

Rural America Initiatives

HE SAPA EARLY CHILDHOOD DEVELOPMENT CENTER

January 5, 2016



TSP

Architecture
Engineering
Planning





Rural America Initiatives
HE SAPA EARLY CHILDHOOD DEVELOPMENT CENTER
Architectural & Engineering Services

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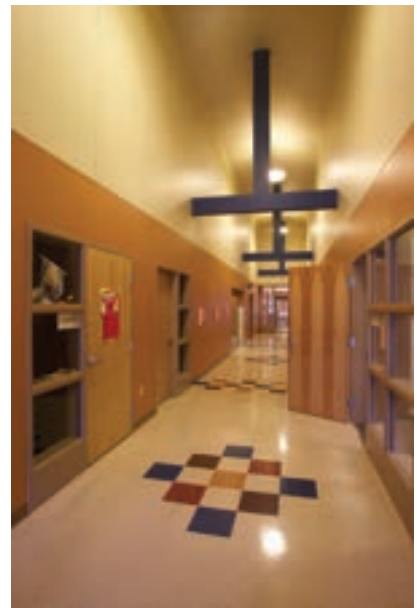
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(Top) Tiospa Zina Tribal School, Agency Village, SD; (Middle) Lower Brule Sioux Tribe Administration Building, Lower Brule, SD; (Bottom) Onamia Community Learning Center, Onamia, MN



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600 Kansas City Street
Rapid City, SD 57701
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Architecture
Engineering
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January 5, 2016
Mr. Bruce Long Fox, Director
Rural America Initiatives
628-1/2 Sixth Street, Suite 201
Rapid City, SD 57701

Supporting & Transforming Community Through Enhanced Early Education

Dear Mr. Long Fox, Directors of the Board, and Review Committee Members:

We are as excited today about the promise of He Sapa Early Childhood Development Center as when we first began collaborating with you on its initial study. Like you, we believe this important project can be a transformational resource and support for residents of our community.

To provide you with the best team for your needs, we've partnered with Dennis Sun Rhodes, founder of Great Horse. Dennis' independent firm co-offices in TSP's Minnetonka location. Our affiliated groups share a deep, mutual respect and each have decades of experience in designing Early Childhood environments. An enrolled tribal member, Dennis will fill the important role of cultural consultant. For much of his career, he's worked exclusively with Native American families, communities, and organizations. His guidance and perspective will help our team validate ideas and concepts early in the design process.

TSP's in-house architects, engineers, and interior designers will streamline the process and bring local knowledge. Our nearby office—just across the street from Rural American Initiatives—offers unmatched flexibility and responsiveness. This allows our entire team to minimize time for progress meetings and communicate effectively throughout design and construction. Many of these same TSP members assisted with the original conceptual program and design for the He Sapa Center. We look forward to the opportunity to help you develop your final vision.

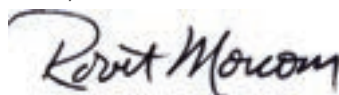
Lead architect Eric Monroe has a strong history of working in Rapid City and the Black Hills Region. He understands the importance of completing the He Sapa Center for our greater community. TSP's in-house educational planner can provide specialty expertise as needed in early education planning strategies and trends. Our full-time cost estimator is available to assist your construction partner with value engineering and budgeting. Also part of the TSP team: Landscape architect Randy Fisher of Designworks, and foodservice consultant Michael Miles of High-Country Design. These firms have collaborated with TSP on numerous projects, including dozens of educational facilities.

The TSP team offers this proposal in good faith for a minimum of 90 days. If required to fit Rural American Initiatives' schedule, we can extend this time frame.

Thanks to you and RAI for your continued interest in using TSP's services. We are eager to help you deliver this incredible project for the good of our shared community!

Sincerely,
TSP, Inc.

Marshalltown, IA
Marshall, MN
Minneapolis, MN
Rochester, MN
Omaha, NE
Rapid City, SD
Sioux Falls, SD
Sheridan, WY


Robert Morcom, PE
Principal-in-Charge

Great Horse

Dennis Sun Rhodes
Founder & Cultural Designer

THERE'S NO 'ME' IN DESIGN

IT'S ALL WE. AND IT REVOLVES AROUND YOU.



Clients know this (and so do we): They're planning and design experts when it comes to their organization's culture and project needs. Why? Because they live daily with the challenges and opportunities unique to their current environments. Their spaces dictate workarounds that expend time and energy. Yet even from here, they can see where they want to be—and imagine all the ways those smart changes can help get them there.

TSP exists to perform fulfilling work. It's fulfilling for us because it makes our clients better at what they do. The truth is, we all want the same things: more educated students, healthier families, vibrant communities.

In the best creative relationships, a collaborative atmosphere enables clients and TSP team members alike to realize their full potential. There's no separating the two. That personal connection is the very foundation of our focus on Exceptional Client Service.

We believe our clients hold the keys to discover their designs, and that we have the knowledge and skill to unlock those ideas. As a company, we're built around a few beliefs that resonate with our 100+ team members, in eight offices and five Midwest states. The heart of this philosophy stretches back to 1930 and our founder's credo to design it like we own it. Now, 85 years later, we hold to our core values of Trust, Ethics, Honesty, Responsiveness, Collaboration, and Commitment.

We've dedicated ourselves to pursuits that hold the greatest potential to uplift our quality of life. Our full-service team ensures that spaces, systems, layouts, finishes, furniture, and technology function as a whole.

These are the tools we use to achieve Outstanding Design Solutions—where form, function, economy, and culture fit simply and beautifully to fulfill the client's story. It all makes sense; nothing is contrived or out of place. The space we create together symbolizes and supports who our client wants to be.



SuAnne Big Crow Boys & Girls Club, Pine Ridge

WORKING FOR YOU, WALKING WITH YOU

INTEGRATING NATIVE VALUES IN PLANNING & DESIGN



A Native American-owned design firm, Great Horse, LLC was established in 2009 by Dennis Sun Rhodes, an enrolled member of the Northern Arapaho Tribe of the

Wind River Indian Reservation of West Central Wyoming, along with his partner Daniel Feidt. Prior to Great Horse, Dennis was majority partner of AmerINDIAN Architecture, founded in 1992.

Recognized as leaders delivering quality architecture, planning and interior services to Native American tribes and communities throughout the United States, our highly qualified team has worked together in Indian Country for more than 20 years. Great Horse offers clients a unique ability to make their projects an important part of their experience.

As a TERO-certified firm, Great Horse's mission is to improve the quality of life for Native Americans through planning and design that pays homage to Native Peoples' culture and history. Dennis has had the good fortune of working with tribal leaders and community members from across the country. From master planning and programming to culturally sensitive architectural and interior designs, Dennis has tailored his approach to the unique identities of tribes in the following states:

- Arizona
- California
- Colorado
- Iowa
- Michigan
- Minnesota
- Montana
- Nebraska
- Nevada
- New Mexico
- New York
- South Dakota
- Washington
- Wisconsin
- Wyoming



TSP & GREAT HORSE

TESTED, TRUSTED GUIDANCE TO HELP DEVELOP YOUR VISION

TSP & Great Horse bring together the expertise, talent, and abilities to result in a successful project—and a rewarding experience for those with whom we collaborate. We share a passion for creating educational and community spaces that are cost-effective, enduring, and responsive to your needs. What's more, our preliminary study for the He Sapa Early Childhood Development Center and our earlier work at RAI's Fort Thompson education center means we understand what's most important to your mission. We're also familiar with your expectations and the realities of your budget limitations.

Assembling the right people at the right time is crucial to your project's success, and highly focused expertise uplifts the end result. Dennis Sun Rhodes is one of these people. He draws on his cultural experiences as an enrolled tribal member to incorporate in his work the truths that bind many Nations. As co-founder of Great Horse—and former majority partner of AmerINDIAN Architecture—he has self-directed his career to serve Native peoples exclusively. His independent practice within TSP's Minnetonka, Minn., office building has allowed us to learn from one another and integrate our processes.

Your design team for this project is experienced and accessible—just across Sixth Street from RAI's front door. Principal-in-Charge Robert Morcom, who oversaw TSP's Rapid City team on the He Sapa planning study, is excited to again partner with RAI. He and Dennis will work hand-in-hand to provide overall project leadership and move your work forward.

As we have in the past, TSP will strive to bring RAI the highest value on this project, and to develop designs that are inspired by our local landscape and the people who call it home. We've been part of the Rapid City community for more than 40 years. Like you, we're committed to learning and to work that uplifts the quality of life for all.

