



ARCHITECTURAL & ENGINEERING SERVICES
WESTSIDE CLINIC

SANFORD™
HEALTH



Architecture
Engineering
Planning

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Design Redefined.

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July 9, 2016

Mr. LeRoy Ask
Project Supervisor
Sanford Health

RE: Sanford Clinic–Westside

Dear LeRoy:

Sanford Health continues to expand, guided by your vision and goals. At TSP, we understand strategy, long-term commitments, and the need to locate services where our clients live. It's why we've been rooted in the Sioux Falls community for 85 years and counting.

In a way, our two organizations have grown up alongside each other. And today's TSP is ready, capable, and eager to become a trusted advisor as you move forward with your new Sanford Clinic–Westside.

This is far from your first clinic, and certainly more will follow in Sioux Falls and well beyond. We recognize you've already devoted time, thought, and energy to develop a conceptual design program. Our in-house designers and selected consultants have the expertise needed to challenge and confirm these plans.

Together, we will develop and refine a design that will establish a new anchor for the Sanford Health system in our city's growing west-edge neighborhoods. Flexibility will play a critical role in how this Sanford Clinic takes shape and can adapt to the area's changing demographics.

Our full-service team of architecture and engineering professionals recently has delivered projects with features and programs highly relevant to your planned clinic. We're versed in multiple healthcare delivery options for clinic environments, including the on-stage/off-stage model.

We thank you for the opportunity to provide this overview of our people, projects, and passion for building community. Like Sanford, TSP plans to be here for many years to come—even as other groups merge and shift in our own, highly competitive design field.

Sanford is dedicated to the work of health and healing. TSP is committed to fulfilling work that improves the quality of life through supporting the healthcare, education, and civic organizations that directly serve families. We hope you'll agree these two missions complement each other. From our perspective, it just makes sense to build on our past working relationships and take the Sanford brand forward together.

Sincerely,

TSP, Inc.

A handwritten signature in black ink, appearing to read 'Jared Nesje', is written over the printed name.

Jared Nesje, AIA
CEO & Principal-in-Charge

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PROPOSAL FOR SANFORD HEALTH **NEW WESTSIDE CLINIC AT 41ST STREET & ELLIS ROAD**

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SECTION I

ORGANIZATION

At TSP, we pride ourselves on providing Outstanding Design Solutions that center on client needs. From the first workshop through construction and move-in day, we offer an integrated approach to tackle your toughest challenges.



THERE'S NO 'ME' IN DESIGN

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

Clients know this (and so do we): You're planning and design experts when it comes to your organization's culture and project needs. Why? Because you live daily with the challenges and opportunities unique to your current environments. Your spaces dictate workarounds that expend time and energy. Yet even from here, you can see where you want to be—and imagine all the ways that smart changes can help get you 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: healthier families, well-educated students, 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.



How do we define that level of support? We don't. It's up to each of our clients to describe how it looks and feels for their project, their goals, their stakeholders.

TSP's architects, engineers, healthcare planners, and interior designers are exceptionally talented people. But client needs come before our own desire for self expression. We believe our clients hold the keys to discover their designs and that we have the knowledge and skill to unlock those ideas. That's why we seek out clients with complex projects that demand design expertise and reliability. These projects require comprehensive, integrated services and fully engaged stakeholders to inform the work.

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, more than 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 for communities: healthcare, education, and civic projects that uplift our quality of life. Focusing on the work we want to do gives us more time to understand each client's vision, study emerging opportunities, and expertly weigh the inherent risks. We find the greatest success when we use our skills and passion to develop the single best solution that meets a client's needs. 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. There is no undue complexity; nothing is contrived or out of place.

The space we create together symbolizes and supports who our client wants to be. Because the only measure of our success is the outcome we achieve for—and with—the client who chose us for our best efforts.

A TEAM DEDICATED TO HEALTHCARE

The TSP team is unique in its experience, skills, and abilities. We share a passion for creating healing spaces that are cost-effective, enduring, and responsive to your needs. Our collaborative approach fuels creativity and inspires us to develop trust-based partnerships with other leading firms whose people complement our own. We bring together a customized team for each project, evaluating every opportunity on its own merit.

We know that assembling the right people at the right time is crucial to your project's success. TSP's talented and hard-working employees include healthcare design engineers and architects, planners and designers, communicators and other specialists—all dedicated to serving you and your community. As projects require, we invite selected external groups to join with us in that pursuit, recognizing highly focused expertise can uplift the end result.

We will strive to bring Sanford Health the highest value on this project and to be flexible in seeking solutions that hold potential to shorten design time, properly inform all stakeholders, deliver on your needs, and hold down costs. Our TSP team brings the skill set that your project demands. Each partner has experience within healthcare settings and has engaged internal departments and personnel to address every element of your stated needs.

Your satisfaction and our reputation depend on putting your best interests ahead of all else. On the following pages, we offer an overview of each team member's qualifications. We also illustrate the structure of the team we've assembled to serve Sanford Health and Sanford Clinic.



Cape Fear Valley Health Outpatient Pavilion, Raeford, NC

DISTINCT ROLES, SHARED VISION

LEAD A|E & PROJECT MANAGEMENT: TSP

As the firm of record, TSP will collaborate with Sanford Health and Sanford Clinic stakeholders to challenge and verify space concepts and programming as well as provide project management, architecture, M|E engineering, and interior design specialty services—leading to high-quality construction documents and on-site observation of your built project.

Senior Healthcare Architect Dan Johnson will be your lead designer, with support from Project Architect Michelle Klobassa. Dan also can call on TSP's in-house local and regional resources as needed. These include healthcare planners and architects with decades of experience devoted to developing state-of-the-art facilities for clients across the Midwest and beyond.

STRUCTURAL ENGINEERING: SEA

SEA is a leader in regional healthcare engineering and is eager to again partner with Sanford Health to provide expert structural solutions. SEA is a proven and tested firm whose work for Sanford includes projects such as Sanford Children's Hospital, Edith Sanford Breast Cancer Center, and Sanford Clinic – 69th & Louise.

LANDSCAPE ARCHITECTURE: CONFLUENCE

Confluence is a frequent teaming partner for TSP and SEA, with joint work from all three groups combining at Sanford Children's Hospital. Confluence also worked in collaboration with SEA on the Sanford Sports Complex, where Confluence developed site plans and a unifying plaza to connect SEA-engineered facilities (the Fieldhouse and Pentagon). Confluence has developed landscape site plans and designs for Sanford USD Medical Center and its healing garden in Vermillion.



CIVIL ENGINEERING: SAYRE ASSOCIATES

TSP and Sayre Associates have partnered on dozens of projects, including previous healthcare work on campus at Sanford USD Medical Center. Other shared experience includes the ongoing Dow Rummel Village Memory Care Expansion & Renovation, Augustana University's Froiland Science Complex, and University Center's GEAR Center and initial Classroom Building.

ACOUSTIC DESIGN: CONVERGENT TECHNOLOGIES DESIGN GROUP

Convergent Technologies currently is teamed with TSP (and Sayre Associates) for the Midco Aquatic Center as well as two university projects: Augustana University's Froiland Science Complex and Dakota State University's Beacom Institute of Technology, in Madison.



SEA is an innovative consulting engineering firm based in Sioux Falls. Formed in 2002, we provide consulting engineering services to architects, attorneys, insurance companies, Owners, contractors, lending institutions, and governmental agencies. Our staff consists of four experienced structural engineers with an average of 25 years in design and construction of regional projects. Additionally, our team includes the only two engineers in the state who have earned the Structural II PE qualification.



Sayre Associates, Inc. is a multi-disciplined firm of civil engineers and land surveyors that provides quality professional services to public and private clients. Our professional expertise ranges from transportation and municipal engineering to erosion control and drainage studies. We also provide site development plans for numerous public and private entities.

The basis of our business and values remain unchanged since our founding, in 1969. Our foundation is built on client service: listening, understanding and communicating. It's backed with a commitment to engineering and surveying excellence.

We offer a full range of surveying services including topographical, construction layout, and ALTA and land surveying. Land development planning and engineering is a part of our business. Sayre Associates has seasoned project engineers and managers with experience in construction observation and administration. We use experience, knowledge, and resources to assess the client's project goals, then develop a plan to achieve them.

CONFLUENCE

Confluence is a professional consulting firm comprised of landscape architects and planners. Our firm's work includes a wide range of public, educational, institutional, and private sector projects. Our process focuses on collaboration and interaction with our clients, consultants and the community in which we work. Confluence has 23 licensed landscape architects and one AICP certified planner.

