unwelcome news. The donor, who'd seen the latest plans, was disappointed any portion of concrete block would be visible.

That Saturday, Project Architect Chase Kramer jumped on a call with one of Augustana's development personnel and the donor. Together, they talked through the current design—released for bid just the day before. They also discussed the implications of adding additional paneling to conceal all concrete block. Kramer explained it could be done but would require an additional week of design/documentation time and related fees. It also would add an estimated $150,000-$200,000 to the construction cost. By the end of the call, TSP had demonstrated the team's due diligence within the University's budgetary constraints. The donor agreed to provide the additional $200,000 as necessary for the entire hall to receive some level of paneling.

TSP then created a thorough and complete addendum documenting the paneling scope changes. In turn, the University agreed to extend the bidding deadline by a week. This gave local contractors time to adequately digest the additional scope as they prepared their bids.

Photorealistic rendering (top) and built project

Multiplying seating capacity

Assembly spaces such as theatres, concert halls, auditoriums, and churches often present unique renovation challenges. Technology and ideology often change from decade to decade, if not year-to-year, for such programmatic elements. When it's time for renovations, the existing structure often presents unique constraints for the space. TSP has been able to consistently provide more seating capacity within existing facilities as part of its renovation work.

Holy Spirit Catholic Church before (left) and after the TSP + KRA team's interior renovation

HAMRE RECITAL HALL | AUGUSTANA UNIVERSITY

The original Kresge Recital Hall (renamed as part of the renovation) on Augustana University's campus featured an asymmetrical seating layout similar to Colton Recital Hall's own, with double-loaded aisles and a portion of parterre seating near the rear of house.

Early design discussions revolved around simply installing new seats in the same layout. The TSP + Schuler Shook team dug deeper, investigating the existing conditions as well as modifications made over the years to enhance accessibility.

The original design documents specified a small area of the floor as a "warped surface." Our team was able to demonstrate that flattening this location could accommodate a continental seating plan, with single-loaded aisles flanking a central, larger seating area.

The final plan provided not only more seats in existing space but also better accessibility and a larger variety of seat sizes to help stagger sightlines.

SANCTUARY REMODEL | HOLY SPIRIT CATHOLIC CHURCH

This church's original design featured a "theatre in the round" approach to seating that was popular in the immediate post-Vatican II era. The arrangement created four aisles that all led to a center altar. The TSP + KRA team's initial assumption was to refinish the existing pews and keep a similar layout, with some removals as necessary to accommodate a more traditional altar and crucifix symmetry.

Our team contacted a seating fabricator who advised us that replacing the pews would cost less than refinishing them. TSP took the initiative to examine the implications of a "tabula rasa" for seating layout. This revealed a sunken, bowl-like octagonal structure beneath the seating that the existing layout did not follow at all. The slope of the floor implied eight different seating sections—twice the number in the original layout. Following this configuration, TSP increased the space's maximum capacity by nearly 15%, which has been proved especially useful to welcome larger congregations for Christmas and Easter services.

PROJECT MANAGEMENT

INTERACTIVE AND EFFECTIVE

Guiding principles

The TSP + Schuler Shook team always begins by listening as we work with you to establish needs and expectations. You set the direction and the pace of change. We help you keep all parties engaged and informed. Many variables impact decision-making and priorities, but understanding your needs now and in the future is needed to achieve long-term success and build consensus. As we share information and identify opportunities, we'll periodically revisit our assumptions to ensure continued support.

Project Manager Chase Kramer will proactively coordinate all project details to achieve budgets, meet schedules, and provide high-quality, constructable design solutions.

A cohesive, defined plan

The Project Manager has primary responsibility to lead team members as we create a shared plan that articulates the project vision, determines trigger points for decisions and actions, and best positions the project for success. As a whole, the plan includes:

- Contacts and communication protocols.
- Scope of work.
- Goals and objectives.
- Schedules and milestone dates/deliverables.
- Current budget and construction estimates.
- Standards.
- Meeting agendas and minutes.
- Any potential project challenges and recommendations for surpassing them.

Our team's toolkit

Chase will document and disseminate the plan and maintain information in a central location. Our team's common electronic document formats further facilitate communication and enable quality control. We use the following tools to develop, monitor, and make adjustments to the plan:

- Zoom and/or Microsoft Teams for virtual meetings.
- Microsoft Project, for scheduling.
- WinEstimator, for cost estimating.
- Blue-Beam Electronic Stick Set Protocol, for amending and revising designs.
- Submittal Exchange, a Web-based program for contract administration.