TAKING INSPIRATION FROM THE PLAINS LANDSCAPE



Founded in 1994, Designworks, Inc. is a Rapid City professional landscape architectural and land planning firm. To date, our company

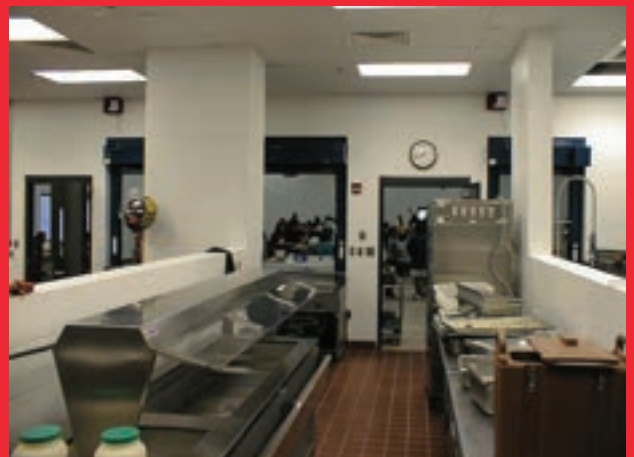
has participated in more than 300 diverse projects across the region. We're proud of the recognition we've earned for land planning and sustainable site design work.

Designworks has a full range of project expertise from programming through construction administration—including site planning and natural resource management. **TSP and Designworks have successfully delivered more than 75 projects, including 20+ education projects.**

Designworks strives to provide creative, sustainable, cost-effective, and pragmatic design solutions for their clients. Beyond the design aspect of our services, we are committed to maintaining personal and responsive interaction with our clients.

Designworks approaches each project with the attitude that the site should be detailed with components of comfort, safety, and accessibility for the user and with sensitive interpretation and integration of its unique architectural, functional, cultural, and budgetary components.

Our professionals have more than 20 years of collaborative experience working together.



Large kitchens, designed around the Native tradition of sharing food, enable community meals at (left) Todd County Elementary School, Mission; and (right) Tiospa Zina Tribal School, Agency Village

FEEDING THE BODY, FUELING THE MIND



High-Country Design and Consulting is a professional foodservice design firm with a proven record of accomplishment in managing all design aspects and leading

a wide range of projects. Innovative and dynamic, H-C Design has experience in all areas of foodservice design, including drafting, conceptual planning, schematic layouts, quality assurance, and documentation.

The firm is an independent professional advisory firm. Principal Michael Miles brings years of commercial

kitchen design experience plus extensive knowledge of kitchen equipment through his work with a foodservice equipment company. His 10 years of experience as a chef guide him in engineering kitchens that best serve the customer's needs.

Based in Bozeman, MT, H-C Design has extensive experience with school foodservice design throughout the region, completing more than 40 school projects in, South Dakota, Wyoming, Montana, and Idaho. **TSP and H-C Design and Consulting share an extensive track record of collaboration on more than 30 projects, including 15 school facility projects.**

PROJECT ORGANIZATION CHART



Rural America Initiatives

DESIGN TEAM LEADERSHIP

ROBERT MORCOM
PRINCIPAL-IN-CHARGE
PROJECT MANAGER

ERIC MONROE
PROJECT ARCHITECT

DENNIS SUN RHODES
PROJECT DESIGNER
CULTURAL CONSULTANT

ARCHITECTURE & SPECIALTY

JENN JOHNSON
ARCHITECTURAL SUPPORT

RANDY FISHER
LANDSCAPE ARCHITECT

MICHAEL MILES
FOODSERVICE CONSULTANT

ENGINEERING

CHRIS HEISER
STRUCTURAL ENGINEERING
LEADER

STEVEN TEBBEN
MECHANICAL ENGINEERING
LEADER

DAVID MATTOX
ELECTRICAL ENGINEERING
LEADER

ALEX WEIERS
STRUCTURAL ENGINEER

CHRIS MAK
MECHANICAL ENGINEERING
SUPPORT

KELLY OSTERLOO
LIGHTING DESIGNER

TODD SCHULTZ
CIVIL ENGINEER

RESUMES OF KEY INDIVIDUALS

ROBERT MORCOM, PE

Principal-in-Charge + Project Manager | TSP

LICENSURE	CO, IA, MN, MT, ND, OR, SD, WI, WY	
EDUCATION	Bachelor of Science, Civil Engineering, South Dakota School of Mines & Technology	Bachelor of Science, Industrial Management, University of Wyoming



Bob is a Principal and Senior Civil Engineer for TSP, with more than 30 years of experience in the Black Hills Region. As Principal-in-Charge, Bob is the your client advocate and will be responsible for client satisfaction and support. Bob is experienced at coordinating projects

that involve multiple stakeholders and team members. Known for exceptional client service, he takes time to understand each client's specific goals.

SELECTED PROJECT EXPERIENCE

- Rural American Initiatives, various locations
 - » He Sapa Early Childhood Development Center Initial Planning & Conceptual Design, Rapid City, SD
 - » Crow Creek Head Start School, Fort Thompson, SD
- SuAnn Big Crow Boys & Girls Club, Pine Ridge, SD
- Meade School District Piedmont Valley Elementary School, Piedmont, SD
- Harding County K-12 School, Buffalo, SD
- Sweetwater County School District No. 1, Rock Springs, WY—Multiple projects, including a Master Plan for a 120-acre primary education campus and three new elementary schools
- South Dakota School of Mines & Technology, Rapid City, SD—Multiple projects, including Student Recreation Center

DENNIS SUN RHODES

Project Designer & Cultural Consultant | Great Horse

TRIBAL AFFILIATION	Enrolled member and a former Chief of the Northern Arapaho Tribe Established an Arapaho Language & Cultural Commission on the Wind River Indian Reservation	
EDUCATION	Bachelor of Arts, Architecture, Montana State University	



Dennis was tutored by his great-grandmother and the tribal education system in the Arapaho language, sacred tribal traditions and conventions. He passes on this knowledge through his design work for Native Peoples, and through the "Architecture of the Americas" course he developed at the University

of Minnesota. Dennis has served as an elected official at the Tribal Council and Indian Housing Authority levels. His work and his heritage cannot be separated. Creation and its animal inhabitants appear frequently in his work, as do circular elements and communal gathering spaces.

SELECTED PROJECT EXPERIENCE

- Todd County Elementary School, Mission, SD
- Oglala Lakota Community College Administration Building, Pine Ridge, SD
- Little Wound High School, Kyle, SD
- Tiospa Zina Tribal School, Agency Village, SD
- Shakopee Mdewakanton Sioux Community New Cultural Center, Shakopee, MN
- Pine Point Experimental School, Ponsford, MN
- Children's Learning Center, Maple Grove, MN
- Heart of the Earth School Expansion, Minneapolis, MN
- Community Centers—Comprehensive projects serving Lower Brule, SD; Morton, MN; and Onamia, MN
- Bemidji State University American Indian Resource Center, Bemidji, MN
- Montana State University Native American Student Center, Bozeman, MT

ERIC MONROE, AIA, LEED AP

Project Architect | TSP

REGISTRATION SD, MT, ND, WI, WO, WY

EDUCATION Master of Architecture, University of Wisconsin-Milwaukee



Eric has practiced in the architectural field full-time since 2000. During that time, he has gained experience in various project types managing projects from client relations, design, documentation, bidding, construction administration, and post-occupancy

evaluations. The scope of Eric's projects have varied, including historic preservation oversight, mixed-use commercial development, multifamily residential, educational, religious, community historic adaptive reuse redevelopment, and retail and restaurant design.

SELECTED PROJECT EXPERIENCE

- Bison School District Infrastructure Review, Bison, SD
- Allenton Elementary School Addition/Renovation, Allenton, WI*
- South Dakota School of Mines & Technology Student Recreation Center, Rapid City, SD
 - » Student Recreation Center
- Rapid City Regional Health, Rapid City, SD—multiple projects, including three new Urgent Care clinics, renovation of hospital divisions such as the Emergency Department and Same-day Surgery, and outreach services including a hospice addition study and home medical equipment renovation
- Main Street Master Plan, Deadwood, SD
- Shops at Main Street Square, Rapid City, SD*

*Previous work with another firm

CHRIS HEISER, PE

Structural Engineering Leader | TSP

REGISTRATION IA, MN, MO, ND, NE, SD, WI, WY

EDUCATION Master of Science, Structural Engineering, South Dakota State University



Chris serves as the Structural Engineering Discipline Lead for TSP. He will assist the team with any structural engineering that may be required. Chris provides accurate and cost-effective advice to ensure proper strength of a structure. His is adept at developing

practical, efficient solutions to today's structural challenges. He draws creative solutions from a wide variety of project types to boost constructability of the design while lowering overall project costs.