We bring the skills of landscape architecture, land planning and urban design to each project, giving them the tools to merge the client's needs with the environment. Our work is characterized by a philosophy of place-making—creating unique, human connections with every project, its location, and its surrounding environment.



Founded in 1999, Convergent Technologies Design Group's background spans 17 years and nearly 600 successfully completed projects. We provide design services for audiovisual systems, telecommunications cabling systems, and security systems as well as for acoustics, noise, and vibration control. Strategically positioned offices in Maryland, Arizona, and New York enable us to effectively service clients coast to coast.

Convergent Technologies operates in vertical markets including healthcare, science and technology, K-12 and higher education, cultural government, municipal, performing arts, justice, corporate, military, recreation and wellness, historic, libraries, hospitality, and broader technology-based initiatives.

Our fundamental design philosophy encourages our designers to be cross-trained in various technologies so they readily can identify the most economical and functional solution to any challenge. We deliver quality design solutions within established budgets and building schemes.

TEAM STRUCTURE

Planning and building your new Sanford Clinic – Westside location will strengthen your presence in an underserved and growing area of Sioux Falls. You need the right team members to ensure your project runs as smoothly as possible, maximizes operational efficiency, helps patients heal quickly, and stands as a representation of the quality of care your health system delivers in the community.

For this very reason, TSP has submitted our qualifications to offer our exceptional talent, regional project experience and reputation for quality and service to healthcare clients.

AVAILABILITY

Our team has the capacity to begin work immediately on this project. Due to our team’s experience we understand the initial work required and the timeframe necessary to properly plan, design, and deliver your new Westside Clinic. We’ll collaborate with you to coordinate meetings and provide ample time for input while still hitting agreed-upon deadlines.

COMMUNICATION & CONTACT

Key to the organization is your contact with your Project Manager, Rex Hambrock. He will be your project advocate and manage all day-to-day activities, drawing on the full resources of our Sioux Falls office. At project kick-off, we’ll provide contact information for the entire team so you can reach any member of the design group.



JARED NESJE
PRINCIPAL-IN-CHARGE

REX HAMBROCK
PROJECT MANAGER

**CONSTRUCTION MANAGER
DEVELOPER
OWNER-FURNISHED CONSULTANTS
AUTHORITIES HAVING JURISDICTION**

ARCHITECTURAL & SPECIALTY DESIGN

LEAD DESIGNER
DAN JOHNSON

PROJECT ARCHITECT
MICHELLE KLOBASSA

LANDSCAPE ARCHITECTS
CHAD KUCKER
LYLE PUDWILL

INTERIOR DESIGNER
KAREN MUTSCHELKNAUS

ACOUSTICS DESIGNERS
BILL HOLADAY
BRIAN WHITLOCK

ENGINEERING DESIGN

ENGINEERING PRACTICE LEAD
TONY DWIRE

SENIOR MECHANICAL ENGINEER
ROGER NIKOLAS

STRUCTURAL ENGINEER
MARK SMITH

CIVIL ENGINEER
JEFFREY BOLDT

MECHANICAL ENGINEER
KIRBY QUAMEN

ELECTRICAL ENGINEER
JON KENNEDY

100+ ARCHITECTURAL AND ENGINEERING SUPPORT STAFF

JARED NESJE, AIA

Principal-in-Charge



REGISTERED: SD, MN, IA, NE

AFFILIATIONS: American Institute of Architects,
National Council of Architectural Registration Boards

EDUCATION

Bachelor of Architecture & Environmental Design,
North Dakota State University

As Principal-in-Charge, Jared has ultimate responsibility for overseeing the design team and making good on our commitments to you and your stakeholders. He is a well-rounded project manager with solid experience overseeing diverse project types.

Jared will be in constant

communication with Project Manager Rex Hambrock for your project, leading the design team from TSP's local office in Sioux Falls. He challenges teams to devise solutions that maintain the integrity of your project without making sacrifices to the agreed-upon budget and schedule.

REFERENCES ALSO USE:

Rich Kluin, Vice President, Finance & Operations
Southeast Tech
(605) 367-5692
richard.kluin@southeasttech.edu

Travis Thom, Battalion Chief
Sioux Falls Fire & Rescue
(605) 367-8077
tthom@siouxfalls.org

Jeff Kreiter, Director, Operational Services
Sioux Falls School District
(605) 367-7965
jeffrey.kreiter@k12.sd.us

SELECTED RELEVANT EXPERIENCE

- Sanford Clear Lake Medical Center Clinic Addition Phase I, Clear Lake, SD
- Luverne Medical Center Replacement Hospital & Clinic, Luverne, MN
- Ortonville Congregate Living Facility, Ortonville, MN
- Windom Area Hospital, Windom, MN
 - » Phase II Inpatient/Nursing
 - » Phase III Lab/Radiology
 - » Clinic Infill
 - » Phase II Imaging Suite
- Madison Regional Health, Madison, SD
 - » Replacement Hospital & Clinic
 - » Radiology Renovation
- Prairie Lakes Health Cancer Center, Watertown, SD
- Southeast Tech, Sioux Falls, SD
 - » Campus Development Plan
 - » New Laboratory Facility, Industry & Trades Building Addition/Remodel, and Administrative Addition
- Special Olympics of South Dakota Unify Center, Sioux Falls, SD
- Zeal Center for Entrepreneurship Biotech Addition, Sioux Falls, SD
- Sioux Falls Fire & Rescue Station 11, Sioux Falls, SD
- Sioux Falls School District Eugene Field Elementary School Classroom Addition, Sioux Falls, SD
- Sioux Falls Regional Airport, Sioux Falls, SD
 - » Security Checkpoint Expansion/Renovation
 - » Ticketing & Baggage Remodel
- Rapid City Regional Airport Terminal Expansion/Remodel, Rapid City, SD
- Poet Corporate Offices Addition, Sioux Falls, SD
- Concrete Materials Corporate Offices, Sioux Falls, SD

REX HAMBROCK, AIA, LEED AP

Project Manager



REGISTERED: SD, IN

AFFILIATIONS: American Institute of Architects,
LEED Accredited Professional

EDUCATION

Bachelor of Architecture, Ball State University
Bachelor of Arts, Environmental Design, Ball State University

Rex is an experienced healthcare project manager whose own designs include community hospitals, assisted living complexes, and nursing home facilities. He'll manage day-to-day project needs to ensure your clinic will meet the needs of providers, patients, families, and support staff.

SELECTED RELEVANT EXPERIENCE

- Sanford USD Medical Center, Sioux Falls, SD
 - » Cancer Center Brachysuite Remodel
 - » Spine Center
 - » Life Safety Code Review
- Sanford Jackson Medical Center, Jackson, MN
- Sanford Sheldon Medical Center, Sheldon, IA
 - » Surgery Addition
 - » Boyden Clinic Renovation
- Sanford Dialysis Center, Hospers, IA
- Columbus Community Hospital, Columbus, NE
 - » Emergency Department Addition/Renovation
 - » Medical Office Building II Addition & MOB I Renovation
 - » Family Health & Wellness Center
- Murray County Medical Center Addition/Renovation, Slayton, MN
- Madison Regional Health Replacement Hospital & Clinic, Madison, SD
- Siouxland Community Health Center Replacement Facility, Sioux City, IA
- Memorial Community Hospital Addition/Renovation, Blair, NE
- Valley County Health System Hospital & Clinic Replacement Facility, Ord, NE
- Lakeside Hospital, Omaha, NE—multiple clinic projects for ENT and Family Practice, as well as Behavioral Health Emergency
- Alegent Health, various locations
- Department of Veterans Affairs Michael J. Fitzmaurice State Veterans Home, Hot Springs, SD
- Department of Veterans Affairs Medical Center, Sioux Falls, SD
 - » Specialty Medicine Addition
 - » Rehabilitation Therapy Addition/Renovation
 - » Emergency Department Addition/Renovation and Oncology Addition
 - » Primary Care Addition
- Floyd Valley Hospital, Le Mars, IA
 - » Clinic Remodel
 - » Outpatient Services & Emergency Expansion

Rex understands the changing healthcare market and incorporates sustainable design elements to deliver maintainable, efficient facilities. He brings attention to detail, sensitivity to patient needs, and consideration of staff utilization requirements.

Rex also has a deep knowledge of healthcare code requirements and will engage members of jurisdictional authorities as design team partners. Together, we will confirm design direction and assure smooth approval of our project outcomes.