TSP 'ROAD MAP'

Our comprehensive Project Road Map serves two purposes. First, it lays out all the design-related tasks necessary to coordinate the multidisciplinary effort, from visioning and programming through construction. Second, it establishes the correct sequence for this work, assigning dates for milestones we must reach before taking the project forward. This not only keeps team members on track but also informs the District and other stakeholders of progress and crucial dates that may require input or approval.

QUESTIONING ASSUMPTIONS

It can be difficult to keep so many pieces in their proper order once a project gains momentum. Initiating key conversations at critical points uncovers layers of information about you, your operations, and your project needs. Our goal is to discover each detail at the exact moment it can be incorporated most effectively into your design. We'll use our skills and experience to minimize backtracking and do-overs. It costs time and money to make changes after certain elements are in place.

MOVING FORWARD

The Road Map also helps us maintain a sense of urgency in the communication process. The early stages of Conceptual Design can feel a bit like a roundabout at an intersection. Every choice seems to depend on everything else. That's enough to send us around the circle again. But at several points in each project, we must decide which direction we'll take. If we put off those decisions, we push back other deadlines and jeopardize the schedule.

KEEPING YOU INFORMED

The Road Map holds team members accountable within TSP and across our consultant firms. The tool also sets clear expectations for Owner involvement. It outlines a schedule for regular check-ins to share updates and gather input from all stakeholders. Because you stay informed on progress, you know in advance when you'll need to direct the team to explore one option over another.

AVAILABILITY

NEARBY & READY TO HELP

TSP has demonstrated our commitment to the Vermillion community and the University of South Dakota through day-to-day actions and project results. We remain dedicated to providing quality and responsive services to clients and partners in the area.

The TSP team's project leadership, architecture, engineering, and interior-design specialists all are an hour's drive—or less—from the University. We're there when you need us, and even when you don't. We live, work, and play in the same backyard. **We're neighbors, and we'll treat you like one.**

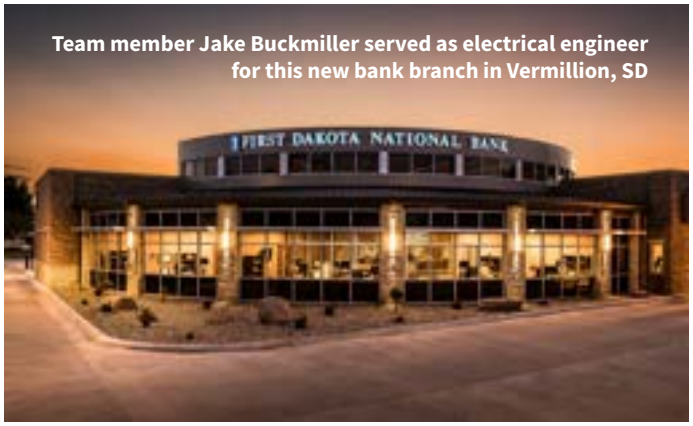
Availability is partly about proximity. But it also is about setting priorities, allocating resources, and delivering on our promises. We've selected TSP + Schuler Shook team members for the Colton Recital Hall Renovation based on the needed skills and experience, as well as current workloads. Your dream team does you no good if they are wrapped up in other projects.

We assure you that from design leaders to sound-system experts, we are ready and eager to commit ourselves once again to your success.

FAMILIARITY

CAMPUS & COMMUNITY

We've gained a great perspective and feel for the University's culture and building standards during our campus visits to perform recent project work at the Continuing Education Center Remodel. Our team's familiarity with USD includes an excellent understanding of the campus master plan, efforts in academic buildings that support programs in fine arts, medicine, athletics, and more. In addition to our campus work, TSP has served the City of Vermillion through planning efforts for both the public pool and the community library. Our architects and engineers also have designed elementary and high school projects for the local school district as well as businesses including Casey's and SDN Communications.



Team member Jake Buckmiller served as electrical engineer for this new bank branch in Vermillion, SD

Sean Ervin, the principal-in-charge for your Colton Recital Hall Renovation, has served in that same role for numerous projects on the USD campus, including replacement work for both Old Main's historic roof and the DakotaDome bleachers.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