SELECTED PROJECT EXPERIENCE

- Rural American Initiatives Crow Creek Head Start School, Fort Thompson, SD
- SuAnn Big Crow Boys & Girls Club, Pine Ridge, SD
- Meade School District, various locations
 - » Piedmont Valley Elementary School, Piedmont, SD
 - » Bear Butte Elementary Addition, Sturgis, SD
- Harding County K-12 School, Buffalo, SD
- Crow Creek Tribal School Emergency Gym, Stephan, SD
- Eagle Butte Public School Addition, Eagle Butte, SD
- Children's Learning Foundation, Mountain View, WY
- Children's Developmental Service Facility, Sheridan, WY
- Onamia Public Schools Community Learning Center, Onamia, MN

STEVEN TEBBEN, PE

Mechanical Engineering Leader | TSP

REGISTRATION SD, CO, IA, KS, MN, MT, NE, WI, WY

EDUCATION Bachelor of Science, Mechanical Engineering, South Dakota State University



Steve's clients appreciate his ability to clearly describe systems and options in easily understood terms. He blends research of innovative technology with practical engineering solutions geared toward user-friendly maintenance and control. He listens

carefully to clients' concerns and develops early design guidelines to keep focused on the project's objectives. He carefully considers rising energy costs and sustainable solutions in his designs to provide maximum performance.

SELECTED PROJECT EXPERIENCE

- Rural American Initiatives Crow Creek Head Start School, Fort Thompson, SD
- Flandreau Elementary School, Flandreau, SD
- Meade School District, various locations
 - » Piedmont Valley Elementary School, Piedmont, SD
 - » Bear Butte Elementary Addition, Sturgis, SD
- Harding County K-12 School, Buffalo, SD
- Crow Creek Tribal School Emergency Gym, Stephan, SD
- Eagle Butte Public School Addition, Eagle Butte, SD
- City/County Human Services Center, Sioux Falls, SD
- Rice Lake Area Schools Elementary School Addition, Renovation, Rice Lake, WI
- Pocahontas Community Schools Middle & High School Addition/Remodel, Pocahontas, IA



Crow Creek Tribal School, Stephan

DAVID MATTOX, PE

Electrical Engineering Leader | TSP

REGISTRATION SD, WY

EDUCATION Bachelor of Science, Computer Engineering, South Dakota School of Mines & Technology



Dave has decades of electrical engineering experience for clients throughout the Black Hills region. He integrates electrical technology designs early in the process, bringing flexibility for efficient and long-lasting facilities.

SELECTED PROJECT EXPERIENCE

- Meade School District Williams Middle School Roof Repair, Sturgis, SD
- Douglas School District Vandenburg Elementary School E/IT Services, Box Elder, SD*
- South Dakota School of Mines & Technology Student Recreation Center, Rapid City, SD
- Rapid City Regional Health, Rapid City, SD—multiple projects, including three new Urgent Care clinics, renovation of hospital divisions such as the Emergency Department and Dietary Services, a major remodel of the Lombardy Facility, and home medical equipment renovation
- TSP Office Renovation, Rapid City, SD

*Previous work with another firm

TODD SCHULTZ, PE

Civil Engineering Leader | TSP

REGISTRATION SD, WY, CO, NE

EDUCATION Bachelor of Science, Civil Engineering, South Dakota School of Mines & Technology Bachelor of Arts, Education, University of Northern Iowa



Todd will apply his decades of local experience to provide technical design and analyze the proposed impact to the existing sanitary sewer water main and other utilities. Todd will create plans, define materials, and identify project tie-ins. Todd's recent

experience allows him to address current City of Rapid City engineering codes and standards during design, ensuring the final plans comply with all appropriate criteria. Todd's background includes complex, multi-phased projects such as Mountain View Utilities and Catron Boulevard reconstruction.

SELECTED PROJECT EXPERIENCE

- Rural American Initiatives Crow Creek Head Start School, Fort Thompson, SD
- Meade School District, various locations
 - » Piedmont Valley Elementary School, Piedmont, SD
 - » Bear Butte Elementary Addition, Sturgis, SD
- SuAnn Big Crow Boys & Girls Club, Pine Ridge, SD
- Faulkton Area School District K-12 Facilities Condition Assessment & Master Planning, Faulkton, SD
- South Dakota School of Mines & Technology Student Recreation Center, Rapid City, SD
- Rapid City Regional Airport Terminal Expansion/Remodel, Rapid City, SD
- City of Rapid City, SD—numerous street projects, including Minnekahta Drive Reconstruction and Canyon Lake Drive & Bridge
- Deadwood Recreation Center Addition/Historic Renovation, Deadwood, SD

RANDY FISHER, AIA, ASLA, APA

Landscape Architect | Designworks

REGISTRATION	SD, WY, NE	American Institute of Architects Council of Landscape Architectural Registration Boards
EDUCATION	Bachelor of Landscape Architecture, University of Idaho	Pre-Architecture/Engineering, South Dakota State University



Randy's experience as a landscape architect, land planner, architect, and project manager includes a diverse range of projects such as campus master planning, park and recreation planning, natural resource management, land planning, site design and development,

and downtown streetscape and urban design. Randy performs site inventory and analysis, land-use and site layout, designs vehicular and pedestrian circulation, assesses grading and drainage, creates landscape and irrigation design, and prepares cost estimates.

SELECTED PROJECT EXPERIENCE — All with TSP

- Harding County School District K-12, Buffalo, SD
- Meade School District—various locations
 - » Piedmont Valley Elementary School, Piedmont, SD
 - » Bear Butte Elementary Addition, Sturgis, SD
- Department of Veterans Affairs Michael J. Fitzmaurice State Veterans Home, Hot Springs, SD
- South Dakota School of Mines & Technology, Rapid City, SD—multiple projects, including Student Recreation & Wellness Center
- Uinta County School District No. 1 Horizon Alternative School, Evanston, WY
- Campbell County School District No. 1 Stocktrail Elementary School, Gillette, WY
- Sweetwater County School District No. 1, Rock Springs, WY—120-acre primary education campus master plan and three new elementary schools

MICHAEL MILES, FCSI

Foodservice Consultant | H-C Design & Consulting

CERTIFICATION	Foodservice Consultants Society International	
EDUCATION	Associate of Applied Science, Culinary Arts, Johnson & Wales University	



As a member of the National Association of College & University Food Services, Michael is well-versed in designing commercial-grade kitchens that serve campus and community alike. His work with K-12 districts gives him a broad background with educational clients who

must meet strict mandates for government-managed nutritional programs. And his own experience in the culinary arts means he understands how design decisions affect the kitchen staff's practical, daily ability to provide cost-effective, balanced meals.

SELECTED PROJECT EXPERIENCE — All with TSP

- Rural American Initiatives Crow Creek Head Start School, Fort Thompson, SD
- Harding County School District K-12, Buffalo, SD
- Meade School District—various locations
 - » Piedmont Valley K-5, Piedmont, SD
 - » Bear Butte Elementary Addition, Sturgis, SD
- Uinta County School District No. 1 Horizon Alternative School, Evanston, WY
- Campbell County School District No. 1 Stocktrail Elementary School, Gillette, WY
- Sweetwater County School District No. 1, Rock Springs, WY—Elementary campus master plan and three new primary-grade schools
- Children's Learning Foundation, Mountain View, WY
- Goshen County School District No. 1 Lincoln K-2 Elementary School, Torrington, WY

STATE OF SD LICENSES & CERTIFICATES

State of South Dakota Board of Technical Professions

By virtue of authority vested by law, and after due consideration, does hereby certify that

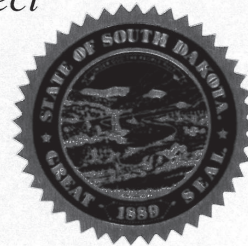
TSP Inc.

has been issued this certificate as

Professional Engineer / Architect

Registration Number: C-515

Expiration: 03/31/2017



Jeffrey J. Nelson, Chairman

Steven K. Williams, Secretary

Mark Humphreys, Executive Director



www.state.sd.us/drr

Having made proper application therefore, and upon compliance with all applicable laws and regulations of the state of South Dakota, this license is hereby issued to the below named. This license remains the property of the state of South Dakota and while in possession of the person to whom issued, entitles the licensee to transact whatever business or activity is specified on this license, until this license expires or is cancelled.