REFERENCES

Ryan Holman, Engineer & Project Manager
Department of Veterans Affairs Sioux Falls Healthcare System
(605) 336-3230, ext. 6036
ryan.holman@va.gov

Craig Holmen, Project Manager
Journey Construction Professionals
(605) 221-0156
cholmen@journeyconstruction.com

DAN JOHNSON, AIA

Healthcare Architect | Lead Designer



REGISTERED: NE	EDUCATION Bachelor of Arts, Architecture, University of Nebraska-Lincoln
AFFILIATIONS: American Institute of Architects	

Dan will be assigned to your project from programming and design conception through completion. His experience includes preparing site and building development plans, creating illustrative renderings and models, and providing project design narratives. Dan has the skills and expertise necessary to take highly specific

healthcare projects from conceptual diagrams all the way through construction documents and administration.

Dan has helped to document and deliver multiple new hospitals in his career. His recent work includes the new Bellevue Medical Center and the new Methodist Women's Hospital, both of which are Nebraska projects involving considerable size and complexity. Dan's experience means he understands the needs and dynamics of rural and community hospitals. He will be responsible for healthcare code and deliverable items.

REFERENCES

Rick Johnson, CEO
River Hills Community Health Center
(641) 954-9971, ext. 115
rjohnson@riverhillshealth.org

Rob Forister, Director, Facility Support
Sheridan Memorial Hospital
(307) 672-1076
robertforister@sheridanhospital.org

SELECTED RELEVANT EXPERIENCE

- Columbus Community Hospital Medical Office Building II Addition & MOB I Renovation, Columbus, NE
- River Hills Community Health Center Addition/Renovation, Ottumwa, IA
- Sheridan Memorial Hospital, Sheridan, WY
 - » Medical Building II
 - » ICU Expansion/Renovation
- Memorial Hospital of Converse County Planning, Douglas, WY
- Department of Veterans Affairs Medical Center, Sioux Falls, SD
 - » Specialty Medicine Addition
 - » Rehabilitation Therapy Addition/Renovation
 - » Emergency Department Addition/Renovation and Oncology Addition
 - » Primary Care Addition
 - » Women's Health Center & Patient Privacy Renovation
- Rapid City Regional Health Urgent Care East, Rapid City, SD
- Department of Veterans Affairs W.G. Hefner VA Medical Center Charlotte Health Care Center, Charlotte, NC
- Methodist Women's Hospital New Facility, Omaha, NE*
- Bellevue Medical Center New Hospital, Bellevue, NE*
- Humber River Regional Hospital New Facility, Toronto, Ontario, Canada*
- McCook Community Hospital Bed Wing & Surgery Addition, McCook, NE*
- Memorial Hospital of Converse County Planning, Douglas, WY
- Basset Healthcare, Cooperstown, NY*
- Heartland Regional Medical Center Surgery Expansion Review, St. Joseph, MO*
- Sentara
 - » Leigh Hospital Surgical & Emergency Renovations & Emergency Re-design, Norfolk, VA*
 - » Bayside Hospital Master Plan, Virginia Beach, VA*

*Experience prior to joining TSP, Inc.

MICHELLE KLOBASSA, AIA, LEED AP

Senior Project Architect



REGISTERED: SD

AFFILIATIONS: American Institute of Architects,
LEED Accredited Professional

EDUCATION

Master of Architecture, Montana State University
Bachelor of Environmental Design, Montana State University

Michelle is a Principal and Senior Architect who applies her technical skills and strong design sense to translate your concepts into tangible, efficient solutions. She is invigorated by the influence design professionals can have on protecting the environment through the choices they make on projects.

SELECTED RELEVANT EXPERIENCE

- Dow Rummel Village Memory Care Expansion & Renovation, Sioux Falls, SD
- Sanford USD Medical Center Hotel Skywalk, Sioux Falls, SD
- Ronald McDonald Charities Sanford House, Sioux Falls, SD
- Sanford Sheldon Medical Center MRI Remodel, Sheldon, IA
- Madison Regional Health Replacement Hospital & Clinic, Madison, SD
- Department of Veterans Affairs Medical Center Inpatient Medical & Surgical Addition, Sioux Falls SD
- Department of Veterans Affairs Charlotte Care Center, Charlotte, NC
- Albert Lea Medical Center Laboratory Design Study, Albert Lea, MN
- Carroll Institute, Sioux Falls, SD
 - » Space Planning
 - » Arch I Halfway House Men's Transitional Living Center Remodel
- Sioux Falls Regional Airport, Sioux Falls, SD
 - » Security Checkpoint Expansion/Renovation
 - » Ticketing & Baggage Remodel
 - » Customs Area Upgrades
 - » Restaurant Remodel
 - » Security Checkpoint Expansion Study
- Sioux Falls Fire & Rescue Station 11, Sioux Falls, SD
- Concrete Materials Corporate Offices, Sioux Falls, SD
- Augustana University, Sioux Falls, SD
 - » Froiland Science Complex & Gilbert Center Renovation
 - » Mikkelsen Library Remodel
 - » Campus Safety Renovation
- South Dakota Public Universities & Research Center, Sioux Falls, SD
 - » Campus Master Plan
 - » Classroom Building
 - » Graduate Education & Applied Research (GEAR) Center
- Southeast Tech, Sioux Falls, SD
 - » Campus Development Plan
 - » New Laboratory Facility, Industry & Trades Building Addition/Remodel, and Administrative Addition

As a LEED Accredited Professional, Michelle helps assure that our teams explore and embed appropriate sustainable design solutions in every project. She is experienced in coordinating LEED applications and has several certified projects in her portfolio at TSP.

REFERENCES

Darla Van Rosendale, CEO
Dow Rummel Village
(605) 575-0177
darlavanrosendale@dowrummel.com

Billy Polema, Aggregate Division Manager
Concrete Materials (a division of Sweetman Construction)
(605) 336-5784
bpollema@cmsd.com

Rev. James Morgan, Rector
St. Joseph Cathedral
(605) 336-7390
frjamesmorgan@sfcatholic.org

CHAD KUCKER, ASLA, PLA, CID, LEED AP

Landscape Architect



REGISTERED: SD, IA

AFFILIATIONS: American Society of Landscape Architects, Irrigation Association Certified Irrigation Designer (CID), LEED Accredited Professional, Downtown Sioux Falls Design Committee

EDUCATION
Bachelor of Landscape Architecture,
South Dakota State University

With more than 17 years in the profession, Chad is involved in a wide variety of projects. His background includes irrigation and recreation design as well as site planning and development. Chad's amazing technical competency means no

matter the challenge, he finds a way to see through the details.

SELECTED RELEVANT EXPERIENCE

- Sanford USD Medical Center, Sioux Falls, SD
 - » Main Entry Development & Design
 - » Sculpture Placement Planning
- Sanford Children's Hospital Landscape Design, Sioux Falls, SD
- Sanford Vermillion Medical Center Healing Garden, Vermillion, SD
- Sanford Imaging Center, Watertown, SD
- Madison Regional Health Replacement Hospital & Clinic, Madison, SD
- Luverne Medical Center, Luverne, MN
 - » Replacement Hospital & Clinic
 - » Healing Garden*
- Avera Prince of Peace Master Plan, Sioux Falls, SD
- McGreevy Clinic—69th Street, Sioux Falls, SD
- Minnehaha County/City of Sioux Falls Human Services Center, Sioux Falls, SD
 - » New Facility
 - » Streetscape Development & Design*
- Sanford Clear Lake Medical Center, Clear Lake, SD*
- Ortonville Area Health Services, Ortonville, MN*
- South Dakota Public Universities & Research Center, Sioux Falls, SD
- Southeast Tech New Laboratory Facility, Sioux Falls, SD
- Paladino-Hohm Sculpture Garden at the Washington Pavilion, Sioux Falls, SD
- Sioux Falls Regional Airport, Sioux Falls, SD—multiple projects
- Cherapa Place, Sioux Falls, SD
- Sioux Falls Area Community Foundation Historic Depot Renovation, Sioux Falls, SD
- Phillips Avenue Downtown Corridor Streetscape (10th to 12th), Sioux Falls, SD
- Downtown River Greenway, Sioux Falls, SD
 - » Master Plan
 - » Phase I & Phase II Implementation

REFERENCES

Mike Cooper, Director, Planning & Building Services
City of Sioux Falls
(605) 367-8888

Don Kearney, Director, Parks & Recreation
City of Sioux Falls
(605) 367-8222

Jeff Scherschlight, President & CEO
Howalt McDowell / Cherapa Place Owner's Representative
(605) 339-3874

*Previous experience with another firm

LYLE PUDWILL, ASLA, PLA

Landscape Architect



REGISTERED: SD, IA

AFFILIATIONS: American Society of Landscape Architects,
Sioux Falls Business Improvement District Board

EDUCATION

Bachelor of Landscape Design,
South Dakota State University

A native of northern South Dakota, Lyle has been with the Confluence design team since the doors opened in Sioux Falls in 2005. Lyle enjoys the challenge of developing memorable landscapes that reflect a client’s vision, are sustainable and lasting, and just "feel good."