ISSUE DATE: 06/28/1989

EXPIRATION DATE:

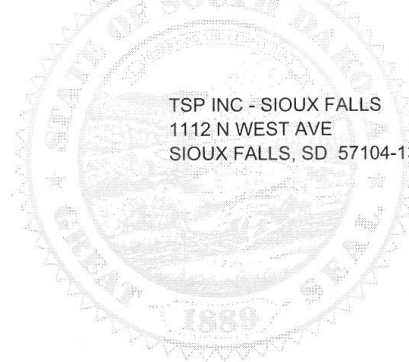
LICENSE NUMBER: 1014-3469-STC

LICENSE TYPE: Consolidated Sales Tax

ISSUED TO:

TSP INC
1112 N WEST AVE
SIOUX FALLS, SD 57104-1333

TSP INC - SIOUX FALLS
1112 N WEST AVE
SIOUX FALLS, SD 57104-1333

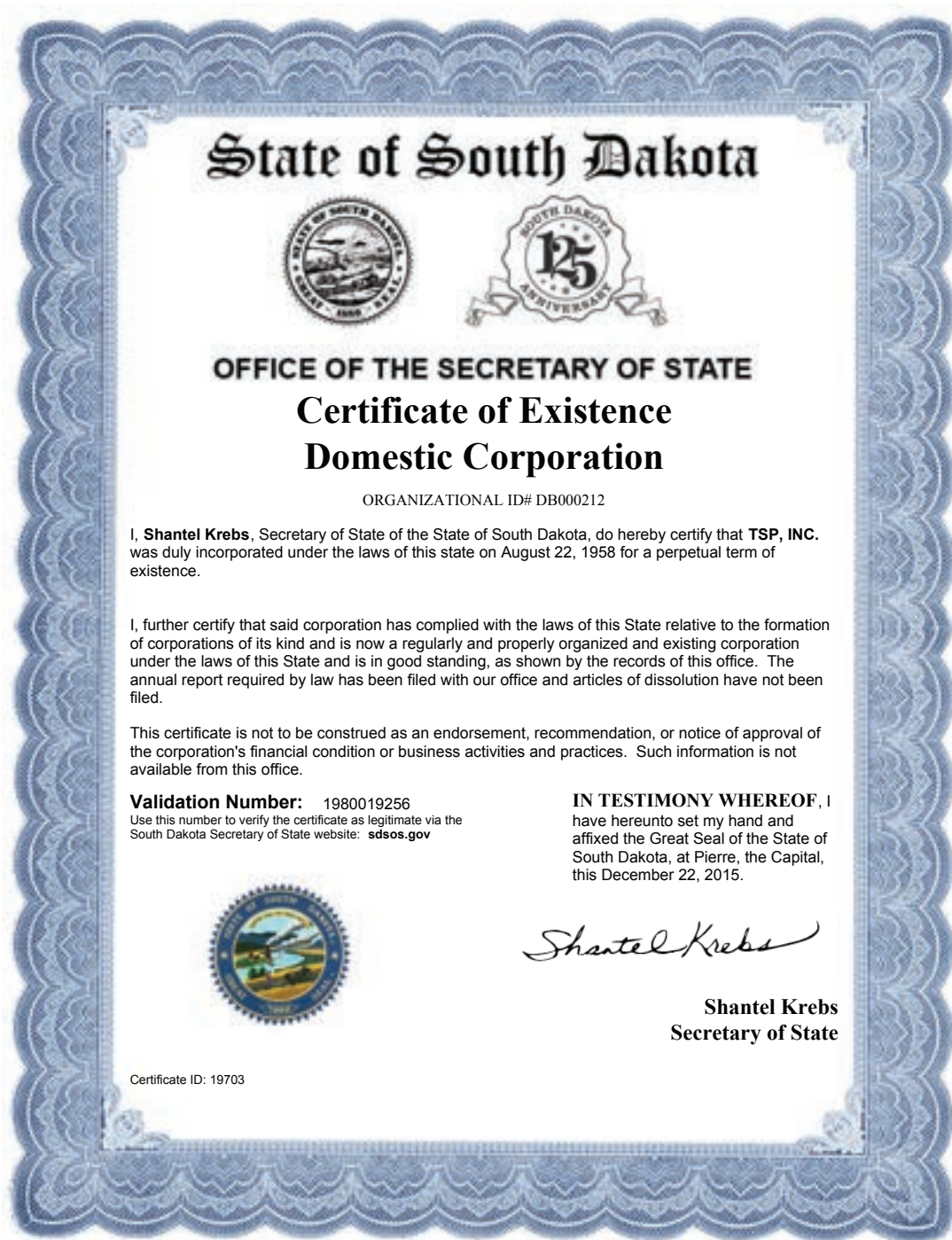


Paul Kinsman
Secretary of Revenue & Regulation

NON-TRANSFERABLE

INSURANCE COVERAGE

TSP, Inc. maintains industry standard insurance coverages. A complete Certificate of Insurance and description of these policy amounts is included as part of this proposal's [SECTION 3 | Financials](#).



IF IT MATTERS TO YOU, IT MATTERS TO US

He Sapa Early Childhood Development Center will strengthen our shared community by supporting youth and families. As your trusted advisors, we'll work to transform your ideas into designs that embed traditional Native concepts and modern technology. Together, we'll create a plan that achieves your operational milestones without sacrificing program options.



AN OPEN, INCLUSIVE APPROACH



Together with TSP, you've asked tough questions about future needs for a new He Sapa project that will unify seven Head Start programs. Now, our team will help you update and confirm that direction. With your input, we'll prioritize operations and maintenance needs as we work through the answers to your biggest programmatic challenges.

We use a Collaborative Workshop Experience to develop sketches and design renderings that help you see your new He Sapa Center before it's built. These visual tools become part of your decision-making process. Along the way, your questions and comments allow us to adapt design solutions and provide you the most responsive service possible.

The major phases described below include several sessions with Rural America Initiative decision makers and stakeholders. We'll work with you to determine the most appropriate user groups to participate in these workshops. Of course, outside of these conversations, our team always is available to discuss your questions, concerns, and ideas.

Together, we'll develop a project schedule that will guide our agreed-upon timeline. You set the pace, and the rate of change in this open process. Our job is to provide you with the architectural, planning, engineering, and cost estimating advice you need to move confidently forward for your organization and the community you serve.

GATHER COMMUNITY VOICES

Family is connectedness. Yet each member of our stakeholder group will bring his or her own viewpoints to the table. It's our responsibility—and our privilege—to hear and learn from these differing voices. When we better understand other perspectives, we can communicate project impacts, challenges, and opportunities in a more respectful and transparent manner. Sharing information creates excitement and enthusiasm for your project and starts to gather buy-in from groups affected by our design decisions. Inclusivity also means we create an expectation that we all must participate in order for the project to be successful.

WORK THROUGH KEY ISSUES

Your new facility must be cost efficient from an energy-use standpoint and also from a human-resource perspective. Clustering related functions allows us to maximize your staff's effectiveness within spaces, better monitor students and grounds for safety and security, and separate different age and/or ability groups as is developmentally appropriate. Our in-house education planner will work with your teaching and learning specialists to identify multi-use spaces that also will be welcoming extended families and community members during school, civic, or ceremonial gatherings.

CREATE CONCEPTUAL DESIGN OPTIONS

TSP's previous conceptual plan for He Sapa Early Childhood Development Center included a central hub and wings that radiated outward to organize spaces. Exterior and interior design elements integrated Native symbology and principles. While those core components all will be a part of our continued work together, the options we develop will be influenced by the new site and evolving ideas about programming and budget.

OUR GUIDING PRINCIPLES

We believe it is necessary to consider not just the early education facility that your staff and administration envision for the future, but also the students of the future—their expectations and needs. We welcome the opportunity to again partner with Rural America Initiatives and plan an early learning environment that will be as relevant tomorrow as it is today.

KEEP PROMISES TO CLIENTS

We commit to—

- A collaborative approach that engages your stakeholders at every level;
- A consensus-building planning process that focuses on operational issues and energizes the entire team around effective options that support a variety of learning and teaching styles;
- A solution designed for your organization's specific near- and long-term needs; and
- Conceptual planning that reflects your goals, objectives, and core cultural practices in the potential solutions we develop together.



FIND OPPORTUNITIES

As architects and engineers, we are problem-solvers to our core. We understand that project constraints are a part of the overall equation. To create the proper design solution, our project plan must allow room for understanding and addressing these constraints. Limitations might be related to budget, existing site or adjacency conditions, a tight schedule, politics, or simply personal preference.

No matter the issue, the TSP team's experience and lessons learned will enable us to sort out the perceived constraints from the real ones—and then re-frame them instead as design opportunities. We'll work with the entire project team to incorporate answers to these "problems" as part of our final design solution. Plus, you'll have cost-to-value information throughout the process. In our successful experience with many different types of education projects and community organizations, one thing remains consistent: The 11th-hour quick fix is no fix at all.

DESIGN FOR PERFORMANCE

As Education Design Specialists, TSP's people pay special attention to classroom environments, communal areas that allow for unobtrusive supervision, natural light, and safety/security. We integrate sustainable design techniques that contribute to healthy, eco-friendly spaces for students, staff, and visitors. Our designers incorporate durable finishes to lessen maintenance and upkeep, while our engineers select system solutions that lower your energy consumption and your utilities costs. Energy consumption is an important consideration, but it isn't the only measure of a building's performance. Safe and secure entries/exits, multi-purpose rooms with specialized activity equipment, and conveniently located restrooms sized for accessibility all contribute to how your facility works for you and your community.

DESIGN SCHEDULE

The TSP Team offers the following design schedule, which is meant to be a planning tool. Our meeting calendar can be as adjustable and fluid as your circumstances require.

1 CONCEPTUAL DESIGN + PROGRAMMING

TIMELINE: February—March 2016

TSP will host three (3) workshops to review Rural America Initiatives' (RAI) existing design study, present findings from initial meeting, present a final program for RAI sign-off.

2 SCHEMATIC DESIGN

TIMELINE: March—April 2016

TSP will host two (2) design meetings. Design team will develop floor plan and elevation options based on the updated program. Following RAI review, TSP will provide Schematic Design Package & Schematic Estimate for RAI sign-off.

3 DESIGN DEVELOPMENT

TIMELINE: April—May 2016

TSP will provide one (1) development meeting. During this phase, we will develop floor plans and elevations in greater detail, progressing toward Construction Documents. The team also will review and present exterior materials. Prior to beginning Construction Documents, TSP will provide a Design Development Package & Estimate for RAI sign-off.

4 CONSTRUCTION DOCUMENTS

TIMELINE: May—August 2016

TSP will provide three (3) design team coordination meetings. During this time, RAI will be invited to attend and review the systems along with TSP design team architects and engineers. We anticipate holding coordination meetings at 50%, 75%, and 95%. At 95%, TSP will provide a peer review for Quality Assurance, while the design team is



Photo Credit: Anne Reddy

preparing the 100% Construction Documents. This allows for a "fresh set of eyes" to review the documents prior to releasing for Pricing / Bidding. At each review, TSP will provide packages and Construction Estimate updates for RAI's consideration.

5 PRICING + BIDDING

TIMELINE: August—September 2016

TSP will provide a Pre-Bid meeting with your Construction Partner(s) to discuss the project scope and help assure equal project understanding. TSP's design team will be available to review questions as they arise in a timely manner during the Pricing + Bidding process. Once final prices are assembled, TSP will review and provide a recommendation.

6 CONSTRUCTION ADMINISTRATION

TIMELINE: October 2016—June 2018 (based on 20-month schedule described in RFP)

Working closely with your Construction Partner(s), TSP will provide project oversight to verify that your final product meets the intended design. TSP will conduct regular site inspections with observation reports and review of all product submittals. As your Construction Partner submits Application for Payment Certificates, our Team TSP Project Manager will review and make recommendations to RAI.

During close-out, TSP will provide a Substantial Completion walk-through to generate a list of times to be completed prior to Final Completion. If RAI desires, TSP also can provide a Warranty walk-through with you and your Construction Partner. This typically takes place 11-months after Substantial Completion and is designed to address any outstanding items—before the standard 1-year warranty expires.

STRENGTH OF ORGANIZATION

Since its founding, in 1930, TSP has been a 100% employee-owned firm. We keep our promises to clients, business partners, and team members. As a client-centered practice, we believe our greatest strength lies in developing and taking care of long-lasting relationships.

A. CREDIT REFERENCES

The following commercial and institutional entities can provide first-hand accounts of TSP's business practices.



CADD ENGINEERING SUPPLY OF SOUTH DAKOTA, INC.

615 S. Lyons Ave., Suite 100
Sioux Falls, SD 57106

COPY COUNTRY, INC.

1026 Main St.
Rapid City, SD 57701

EIDE BAILLY

200 E. 10th St. South, Suite 500
Sioux Falls, SD 57104

O'CONNOR COMPANY

1221 Concourse Dr.
Rapid City, SD 57703

SIoux FALLS CONSTRUCTION

800 S. Seventh Ave.
Sioux Falls, SD 57104

Rural America Initiatives (RAI) and its Review Committee members are hereby authorized to contact the references listed above, pertaining to TSP's credit and financial responsibility. Furthermore, TSP grants these references permission to respond to such inquiries from RAI and its representatives. The undersigned as an individual hereby knowingly consents to this sharing of information regarding TSP's financial and credit report data consistent with the Federal Fair Credit Reporting Act.

Trygve G. Fredrickson, PhD, MBA | TSP Chief Financial Officer

1/5/2015

Date

B. PRIMARY BANK CONTACT

TSP is a legacy firm that maintains a very conservative financial position. This approach has well-served four generations of employee-owners during our 85 years. The firm has no long-term debt outside of its ownership buy/sell program, and has never declared bankruptcy. TSP's financial performance earned the Circle of Excellence Award from PSMJ Resource, Inc. in 2011.

THE FIRST NATIONAL BANK IN SIOUX FALLS

Jill Mockler, Vice President, Business Banking
100 S. Phillips Ave., Sioux Falls, SD 57104
(605) 357.7683

C. INSURANCE COVERAGES

TSP maintains industry standard levels of insurance coverage for professional liability insurance (errors and omissions) and other coverages, including workers' compensation, automobile, and umbrella liability.

LEAD FIRM'S STATEMENT

TSP, Inc., as the architect of record for this project, attests that its existing insurance coverages, described below will remain in effect throughout the performance of the work or services negotiated as part of any prime contract with Rural America Initiatives.

ACORD®		CERTIFICATE OF LIABILITY INSURANCE			DATE (MM/DD/YYYY)	
					12/22/2015	
THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.						
IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).						
PRODUCER Howalt+McDowell Insurance 300 N. Cherapa Place, Ste 601 PO Box 5113 Sioux Falls SD 57117-5113				CONTACT NAME: Vicki Swenson, CISR PHONE (A/S, No. Ext): (605) 339-3874 FAX (A/S, No): (605) 339-3620 E-MAIL ADDRESS: vswenson@howaltmcdowell.com		
INSURED TSP Inc TSP Construction Services Inc 1112 N West Ave Sioux Falls SD 57104-1333				INSURER(S) AFFORDING COVERAGE INSURER A: Continental Casualty Company NAIC # 20443 INSURER B: Transportation Insurance Co. NAIC # 20494 INSURER C: First Dakota Indemnity INSURER D: Continental Casualty Ins. Co. INSURER E: INSURER F:		
COVERAGES CERTIFICATE NUMBER: 1516ALLInclusive REVISION NUMBER:						
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.						
INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY					EACH OCCURRENCE \$ 1,000,000
	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY					DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR		2067044182	7/1/2015	7/1/2016	MED EXP (Any one person) \$ 15,000
	GEN'L AGGREGATE LIMIT APPLIES PER: POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC					PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMPIOP AGG \$ 2,000,000
B	AUTOMOBILE LIABILITY					COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000
	<input checked="" type="checkbox"/> ANY AUTO					BODILY INJURY (Per person) \$
	<input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS		C 2067044196	7/1/2015	7/1/2016	BODILY INJURY (Per accident) \$
	<input type="checkbox"/> HIRED AUTOS					PROPERTY DAMAGE (Per accident) \$ Medical payments \$ 5,000
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR					EACH OCCURRENCE \$ 5,000,000
	<input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE		C 2076230375	7/1/2015	7/1/2016	AGGREGATE \$ 5,000,000
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY					<input checked="" type="checkbox"/> WC STATUTORY LIMITS OTHER
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	<input type="checkbox"/>	N/A			E.L. EACH ACCIDENT \$ 500,000
	If yes, describe under DESCRIPTION OF OPERATIONS below		WC020-0025157-2015A	7/1/2015	7/1/2016	E.L. DISEASE - EA EMPLOYEE \$ 500,000
						E.L. DISEASE - POLICY LIMIT \$ 500,000
D	Professional Liability		AER254080534	10/1/2015	10/1/2016	Limit Per Claim: \$2,000,000
	Claims-Made; \$125,000 Ded					Annual Aggregate: \$2,000,000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)						
Proof of Insurance						
CERTIFICATE HOLDER				CANCELLATION		
Rural America Initiatives 628½ Sixth Street, Suite 201 Rapid City, SD 57701				SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.		
				AUTHORIZED REPRESENTATIVE J Muller, CIC, CRIS/s <i>Janod Muller</i>		

PREVIOUS WORK, FUTURE OPPORTUNITY

The TSP team's education planning and design experts bring innovative ideas and lessons learned from relevant project experience. We also are familiar with the diverse functions and requirements contained in early education and community centers. Despite advances in technology and our increased knowledge about how children learn, family involvement remains a significant factor in student outcomes. The He Sapa Early Childhood Development Center provides an opportunity to give our youngest learners a solid foothold in a school-based environment—and include features that support the community's role to nurture future generations of productive and healthy leaders. **The following pages highlight several projects from our portfolio that contain elements very relevant to your new facility.**



Successful early learning partnerships

The TSP team is proud of our many long-lasting relationships in education, some of which have spanned decades. On a larger scale, TSP has completed hundreds of educational facility projects throughout the Midwest. The ongoing trust placed in us by these staff members, parents, school board directors, and community leaders is strong testimony to our client-centered approach. Below, we offer a partial listing of organizations and school districts for whom TSP and Great Horse have planned, designed, or created early childhood learning and/or elementary school programs.