SELECTED RELEVANT EXPERIENCE

- Sanford Vermillion Medical Center Remodel/Addition, Vermillion, SD
- Sanford Health Hospice Facility, Sioux Falls, SD
- Avera Milbank Area Hospital & Clinic, Milbank, SD
- Avera Majestic Bluffs Senior Living Facility, Yankton, SD
- Avera De Smet Memorial Hospital, De Smet, SD
- Vance Thompson Vision, Sioux Falls, SD
- Brookings Health System Neighborhoods at Brookview, Brookings, SD
- AeroStay, Sioux Falls, SD
- University of South Dakota Research Park Phase I Implementation, Sioux Falls, SD
- Southeast Tech Institute, Sioux Falls, SD
 - » New Laboratory Facility
 - » Mickelson Center Parking Improvements
- Augustana University, Sioux Falls, SD—multiple projects
- South Dakota Public Universities & Research Center, Sioux Falls, SD
- Bright Horizons Playground, Sioux Falls, SD
- Stockyards Plaza Park Master Planning, Sioux Falls, SD
- Southern Vistas Park Master Plan & Improvements, Sioux Falls, SD
- Prairie Hills
 - » West Park Improvements, Sioux Falls, SD
 - » Development Master Plan, Brookings, SD
- Uptown at Falls Park, Sioux Falls, SD
- Prairie West Branch Library at Memorial Park, Sioux Falls, SD
- City of Sioux Falls, SD
 - » Franklin Avenue Improvements
 - » Indiana Avenue Improvements
 - » Jefferson Park
 - » Sherman Park Master Plan Phases I & II
 - » Public Works Signage Study
 - » Veteran’s Memorial Park
- Bishop Dudley Hospitality House, Sioux Falls, SD

With more than 15 years of experience on a diverse blend of project types, Lyle strives to lead a design process that is collaborative, innovative and maybe a little fun!

REFERENCES

Kris Denevan, Director, Facilities and Planning
Sanford Health
(605) 333-6645

Rich Naser, President
Zeal Center for Entrepreneurship
(605) 275-8010

Jeff Weldon, City Manager
City of Brookings
(605) 692-6907

KAREN MUTSCHELKNAUS, CID, LEED AP BD+C

Interior Designer



<p>CERTIFIED: SD</p>	<p>EDUCATION</p>
<p>AFFILIATIONS: National Council for Interior Design Qualifications, International Interior Design Association, LEED Accredited Professional</p>	<p>Bachelor of Consumer Science, Interior Design, South Dakota State University</p>

Karen develops economical and aesthetically thoughtful spaces that blend ease of maintenance, longevity, and flexibility with design impression. She is talented in open-space planning, color-scheme development, and finish selection.

Karen understands how to design efficient, flexible healthcare spaces using a variety of furniture and fixtures. She provides expertise in Furniture, Fixtures, & Equipment (FF&E) research, design, bidding, ordering, and installation coordination.

REFERENCES

Tammy Miller, CEO
 Madison Regional Health
 (605) 256-8651
 tammy.miller@madisonhospital.com

Erin Bosch, Director of Women's Leadership
 EmBe
 (605) 610-0665
 ebosch@embe.org

Rev. James Morgan, Rector
 St. Joseph Cathedral
 (605) 336-7390
 frjamesmorgan@sfcatholic.org

SELECTED RELEVANT EXPERIENCE

- Sanford Dialysis Center, Hospers, IA
- Sanford Jackson Medical Center Addition/Renovation, Jackson, MN
- Sanford Luverne Medical Center Replacement Hospital & Clinic, Luverne, MN
- Sanford Sheldon Medical Center Surgery Addition, Sheldon, IA
- Windom Area Hospital Laboratory Relocation & Radiology Consolidation, Windom, MN
- Madison Regional Health, Madison, SD
 - » Replacement Hospital & Clinic
 - » Radiology Renovation
 - » Hospital Addition/Renovation
- Department of Veterans Affairs Michael J. Fitzmaurice State Veterans Home, Hot Springs, SD
- Fillmore County Hospital Surgery Expansion, Geneva, NE
- Prairie States Surgical Center Addition/Renovation, Sioux Falls, SD
- River Hills Community Health Center Addition/Renovation, Ottumwa, IA
- City of Sioux Falls/Minnehaha County Human Services Center, Sioux Falls, SD
- Siouxland Community Health Center Replacement Facility, Sioux City, IA
- Valley County Health System Replacement Facility, Ord, NE
- Dow Rummel Village Memory Care Expansion & Renovation, Sioux Falls, SD
- Carroll Institute Arch I Halfway House Men's Transitional Living Center Remodel, Sioux Falls, SD
- Yankton Medical Center Expansion, Yankton, SD
- Northeast Regional Health & Fitness Center, Aberdeen, SD
- Augustana University Froiland Science Complex & Gilbert Center Renovation, Sioux Falls, SD
- Sioux Falls Fire & Rescue Station 11, Sioux Falls, SD
- Concrete Materials Corporate Office, Sioux Falls, SD
- Midco Indoor Aquatic Center at Spellerberg Park Sioux Falls, SD
- Sioux Falls Regional Airport Security, Sioux Falls, SD
 - » Security Checkpoint Expansion/Renovation
 - » Restaurant Renovation

BILL HOLADAY, CTS-D, DMC-D, VSSD

Acoustics Designer



AFFILIATIONS: Certified Technology Specialist Designer, Digital Media Certified Designer, Building Industry Consulting Services International, International Communications Industry Association, American Institute of Architects Society for Simulation in Healthcare

EDUCATION
Master of Arts, Acoustics,
The Johns Hopkins University

As a Principal Designer with more than 16 years and 500 completed projects, Bill brings a wealth of design and project management experience to every project.

He wears multiple hats as lead designer for security systems, audiovisual systems design,

architectural acoustics, noise and vibration control, and telecommunications cabling systems.

Bill's responsibilities include project management, performing quality control reviews, conducting product research, managing client interaction, architectural coordination, and implementing the latest technologies into our current design projects.

REFERENCES

Michael Catlett, Principal
Advanced Project Management, Inc.
(703) 263-3100

Nicholas Nucci, Vice President
Leach Wallace Associates, Inc.
(410) 579-8100

SELECTED RELEVANT EXPERIENCE

- University of Pennsylvania Health System Patient Tower
- Greenbrier Development Ingleside Rock Creek & King Farm
- Cambridge Health
 - » Branchlands Memory Care
 - » Alexandria Memory Care
- Goodwin House
 - » Health & Wellness Center
 - » Small House Project
- Advanced Particle Therapy Maryland Proton Treatment Center
- Upper Chesapeake Health Cancer Center
- University of Maryland
 - » Medical System Replacement Hospital
 - » Biopark Forensics Medical Center
- Franklin Square Hospital New Patient Tower
- Stamford Hospital New Patient Tower
- Cincinnati Children's Hospital Proton Treatment Center
- Medisorp Health System Stafford Hospital
- Mercy Medical Center
 - » Replacement Tower
 - » Telemedicine Systems
- Culpeper Regional Hospital Emergency Department Expansion
- VCU Health Systems Critical Care Hospital
- Upper Chesapeake Health New Cancer Center

BRIAN WHITLOCK, CTS-D, RCDD, DMC-D

Acoustics Designer



AFFILIATIONS: Certified Technology Specialist Designer, Digital Media Certified Designer, Registered Communications Distribution Designer, Building Industry Consulting Services International, International Communications Industry Association

EDUCATION
Associate of Arts,
Catonsville Community College

Brian is a Principal Designer with 11 years of design and project management experience. He has worked on more than 400 projects as a Project Manager and Primary Designer for audiovisual systems, security systems, and telecommunications cabling systems.

SELECTED RELEVANT EXPERIENCE

- University of Pennsylvania Health System Patient Tower
- Greenbrier Development Ingleside Rock Creek & King Farm
- Cambridge Health
 - » Branchlands Memory Care
 - » Alexandria Memory Care
- Goodwin House
 - » Health & Wellness Center
 - » Small House Project
- Advanced Particle Therapy Maryland Proton Treatment Center
- Upper Chesapeake Health Cancer Center
- University of Maryland
 - » Medical System Replacement Hospital
 - » Biopark Forensics Medical Center
- Franklin Square Hospital New Patient Tower
- Stamford Hospital New Patient Tower
- Cincinnati Children’s Hospital Proton Treatment Center
- University of Pennsylvania Health Systems Roberts Proton Therapy Facility
- Medisorp Health System Stafford Hospital
- Mercy Medical Center
 - » Replacement Tower
 - » Telemedicine Systems
- Culpeper Regional Hospital Emergency Department Expansion
- VCU Health Systems Critical Care Hospital
- Upper Chesapeake Health New Cancer Center

Brian’s design exposure includes a working knowledge of multi-phase design projects, cost-estimating techniques, AutoCad/REVIT production, and all aspects of Low Voltage Systems design. He also has hands-on experience with structured cabling systems, multimedia projection, and remote control systems implementation.

REFERENCES

Michael Catlett, Principal
Advanced Project Management, Inc.
(703) 263-3100

Nicholas Nucci, Vice President
Leach Wallace Associates, Inc.
(410) 579-8100



Cape Fear Valley Health System New Hoke Outpatient Health Pavilion, Raeford, NC

TONY DWIRE, PE, LEED AP

Engineering Practice Lead



REGISTERED: CO, GA, IA, IL, KS, MN, MO, MT, ND, NE, SD, WI, WY

AFFILIATIONS: American Society for Healthcare Engineering, American Council of Engineering Companies, American College of Healthcare Executives

EDUCATION

Bachelor of Science, Electrical Engineering, South Dakota State University

Tony contributes veteran engineering leadership and tested design skills so critical to providing the reliable building solutions that healthcare facilities depend on. His sensitivity to clients’ fiscal responsibility combined with his enthusiasm to support their patients and caregivers makes Tony a valuable addition to project teams.

SELECTED RELEVANT PROJECTS

- Sanford USD Medical Center, Sioux Falls, SD
 - » Cancer Center Linear Accelerator Engineering Services
 - » Heart Center Lobby Exterior Lighting Improvements
 - » 6000 Unit East Protective Environment Study
 - » Surgical Tower Renovations & Residents' Fit-out
 - » Spine Center
 - » MRI Replacement Engineering Services
- Sanford Children's Hospital Engineering Services, Sioux Falls, SD
- Sanford Women's Plaza, Sioux Falls, SD
- Sanford Clinic Imaging Center, Watertown, SD
- Sanford Clear Lake Medical Center, Clear Lake, SD
 - » Emergency Department, Laboratory, & Imaging Expansion
 - » Clinic Addition
- Sanford Luverne Medical Center Replacement Hospital & Clinic, Luverne, MN
- Sanford Sheldon Medical Center, Sheldon, IA
 - » MRI Remodel
 - » Surgery Addition
- Sanford Tracy Medical Center, Tracy, MN
- Murray County Medical Center Addition/Renovation, Slayton, MN
- Columbus Community Hospital, Columbus, NE
 - » Emergency Department Addition
 - » Medical Office Building II Addition & MOB I Renovation
 - » Family Wellness Center
- Dow Rummel Village Memory Care Expansion & Renovation, Sioux Falls, SD
- Memorial Community Hospital & Health System Renovation, Blair, NE
- Avera McKennan Hospital & University Health Center Prairie Center Cancer Institute Engineering Services, Sioux Falls, SD
- Augustana University, Sioux Falls, SD
 - » Froiland Science Complex & Gilbert Center Renovation
 - » Mikkelsen Library Renovation

Tony is TSP’s firm practice leader, setting the standards company-wide for project management, Quality Assurance/Quality Control, and integrated design best practices for our project design teams. He will have direct oversight of all TSP engineering personnel assigned to your project and will coordinate closely with senior engineering staff at our trusted consulting firms.

Tony's work focuses on integrating architecture and engineering to add value and enhance performance. He considers flexibility, installation, and maintenance as key issues for client-centered systems.

REFERENCES

Lee Doohen, Senior Director, Construction Services
 Sanford Health
 (605) 333-6669
 lee.doohen@sanfordhealth.org

Frank Hughes, Director of Facilities
 Augustana University
 (605) 274-4325
 fhughes@augie.edu

ROGER NIKOLAS, PE, LEED AP

Senior Mechanical Engineer



REGISTERED: IA, NE, ND, MN, SD

AFFILIATIONS: American Society for Healthcare Engineering, LEED Accredited Professional, American College of Healthcare Executives

EDUCATION

Bachelor of Science, Mechanical Engineering, University of Minnesota

Roger develops mechanical designs that improve operational efficiency and enhance occupant comfort. He has extensive experience in project scheduling and project management and is the mechanical discipline leader for TSP. Roger's experience includes leading the mechanical engineering for a wide variety of project types, including healthcare,

educational, and commercial facilities. His experience includes systems design for fire protection, medical gas, temperature control, building automation, hydronic and steam heat, direct expansion & hydronic cooling, geothermal and conventional water source heat pump and industrial ventilation.

REFERENCES

Chris Guy, Engineer III & Project Manager
South Dakota Department of Military
(605) 391-8177
christopher.t.guy4.nfg@mail.mil

Lee Doohen, Senior Director, Construction Services
Sanford Health
(605) 333-6669
lee.doohen@sanfordhealth.org

Frank Hughes, Director of Facilities
Augustana University
(605) 274-4325
fhughes@augie.edu

SELECTED RELEVANT EXPERIENCE

- Sanford USD Medical Center, Sioux Falls, SD
 - » Cancer Center Brachysuite Remodel
 - » East Patient Building Blood Donor Clinic
 - » 6000 Unit East Protective Environment Ventilation Study & Design
 - » Central Patient Building Dialysis Unit Remodel
 - » Heliport Garage Pilot's Quarters
 - » West Patient Building 2500 Unit GI Departments Conversion
 - » Surgical Tower Renovations and Residents' Fit-out
 - » Hotel Skywalk
- Sanford Children's Hospital Engineering Services
- Madison Community Hospital, Madison, SD
 - » Replacement Hospital & Clinic
 - » Clinic Entrance Renovation
 - » Addition/Renovation
- Murray County Medical Center Addition/Renovation, Slayton, MN
- Columbus Community Hospital, Columbus, NE
 - » Family Health & Wellness Center
 - » Emergency Department Addition/Renovation
- Prairie States Surgical Renovation, Sioux Falls, SD
- Murray County Medical Center Addition/Renovation, Slayton, MN
- Siouxland Community Health Center Replacement Facility, Sioux City, IA
- Department of Veterans Affairs Medical Center, Sioux Falls, SD
 - » Rehabilitation Therapy Addition/Renovation
 - » Emergency Department Addition/Renovation & Oncology Addition
 - » Primary Care Addition
 - » Women's Health Center & Patient Privacy Renovation
- Avera McKennan Hospital & University Health Center, Sioux Falls, SD
 - » Prairie Center Cancer Institute Engineering Services
 - » Health Center Doctor's Plaza—multiple projects, including Heat Study, Infill, Vertical Expansion Engineering Services, and 5th Floor Engineering Services
 - » McGreevy East Clinic

KIRBY QUAMEN, PE

Mechanical Engineer



REGISTERED: SD, MN

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

Kirby brings to your project 18 years of experience working with healthcare, education, civic, commercial, and military clients. His broad background exposes him to a variety of building styles and systems. This enables him to apply best practices from multiple resources and deliver consistently efficient, high-performance designs.

SELECTED RELEVANT EXPERIENCE

- Sanford USD Medical Center Surgical Tower Lower Level Sterilizer Replacement, Sioux Falls, SD
- Sanford Worthington Medical Center Operating Suite HVAC Upgrades, Worthington, MN
- Department of Veterans Affairs Medical Center, Sioux Falls, SD
 - » Primary Care Addition
 - » Sterile Process Services Relocation
 - » Specialty Medicine Addition
 - » Rehabilitation Therapy Addition/Renovation
 - » Women's Health & Patient Privacy Improvements
 - » Building 1 HVAC Phase II
- Memorial Community Hospital HVAC Unit Upgrade Study, Blair, NE
- River Hills Community Health Center Clinic Addition/Renovation, Ottumwa, IA
- Augustana University Froiland Science Complex & Gilbert Center Renovation, Sioux Falls, SD
- Special Olympics of South Dakota Unify Center, Sioux Falls, SD
- Winona Family YMCA, Winona, MN
- Southeast Tech New Laboratory Facility, Industry & Trades Building Addition/Remodel, and Administrative Addition, Sioux Falls, SD

REFERENCES

Eric Wettschreck, Manager, Environmental Services & Facilities
Sanford Worthington Medical Center
(507) 372-3107
eric.wettschreck@sanfordhealth.org

Ryan Holman, Engineer & Project Manager
Department of Veterans Affairs Sioux Falls Healthcare System
(605) 336-3230, ext. 6036
ryan.holman@va.gov

JON KENNEDY, PE

Electrical Engineer



REGISTERED: SD	EDUCATION
AFFILIATIONS: North Central Electrical League	Bachelor of Science, Electrical Engineering, South Dakota State University

Jon brings experience providing electrical designs for large-scale, complex facilities, including a broad background on medical campuses and community health systems. He focuses on creating electrical system designs that improve operational efficiency while also contributing to the safety, comfort and ease of use.