South Dakota

Alcester-Hudson School District
Andes Central School District
Belle Fourche School District
Bison School District
Crow Creek Tribal School
Faulkton Area School District
Flandreau School District
Hamlin School District
Harding County School District
Meade School District
Rural America Initiatives
Sioux Falls School District
Tiospa Zina Tribal School
Todd County School District
Yankton School District

Minnesota

Children's Learning Center
Dover-Eyota Public Schools
Hancock School Learning Center
Heart of the Earth School
Intermediate District 287
Leech Lake Childcare
Little Falls Community Schools
Masters Child Care Center
Minneapolis Public Schools
Minnetonka Public Schools
Minnewaska Area Public Schools
Onamia Public Schools Community
Learning and Early Childcare
Pine Point Experimental School
Red School House

Iowa

Green Mountain-Garwin Community
School District
Hubbard-Radcliffe Community School District
Marshalltown Community School District
Northeast Iowa Community College Childcare

Wisconsin

Rice Lake Area Schools

Wyoming

Campbell County School District No. 1
Children's Learning Foundation
Goshen County School District No. 1
Sheridan County School District No. 2
Sweetwater County School District No. 1

TODD COUNTY SCHOOL DISTRICT NEW K-5 ELEMENTARY SCHOOL



Great Horse's inspired design for Todd County's new elementary school rises up from the land with boldly colored accents that represent earth and sky. Expansive, energy-efficient windows bring in an abundance of natural light for learning. A custom circular window in the administration wing symbolizes the school's path "to the future."

This modern facility for young learners brings the outdoors in at every opportunity. Native birds adorn the massive columns that support the main entry's exterior canopy. Indoors, imagery of the sky is suspended from the ceiling of commons. The central gathering place for students also serves as a backdrop for ceremonial events in the life of the larger community.

LOCATION
Mission, SD

STATUS
Completed Fall 2014

CONTACT
Roger Bordeaux, Former
Superintendent
(605) 698-3953 Ext. 206
rbordeaux@tzts.us

DOVER-EYOTA PUBLIC SCHOOLS ELEMENTARY ADDITION/RENOVATION & EARLY CHILDHOOD EXPANSION



Faced with significant costs linked to its deteriorating facility in Dover, leaders at Dover-Eyota Public Schools petitioned voters in May 2014 for a bond referendum to improve environment and services for the district's youngest learners.

TSP's communication experts provided support and collateral materials for the successful campaign, creating the groundwork for a client relationship that will continue throughout project closeout.

The TSP team's work will expand the elementary building, giving much-needed breathing room for classrooms and specialty needs such as the district's preschool program. Our designers and educational planners also helped administrators, board members, staff, and community members understand how each decision would affect the overall design and specific components such as a new, secure entry and an expanded dining commons.

TSP now is providing Construction Administration services to oversee phased work during the active academic year. Bids came in on budget, enabling the District to accept all alternate packages for enhanced features.

LOCATION
Eyota, MN

STATUS
Under Construction

CONTACT
Bruce Klaehn, Former
Superintendent
(507) 254-8262
bruceklaehn@deschools.org

RICE LAKE AREA SCHOOLS FACILITIES ASSESSMENT & ELEMENTARY ADDITION/RENOVATION



TSP's work with Rice Lake Area Schools spans several projects at high school, middle, and elementary facilities in various locations. This substantial commitment to the district required a full complement of services, including bond referendum support and management throughout construction and post-construction/warranty phases. Final cost was under the Owner's budget.

A significant project at Tainter Elementary School includes a gymnasium addition, a new secured entry and front-line administration addition, and an expanded cafeteria/commons area with a building addition to serve the kitchen and receiving functions.

LOCATION
Rice Lake, WI

STATUS
Completed August 2015

CONTACT
Larry Brown, Superintendent
(715) 234-9007
brownl@ricelake.k12.wi.us

RURAL AMERICA INITIATIVES INITIAL PLANNING & CONCEPTS FOR HE SAPA EARLY CHILDHOOD DEVELOPMENT CENTER

TSP was honored to be Rural America Initiative's chosen partner in the initial planning, space programming, and design concepts for the He Sapa Center. We worked with Director Bruce Long Fox, advisory board members, and staff to get a complete picture of RAI's needs. Together, we developed design concepts tailored for a previous site that presented its own unique limitations. TSP's renderings and floor plans continue to be a key part of the public marketing message used to garner fundraising support for this important project.



LOCATION
Rapid City, SD

STATUS
Report completed
January 2013

CONTACT
Bruce Long Fox, Director

RURAL AMERICA INITIATIVES NEW HEAD START SCHOOL



TSP provided a full-service, integrated team for Fort Thompson's Head Start school facility. From civil engineering to develop the site through design and limited construction administration, our people co-created this building to fit the community.

Partners at High Country Design consulted on the commercial-grade kitchen, which gives staff the tools they need to prepare and serve nutritious meals.

This first project with Rural America Initiatives laid the groundwork for our ongoing relationship.



LOCATION
Fort Thompson, SD

STATUS
Completed 2010

CONTACT
Bruce Long Fox, Director

MEADE SCHOOL DISTRICT

NEW PK-5 ELEMENTARY SERVING RURAL FAMILIES



Piedmont Valley Elementary School was developed for early learners in Pre-K through Grade 5. TSP, Designworks, and High Country Design worked with district stakeholders to create a floor plan that would accommodate future enrollment in an area experiencing substantial population growth. At time of completion, the school could serve as many as 638 students, with design allowances for future classroom additions to increase capacity to 797.

The facility includes two pre-Kindergarten classrooms, five sections of Kindergarten and Grade 1, and four sections of Grades 2-5. The project scope encompassed special services rooms, a media center, a computer lab, a multi-purpose room, science/art rooms, music rooms, and administrative/staff areas.

The District retained an existing gymnasium/community center building, to be incorporated into the overall plan for the site.

LOCATION
Piedmont, SD

STATUS
Completed August 2011

CONTACT
Don Kirkegaard, Superintendent
(605) 347-2523
don.kirkegaard@k12.sd.us

CHILDREN'S LEARNING FOUNDATION EARLY CHILDHOOD EDUCATION CENTER

TSP provided design and construction management services for this joint venture Center, where seven classrooms accommodate up to 100 students daily in childcare, preschool, and before- and after-school programs. The center offers educational care for children birth–2 years, preschool for ages 3–5, before- and after-school programming for students in grades K–5, and daytime "summer camps" for school-aged children over the long vacation break.



Common spaces and a full commercial kitchen developed by High Country Design allows hours of operation from 6 a.m. until 10 p.m. or later, if needs indicate. TSP's design process enabled CLF's leaders and teachers to be involved in creating their new building. The end result supports the organization's mission to provide safe, quality educational experiences that improve language, cognitive, and developmental skills.

LOCATION
Mountain View, WY

STATUS
Completed January 2010

CONTACT
(307) 782-7040

UPPER SIOUX COMMUNITY NEW TRIBAL OFFICE CENTER



TSP collaborated closely with local leaders to develop this community hub. It houses administrative offices including tribal operations, housing, social services, and tribal programming.

LOCATION
Granite Falls, MN

STATUS
Completed 2010

CONTACT
(320) 564-3853

HARDING COUNTY PUBLIC SCHOOL NEW K-12 FACILITY & COMMUNITY CAMPUS



The new Harding County K-12 School provides educational flexibility, with spaces serving multiple functions throughout the day. During the evening, the school is a community gathering place for activities and social functions.

Learning spaces maximize the opportunity for various uses. Student areas, in particular, are modern and technology-friendly, with natural daylighting. The entire facility integrates ADA requirements by offering at least one accessible route to each programmed space.

The K-12 school provides for appropriate separation of students by age and development, with designated areas for Elementary (K-5), Middle (6-8), and High School (9-12) students. A technologically rich environment supports inclusive learning experiences and adaptive teaching methodologies.

TSP teamed with High Country Design on this project.