SELECTED RELEVANT EXPERIENCE

- Sanford USD Medical Center, Sioux Falls, SD
 - » Cancer Center—Brachytherapy Suite Remodel; Linear Accelerator Engineering Services
 - » West Patient Building 2500 Unit GI Department Conversion
 - » Central Patient Building Dialysis Unit Remodel
 - » East Patient Building—Blood Donor Clinic; Pharmacy Remodel
 - » Heart Center Lobby Exterior Lighting Improvements
 - » Heliport Garage Pilots' Quarters
 - » Surgical Tower—2700 Unit Operating Suite Conversion for Pediatrics Services; Ground Level Residents' Fit-out
 - » 6000 Unit East Protective Environment Study
 - » Hotel Skywalk
 - » Spine Center
- Sanford Children's Hospital Engineering Services, Sioux Falls, SD
- Sanford Sheldon Medical Center, Sheldon, IA
 - » MRI Remodel
 - » Surgery Addition
 - » Boyden Clinic Renovation
- Avera McKennan Hospital & University Health Center, Sioux Falls, SD
 - » Prairie Center Cancer Institute Engineering & LEED Services
 - » Emergency Department Renovation
 - » Dermatology Clinic Fit-up
 - » MRI Replacement Engineering Services
- Madison Regional Health Replacement Hospital & Clinic, Madison, SD
- Columbus Community Hospital Medical Office Building II & MOB I Renovation, Columbus, NE
- Department of Veterans Affairs Medical Center, Sioux Falls, SD
 - » Rehabilitation Therapy Improvements
 - » Sterile Processing Services Relocation
 - » Oncology Addition & Emergency Department Addition/Renovation
 - » Inpatient Medical & Surgical Addition

REFERENCES

Lee Doohen, Senior Director, Construction Services
 Sanford Health
 (605) 333-6669
 lee.doohen@sanfordhealth.org

Jerry Paulsen, Senior Vice President and Branch Manager
 First Dakota National Bank
 (605) 333-8297
 jpaulsen@firstdakota.com

MARK SMITH, PE, SE

Structural Engineer



REGISTERED: SD, MN, IA, NE, ND, IL, KS, OK	EDUCATION Master of Science, Civil Engineering, University of Kansas
AFFILIATIONS: American Institute of Steel Construction, American Society of Civil Engineers	

Mark brings his 24 years of experience in heavy industrial, commercial, office, civic, government, and religious buildings to every project. He was the Structural Engineer of Record on the current largest building project in Sioux Falls history.

Mark is a hands-on engineer and is deeply involved in every project he certifies. Mark is experienced in BIM and has led SEA's implementation of this project delivery system.

SELECTED RELEVANT PROJECTS

- Sanford USD Medical Center Cancer Center, Sioux Falls, SD
- Sanford Children's Hospital, Sioux Falls, SD
- Avera McKennan Hospital & University Health System Prairie Center Cancer Institute, Sioux Falls, SD
- Minnehaha County Courts Building Vertical Expansion, Sioux Falls, SD
- University Center Classroom Building, Sioux Falls, SD
- Sioux Falls Catholic Schools O'Gorman High School Performing Arts Center, Sioux Falls, SD
- Brandon Valley School District Performing Arts Center, Brandon, SD
- Sioux Falls School District Career & Technical Academy, Sioux Falls, SD
- City of Sioux Falls Canaries Stadium, Sioux Falls, SD
- Cherapa Place, Sioux Falls, SD

REFERENCES

Gordon Hollenbeck, Project Manager
Office of the State Engineer
(605) 773-3893
gordon.hollenbeck@state.sd.us

Jeff Kreiter, Director, Operational Services
Sioux Falls School District
(605) 367-7965
jeffrey.kreiter@k12.sd.us

JEFFREY BOLDT, PE, LSIT

Civil Engineer



REGISTERED: SD, MN, IA

CERTIFICATIONS: Land Surveyor-in-Training, Haestad Methods Water Distribution Modeling & Storm Sewer Modeling, XP Storm Water Management Modeling

EDUCATION

Bachelor of Science, Civil Engineering,
South Dakota State University

Jeff demonstrates experience with a strong background in site design and layout. With his proven abilities in site design and storm water runoff management, Jeff integrates his knowledge of design, survey practices, and extensive software abilities to provide a complete design package.

SELECTED RELEVANT EXPERIENCE

- Sanford USD Medical Center, Sioux Falls, SD
 - » Edith Sanford Breast Cancer Center & Expansions Site Development Plan
 - » East Parking Lot Development Plan
 - » Van Demark Center Site Development Plan
- South Dakota Public Universities & Research Center Campus Development Site Plan, Sioux Falls, SD
- Special Olympics of South Dakota Campus Development, Sioux Falls, SD
- Freeman School District School Expansion Site Layout, Freeman, SD
- FedEx Distribution Center Site Development Plan, Sioux Falls, SD
- City of Sioux Falls Street Construction Projects, Sioux Falls, SD
 - » Western Avenue from Timber Oak Trail to Highway 106
 - » 69th Street & Southeastern Avenue Intersection
 - » W. 26th Street from Mary Beth to Katie Avenues
 - » Katie Avenue from 26th Street to Normal Trail
 - » Career Avenue & 60th Street North Roundabout
- Advanced Eyecare, Sioux Falls, SD
- Get N Go Site Development, Sioux Falls, SD
- Memorial Lutheran Church Site Expansion, Sioux Falls, SD
- Sunset Addition Residential Development Phases 1-6, Crooks, SD
- Magellan Midstream Partners Plant Entrance Improvements and Containment Berm Relocation
- Boji Bay Waterpark, Milford, IA

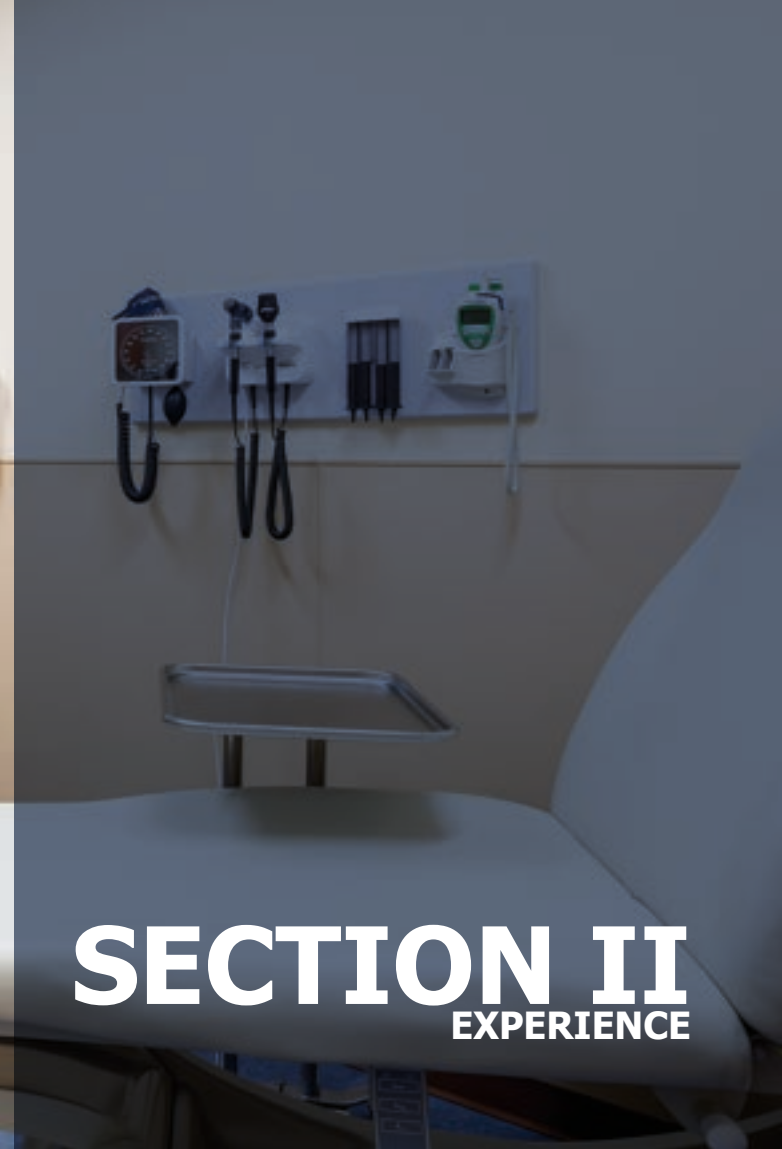
REFERENCES

Lee Doohen, Senior Director, Construction Services
Sanford Health
(605) 333-6669
lee.doohen@sanfordhealth.org

Lee Doohen, Senior Director, Construction Services
Sanford Health
(605) 333-6669
lee.doohen@sanfordhealth.org

Jeff Kreiter, Director, Operational Services
Sioux Falls School District
(605) 367-7965
jeffrey.kreiter@k12.sd.us

David Smook, President
Midwest Railcar Repair, Inc.
(605) 582-8300
dsmook@mwrrail.com



SECTION II

EXPERIENCE

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 to inform our shared work.

HEALTHCARE DESIGN PHILOSOPHY

In the world of design-thinking, collaboration is a keystone to success. It's about realizing the potential of an opportunity. It's about bringing bright ideas to the table and sharing them in pursuit of a common goal.

DREAM PRAGMATICALLY

As architects and engineers, we are problem-solvers to our core. Think of us as pragmatic dreamers: 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.

ENGAGE STAKEHOLDERS

We engage stakeholders at every level, drawing out your needs and vision to help you bring those ideas to life. We maximize your final product with minimal means. Our primary role is to provide you with the creative visual, interactive tools to help you weigh options and make informed decisions. We believe design is the continuous pursuit of identity and meaning for each project, representative of its time and its place. We will overlay critical design thinking as it relates to today's needs with modern amenities required to attract and retain new physicians, advanced practice providers, and patients.

REFRAME PROJECT CONSTRAINTS

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 reframe them instead as design opportunities. We'll work with Sanford Health's entire project team to incorporate answers to these "problems" as part of our final design solution. Plus, we'll collaborate closely with your chosen CM@R to provide cost-to-value information throughout the process, so you can confidently make decisions at key trigger points.



PATIENT EXPERIENCE & SATISFACTION

A person's understanding of his or her health acts to support the care received. The physical environment also should support and function as a whole in the continuum of care. If Sanford Health is looking to design modern, flexible spaces that support the community, the patient experience is absolutely essential.

HEALTHY ATMOSPHERES

Together, we will examine options for exterior structures and interior design aesthetics that promote a healthy atmosphere. Your new spaces must contain the infrastructure needed to house and power advanced medical equipment, but your facility also should be a warm and welcoming place that's conducive to reflection and healing. We'll walk through those big-impact elements but also tighten the focus to include lighting, signage, and other wayfinding tools, landscaping, and other features shown to enhance patient experience.

MANY DIFFERENT NEEDS

The TSP team's process synthesizes abstract concepts into appropriate building solutions. The design process for healthcare evolves as we look for ways to creatively reconcile the rigorous and often diverse functional, operational, technical, budgetary, and aesthetic program requirements. Ultimately, the building environment must be humane and healing for those who use it—and aesthetically rewarding for all who experience it.



CRITICAL CONSUMERS

An exceptional healthcare environment must stretch to meet market demands. Today's patients are sophisticated consumers who seek out quality care options and who, rightfully, demand to play a lead role in selecting the best course of treatment for their individual needs. Our Healthcare Design group proactively monitors current research, evaluates emerging trends, and continuously learns from past project outcomes.

A | E SERVICES FOR HEALTH FACILITIES

The patient is at the center of a health experience that looks to serve the individual in ways that are just taking shape. In designing the practice landscape of the future, it is essential to develop environments that consider the needs of all care team stakeholders.

HEALING ENVIRONMENTS

The physical environment is vital to the patient's healing process. Facility design such as easy wayfinding, an abundance of natural light, well-designed exam rooms, and comfortable public spaces help support patient dignity and provide needed respite for family members uprooted from their normal routines.

It is increasingly held that the quality of healthcare improves with the quality of the environment in which it occurs. Patients who are comfortable in their healthcare environment report higher levels of satisfaction. Staff and physicians who are happy with workflow and efficient design report they find their jobs more enjoyable with the day passing faster. TSP relies on its specialized experience in healthcare building design and refined architectural practice to deliver an environment that meets or exceeds expectations and delivers tangible differences.

ADAPTABILITY FOR THE FUTURE

TSP helps clients create developmental plans that are flexible, expandable, achieve multiple objectives, and diligently work to make every improvement that is "right and in the right place." Based on a foundation of solid planning, the overall plan of development can contribute to the larger or longer view of the clinical campus as a designated healing environment, serving the needs of

the community today, yet easily adaptable to the future.

CLINICAL MODELS

Ambulatory care environments must provide clinically effective, patient- and family-centered experiences that support the needs of a wide diversity of end users—among them adults, children, the elderly, and the chronically ill. Our team approaches this challenge aware that truly conscientious design is capable not only of responding to the medical needs of the individual but of making patients feel more comfortable and cared for.

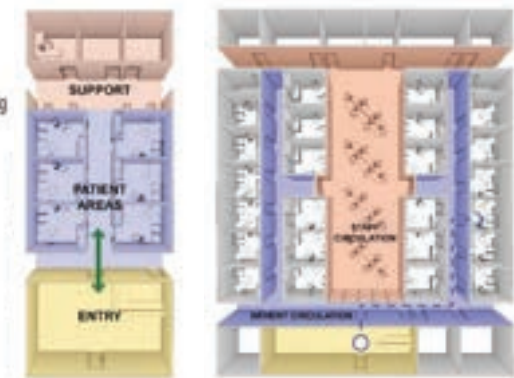
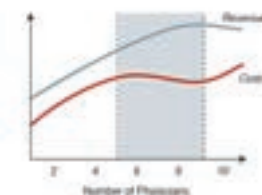
We practice research-based design to make informed decisions. We work with you upfront to review clinic utilization and develop programs that align with your preferred business model strategies. We forecast patient flow to best leverage physician and caregiver time. Finally, we translate those insights into the design of spaces that are supportive of the entire caregiver team and Sanford Clinic's care model, including on-stage/off-stage deliveries.

INTEGRATED OPERATIONAL NEEDS

Modern healthcare facilities present multiple opportunities for technology to assist and enhance safety, security, and communication functions. Beyond electronic signage and patient case boards, voice/data needs, and nurse call/paging systems, health technology designers can address issues such as video surveillance, clock systems, and access control for protected areas. We challenge ourselves to ask how those programming elements can converge to best ensure collaboration and enhance overall operation.

CLINIC SCALE

- Most Profitable Size is 5 to 9 Providers
- Provides Volume to Support Lab and Imaging
- Help Meet Medical Home Standards