LOCATION
Buffalo, SD

STATUS
Completed December 2011

CONTACT
Ruth Krogh, Superintendent
(605) 375-3241
ruth.krogh@k12.sd.us

SPECIALIZED EXPERTISE & RESOURCES

The He Sapa Early Childhood Development Center will be much more than a school. It will become a focal point for our community—and a touchstone for family activities. Together with Rural America Initiatives, we'll engage stakeholders in the process to create an environment where teachers, students, caretakers, and tribal members all feel welcome, safe, and supported.

CULTURAL SIGNIFICANCE

As the heart of an emerging neighborhood's educational and civic activities, the He Sapa Center must incorporate elements that reflect Native beliefs and traditions—old and new. There is room for both. Special consultant Dennis Sun Rhodes, founder of Great Horse, will help show us how.

Dennis' insight is gained from his own upbringing in a tribal community and his extensive work with clients from many different Nations. His input will be crucial from the very start, as we work with TSP's longtime landscape architectural partner to plan outdoor



Traditional Sioux patterns are signed into masonry and glass at the Lower Brule Community Center



Photo Credit: Anne Reddy

spaces, building orientation, and native plantings at your new site. Dennis' guidance will carry throughout the project, advising our entire project team on ways to integrate culturally appropriate components.

Rural America Initiative's mission centers on providing services that strengthen families. The link between previous and future generations is evident in your daily work—and in your organization's logo, which tells the story of young and old sharing the world on the back of a great turtle. Our planning and design team will keep those important connections at the forefront of all we do on your behalf.

COMMUNITY USE

Involving families in the life of any school has very real, positive effects on student success. When community members feel they belong, they will seek out resources when they need help, and volunteer their own experience to share time and knowledge when they see others struggle. Providing dedicated volunteer spaces is one way to encourage family and community participation in daily learning activities.

Other types of community involvement also can translate to better student outcomes. Several studies from leading organizations such as Boys & Girls Clubs of America correlate high levels of community/family involvement and reduced discipline issues and juvenile crime. Rural America Initiatives might want to include the following ideas as a way to kickstart your conversation on how to appropriately—and safely—invite community members inside:

- Social services for students and families
- Evening, weekend, and summer access and use for organizations and individuals alike
- Civic/cultural ceremonies, celebrations, and meals
- Cleaning, maintenance, and supervision opportunities for adolescents and adults

KEYS TO LEARNING DESIGN

Because no two children learn in the same way, successful designs for education must include a variety of spaces and adaptive features: flexible rooms, natural lighting, durable materials, and healthier building materials and systems. TSP invests in understanding a variety of learning processes. We spend time in schools observing how teachers connect with kids, research teaching methodologies and curriculum, and talk to teachers in and out of the classroom.

TSP's in-house educational planner—a former teacher with 15 years of classroom experience—will be a valuable resource as we consider the evolving role your building will play. Multi-use spaces, flexible wall or casework systems, and embedded technology all maximize functionality and adaptability.



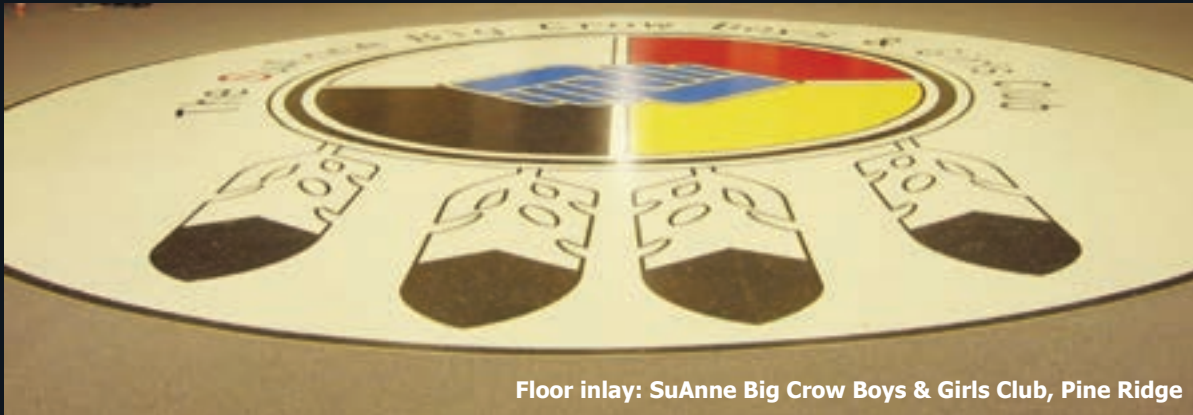
Photo Credit: Jeanne Apelseh Sunchaser Fine Arts

EARLY CHILDHOOD EDUCATION

Children develop by interacting with the social and physical world around them. We design spaces that allow for discovery, experimental experiences, movement, and risk-taking. Large classrooms balance activity spaces, circulation paths, and break-out areas to form interesting learning environments that still allow supervision. The TSP team will identify which features best support the lessons incorporated within your preschool curriculum. Our experts will apply research-based principles to create a multi-sensory learning space that reinforces this group's developmental needs. For example, dedicated preschool classrooms might include larger, single-toilet rooms for changing.

CHILDREN WITH SPECIAL NEEDS

In mainstream schools, children with moderate, severe, and profound disabilities often are placed in “left-over” spaces or empty classrooms that are ill-equipped to meet their needs. Our team's options for the He Sapa Center will feature environments that encourage physical, emotional, and academic growth. Our team will analyze the type and numbers of special education students currently being served and, based on experience with specialized academic settings, design spaces that will be appropriate today and years from now. Universal design fosters children's confidence in their surroundings, while specialized bathroom facilities are among the ways to help maintain student dignity. Other strategies might include seclusion and sensory rooms and office space for teachers and visiting clinical or therapeutic specialists.



Floor inlay: SuAnne Big Crow Boys & Girls Club, Pine Ridge

COMPREHENSIVE, FOCUSED SERVICES

TSP believes in a holistic approach that considers form and function together, so all parts of your finished project operate as they should. Increased energy efficiency is a natural result of this working process. So is money saved on unnecessary re-work. Because architects, planners, and engineers are involved from the start, we don't waste time undoing one another's designs. Great Horse co-offices with TSP staff, meaning cultural consultant Dennis Sun Rhodes can lead key conversations in person.

LOCAL, TRUSTED PEOPLE

TSP has been part of the Rapid City business community since 1973. Our people live, work, and play where you do. They're involved in local nonprofit, development, and historical preservation organizations.

Bob was part of the design teams for RAI's Fort Thompson site and the initial He Sapa Center study. He looks forward to building on his relationship with your group and expand opportunities for quality, early education in the greater Rapid area. Bob's team is based just across the street from your front door, giving you easy access and streamlined, one-stop shopping when you need answers or advice.



Tile work: Tiospa Zina Tribal School, Agency Village

COST & SCHEDULE CONTROL

The TSP team will collaborate closely with your chosen construction partner to keep the He Sapa Early Childhood Development Center on time and budget. Principal-in-charge Robert Morcom is an experienced project manager and engineer who has spent more than half of his 40-year career in TSP's Rapid City office.

Bob brings in-depth knowledge of Black Hills Region material suppliers and contractors, along with a broad understanding of the local bidding climate. Bob can draw on TSP's in-house cost estimator as an additional resource for you and your Construction Partner's budgeting experts. Together, we'll provide another set of eyes and ears on site—advocating for Rural America Initiatives throughout the build phase.



DESIGNS FOR DEEPER MEANING

The circle—like the family ties and life cycle it represents—cannot be broken. Within its protection, all are allowed to speak and find both acceptance and respect. Dennis Sun Rhodes incorporates this powerful symbol in many of his educational, civic, and community projects.

In Dennis' educational work, the concept of the "Learning Lodge" often is a key ingredient to support the school's mission. The learning lodge has its roots within the communal spaces of the tipi and other American Indian architectural types. As a learning environment, it assists the educational process through its internalized space use, functional organization and social-ceremonial uses.

At Tiospa Zina Tribal School, each learning lodge reaches to the sky to capture sunlight and has at its terminus a circular cultural learning space. These inclusive areas are used for the cultural studies and language program, as well as a gathering space for small groups.



Oglala Lakota Community College, Pine Ridge



Lower Brule Sioux Tribe Administration Building



Learning lodges at Tiospa Zina Tribal School, Agency Village



Bemidji State University American Indian Resource Center, Bemidji, MN

A GOOD VALUE FOR RAI & OUR COMMUNITY

The following Cost Proposal is included to provide Rural American Initiatives with the comprehensive professional services that you will need to take this project from the existing conceptual design, validate and/or modify the program, and take the project through Schematic Design, Design Development, Construction Documents, Bidding Support, and Construction Administration. The entire project will be done in coordination and consultation with your project team and chosen Construction Partner.

COST PROPOSAL OVERVIEW

Per your RFP, the location of the He Sapa Early Childhood Development Center has changed from the original location. As such, the program will need to fit

into the new site. For this proposal, we assume that main subdivision streets, water and sanitary sewer mains, and other basic infrastructure will be taken to the property and this project will extend the services to the new facility from these mains. We also assume that the subdivision will have a regional stormwater system designed in the overall subdivision. Our intent is to design the He Sapa Center property's stormwater system to tie into that larger system. At this time, the TSP team will provide design services only for the He Sapa property.

SCOPE OF WORK

The project as it is defined today is to provide a roughly 25,000 sf, two-story facility, within an initial building and site improvements budget of \$5 million. The facility will include classrooms for early childhood development and also standard Head Start classrooms as defined in the Head Start Design Standards and overall program included in the RFP. The project also will include administrative facilities and support facilities such as a warming kitchen, dining area, restrooms, laundry facilities and support spaces.

We understand that a boundary survey, topographic survey, and geotechnical survey will be provided to the TSP team. Therefore, those fees are not included

as part of our Cost Proposal. As of this proposal's date, specific site design requirements have not been finalized—as the subdivision has been laid out only conceptually, and the support road system and other infrastructure have not yet been designed.

However, for purposes of this proposal, we have included design services typically required for a normal five-acre site with public utilities in place, and no environmental requirements. This does include design for parking lots, landscaping and sprinkler systems, lighting, fencing, etc.

SERVICES INCLUDED

As noted in the balance of this proposal, TSP has significant experience in projects of this nature. Our in-house team will provide all of the following services: architectural, interior design, and all required structural, mechanical, electrical, and civil engineering. Specific programming requirements concerning programming for the facilities will be provided by TSP in conjunction with the Rural America Initiatives staff.

TSP has engaged two, frequent partner firms for this project: Designworks, for landscape architecture, and High Country Design, for foodservice design. TSP also includes the services of Dennis Sun Rhodes of Great Horse as our cultural design consultant.

PROPOSED FEES

The TSP team will take this project from the original program we developed and validate through updated conceptual design. We then will proceed into Schematic Design, Design Development, Construction Documents, Bidding Support, and Construction Administration. TSP will assess a standard fee, based on the project's overall construction value. Throughout the design, the TSP Team will provide cost estimates to assure the highest value design. Our services will include all architecture and engineering disciplines, as well as consultants outlined in this proposal.

For these services, TSP proposes a total two-part fee. The fee will be broken into the Site Design and the Facility Design. Based on the original program, we estimate the Site Design will be approximately \$1 million of the total budget, with the Facility Design at approximately \$4 million. Because the new location must incorporate a totally new Facility Design and layout, we also must develop a new Site Design. We can, however, incorporate much of the original facility program to minimize the time and effort spent in Conceptual Design and move more quickly into Schematic Design. Prior to final agreement, the TSP team will review these assumptions to make sure they align with your expectations.



Conceptual design sketch for Montana State University Native American Student Center, Bozeman, MT

A. TOTAL DESIGN COST

The following is a breakdown of our overall design fees through Construction Administration.

Part One | Site Design

\$1 Million Anticipated Total Budget	
\$918,000 Anticipated Actual Construction Budget	
Total Site Budget	\$1,000,000
Geotechnical Investigation	\$5,000
Topographic Survey	\$5,000
Construction Testing (Quality Assurance/Control)	\$3,000
TSP Design Fee (7% of Site Construction Budget)	\$64,250
TSP Reimbursable Expenses	\$4,750
SITE CONSTRUCTION BUDGET	\$918,000

TSP Site Design Fee Breakdown \$64,250	
(7% of \$918,000 Site Construction Budget)	
Conceptual Design, 10%	\$6,425
Schematic Design, 20%	\$12,850
Design Development, 15%	\$9,637.50
Construction Documents, 30%	\$19,275
Bidding Support, 5%	\$3,212.50
Construction Administration, 20%	\$12,850
TSP SITE DESIGN FEES	\$64,250

Part Two | Facility Design

\$4 Million Anticipated Total Budget	
\$3.55 Million Anticipated Actual Construction Budget	
Total Facility Budget	\$4,000,000
Furniture, Fixtures, & Equipment	\$200,000
Construction Testing (Quality Assurance/Control)	\$13,500
TSP Design Fee (6.5% of Facility Construction Budget)	\$230,750
TSP Reimbursable Expenses	\$5,750
SITE CONSTRUCTION BUDGET	\$3,550,000

TSP Facility Design Fee Breakdown \$230,750	
(6.5% of \$3.55 Million Facility Construction Budget)	
Conceptual Design, 10%	\$23,075
Schematic Design, 20%	\$46,150
Design Development, 15%	\$34,612.50
Construction Documents, 30%	\$69,225
Bidding Support, 5%	\$11,537.50
Construction Administration, 20%	\$46,150
TSP FACILITY DESIGN FEES	\$230,750

COMBINED TSP DESIGN FEES | \$295,000 + Reimbursable Expenses

Please note that the TSP Site & Facility Design Fee Breakdowns above do not include typical reimbursable expenses. We have done our best to project a realistic estimate in the separate "TSP Reimbursable Expenses" line item that appears in each of the Construction Budget tables.

Reimbursable expenses include reproductions, meals, travel, lodging, applicable taxes, and other real costs that TSP incurs. TSP will assess these charges at Cost x 1.15. For your convenience, we have included a reimbursable expenses rate sheet later in this section.



B. INITIAL DESIGN COST (MARKETING MATERIALS)

Through the Conceptual and Schematic Design phases, TSP estimates the Site Design and Facility Design will make up approximately \$88,500 (or 29% of the total design fee).

However, we believe we will be able to provide initial concepts for marketing and continued fundraising purposes once we have verified the overall program in the Conceptual Design phase and have proceeded through about 50% of the Schematic Design phase. The total design cost to get to this level is approximately \$59,000 (or 20% of total design fee).

The following marketing materials will be prepared at no additional cost.

- Site Plan
- Building Floor Plans
- Elevation Views
- 3-D Rendering of the Facility

Printing of materials and/or images based on the aforementioned items for marketing and other supporting material will be charged at Cost x 1.15.

C. CONSTRUCTION ADMINISTRATION

Construction Administration services will be charged as noted above, at approximately 20% of the total design fee. TSP estimates this at \$59,000 for the 20-month construction period outlined in the RFP.

Our services include shop drawing review, payment applications, Request for Information and proposal requests, periodic site observations, and other services as indicated in the AIA B101 – 207 contract agreement, which is available upon request.

The TSP team will work in coordination with your Construction Partner. This fee does not include taxes and reimbursable expenses, which will be assessed at Cost x 1.15.



Wakpa Sica Reconciliation Place, Fort Pierre

D. OTHER SERVICES

Other services that could be required include, but are not limited to, the following.

- Presentation materials and/or artwork in addition to the items described above
- Added Construction Administration support
- Geotechnical Engineering design phase services (soil analysis) performed by other firms
- Boundary and Topographic Survey performed by other firms
- Added consulting expertise
- Grant Writing and other Financial services
- IT Systems/Network and equipment development
- Phone and intercom systems support
- FF&E, if required

REIMBURSABLE EXPENSES

TSP reimbursable expenses that appear on your invoices are based on the following rates. These rates are established by TSP and will be updated annually.

PHOTOCOPYING	8.5x11	8.5x14	11x17
Black & White	\$0.10 / side	\$0.15 / side	\$0.30 / side
Color	\$0.40 / side		\$0.80 / side
Color Glossy	\$1.00 / side		\$2.00 / side

PRINTING /PLOTING	BOND	COLOR	VELLUM	MYLAR
8.5x11	\$0.10	\$0.40		
11x17	\$0.30	\$0.80		
12x18	\$0.40			
15x21	\$0.60			
18x24	\$0.75			
24x36	\$1.50	\$4.00	\$6.00	\$6.00
30x42	\$2.00	\$5.50	\$8.25	\$8.25

C D	\$7.50 (plus charge to CAD file, etc.)
FACSIMILE	\$0.25 per page (outgoing/incoming)
LONG DISTANCE TELEPHONE	Cost plus markup
OVERNIGHT DELIVERY	Cost plus markup
POSTAGE / UPS	Cost plus markup
ARCHIVE RETRIEVAL FEE	\$25.00 per project
MILEAGE	IRS rate
MEALS AND LODGING	Cost plus markup
CAD FILES (DRAWING FORMAT)	\$150 / Drawing sheet
OUTSIDE PROFESSIONAL CONSULTANT	Cost plus markup
OUTSIDE PRINTING SERVICE	Cost plus markup



600 Kansas City Street, Rapid City, SD 57701 | phone (605) 343.6402 | www.teamtsp.com

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