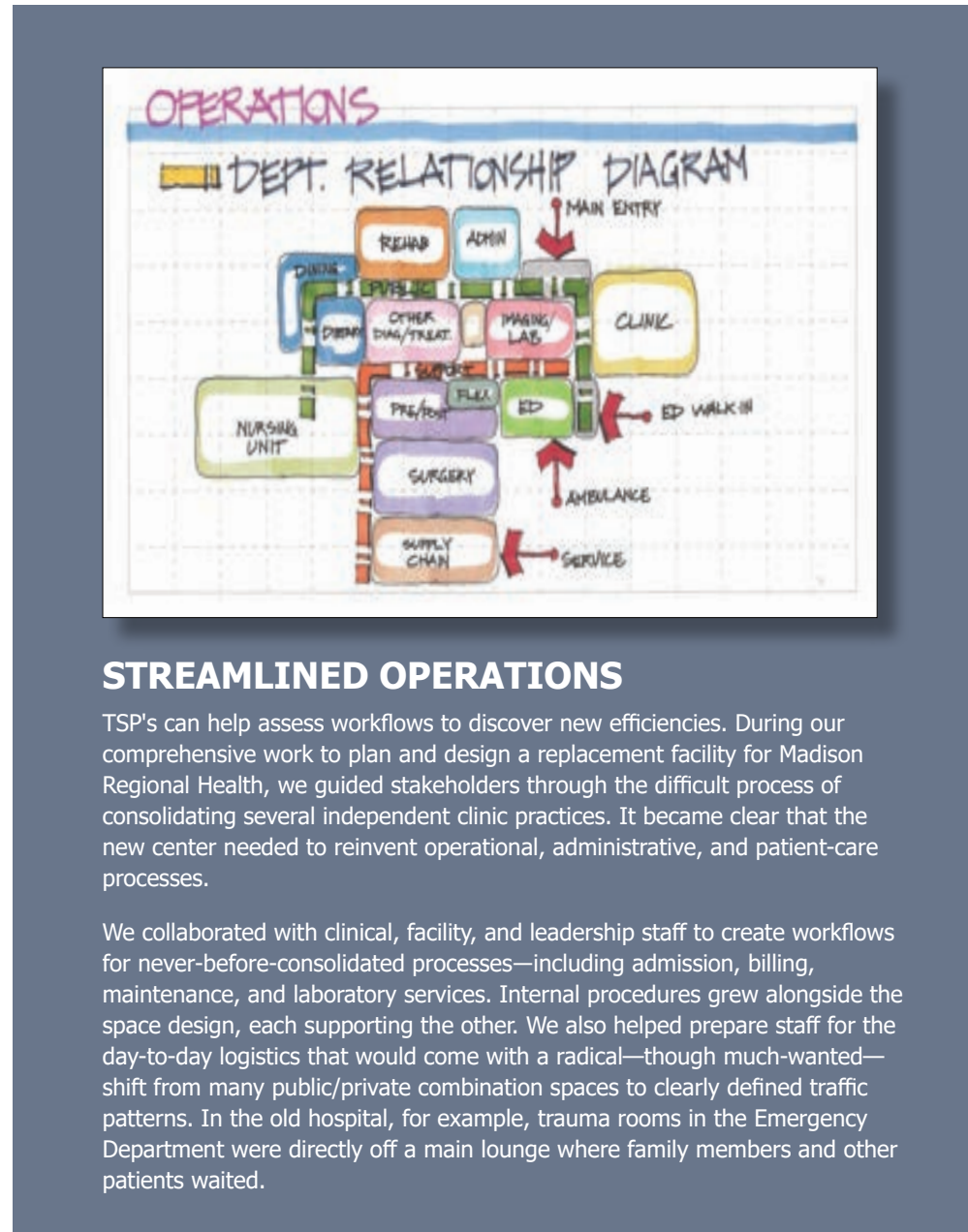
PROGRAMMING & PREDESIGN

TSP believes that a successful project begins with a thoughtfully crafted programming exploration. It starts with a thorough understanding of your organization—your mission, vision and values; how you deliver patient care; and other strategic and operational considerations. A well-executed program not only defines the scope of your project but also provides a pattern and benchmark for ensuring successful space-planning efforts.

SPACE-PROGRAM CONFIRMATION

Departmental and room-by-room space programming is essential to the function of a healthcare facility. We'll review your concept plan for completeness of the list of spaces and look for undiscovered adjacency fits. Our past healthcare experience allows us to bring space program templates based on best practices, space standards, and industry guidelines to help inform you and your project.

To help support this program-confirmation effort, TSP has a library of visual examples of similar rooms from our healthcare portfolio. We will work with you to discuss key room equipment to ensure clearances and functionality are met. We even can explore additional scenarios in real time.



STREAMLINED OPERATIONS

TSP's can help assess workflows to discover new efficiencies. During our comprehensive work to plan and design a replacement facility for Madison Regional Health, we guided stakeholders through the difficult process of consolidating several independent clinic practices. It became clear that the new center needed to reinvent operational, administrative, and patient-care processes.

We collaborated with clinical, facility, and leadership staff to create workflows for never-before-consolidated processes—including admission, billing, maintenance, and laboratory services. Internal procedures grew alongside the space design, each supporting the other. We also helped prepare staff for the day-to-day logistics that would come with a radical—though much-wanted—shift from many public/private combination spaces to clearly defined traffic patterns. In the old hospital, for example, trauma rooms in the Emergency Department were directly off a main lounge where family members and other patients waited.

FULLY INTEGRATED, IN-HOUSE DISCIPLINES



HEALTHCARE PROJECT MANAGEMENT

Quality project management is central to the success of healthcare projects. At TSP, we have defined these essential project management skills as a unique discipline and practice within the firm. Each healthcare project manager is a true advocate who understands and has considerable experience leading the teams within the challenging healthcare environment. They have real-world experience that provides insight into the complex and unique challenges healthcare industry construction can present, from changing codes and multiple authorities having jurisdiction to the different clinical environments themselves.

Our project managers exhibit expertise and deep understanding of these challenges when addressing design, estimating, budgeting, negotiation, scheduling, and managing risk for the client throughout all project phases.

Collaboration is key to good management. Your leadership and staff set the direction and inform the timeline. It is our job to keep all parties engaged and involved in the process. Many variables impact decision-making and priorities. The project manager creates a shared plan that articulates the project vision, determines trigger points for decisions and actions, and best positions the project for success.

Technology further facilitates communication and enables quality control. TSP uses the following tools to develop, monitor, and make adjustments to the cohesive plan:

- Revit for BIM (Building Information Modeling)
- Lumion for photo-realistic renderings
- Virtual/online meetings for keeping connected across distances
- Microsoft Project and Excel for scheduling
- WinEstimator for cost estimating
- Bluebeam Revu for collaborating in real time with project partners
- Submittal Exchange for web-based contract administration





Murray County Medical Center Addition/Renovation, Slayton, MN



HEALTHCARE MECHANICAL ENGINEERING

Healthcare facilities are one of, if not the most, complex building types. Your healthcare environment must be mechanically sound to ensure patient and staff safety and provide for decades of usable cost-efficient life. The physical elements need to function reliably, using sustainable processes that allow them to match the durability of your bricks and mortar.

At TSP we consider more than just mechanical systems but how those systems create an environment that considers patient, visitor, and staff comfort. Each department has special considerations that must be taken into account in conjunction with how interior design elements interact and affect overall comfort. When evaluating engineering solutions, our staff will factor in the project's first costs but also weigh the long-term cost of ownership to deliver the highest design value to the project.

TSP's on-staff mechanical engineers are integral to our multidisciplinary team. They're engaged with the owner and stakeholders early in the design and on a continual basis throughout to improve team/owner communication and deliver projects that meet the financial goals of the project as well as stakeholder/patient expectations.

Our healthcare engineering expertise also provides insight into the unique challenges presented within healthcare design, including ever-changing codes, life safety, and infection control. Working closely with owners, who are part of the design, to make certain that design elements can be supported by scientifically feasible solutions, our engineers manage the logistics to assure your project can be delivered as envisioned.

SERVICES INCLUDE:

- HVAC
- Plumbing
- Fire Alarm Design
- Fire Protection Design
- Energy Modeling
- LEED



HEALTHCARE ELECTRICAL ENGINEERING

Mechanical, technological, and advanced security designs all depend on a robust electrical system to provide adequate, ready, and redundant power. That's why it's absolutely critical for electrical engineers to be involved in every stage of planning and design.

TSP's electrical engineers understand which features require special consideration. They'll integrate existing and new systems to make sure your lighting, climate control, technology networks, fire alarms, and security functions have the power needed to keep your facility running smoothly. Our specialists will recommend products to produce the greatest return on investment, from both budgetary, quality-of-environment and life-cycle cost perspectives. For example, LED lighting offers numerous energy-efficiency benefits that decrease power consumption and cost.

SERVICES INCLUDE:

- Exterior lighting design and control
- Interior lighting design and control
- Power systems design, including back-up emergency generation
- Lighting protection design
- Telecommunications
- Audio/Visual cabling systems
- Overhead paging system design
- Sound reinforcement design
- Fire alarm system design
- Nurse call system rough-in
- Security system rough-in
- Mass notification system design
- Infant protection system design
- RTLS (tracking staff, patient, assets)
- Patient monitoring
- Intrusion detection system design
- Access control (card reader) system design
- Video surveillance system design
- Synchronized clock system design
- Service provider support/services





HEALTHCARE INTERIOR DESIGN

Healthcare interior environments are paramount to the flow, face, and function of a healthcare environment. Creating a healing environment positively influences outcomes and patient satisfaction. Interior design needs to work hand-in-hand with the architecture of the building to develop a cohesive, functional space that influences satisfaction and ultimately helps achieve positive outcomes.

We believe that design collaboration is a critical aspect of the process. Our interior designers are involved during the early stages of a project to maximize their valuable knowledge and input as well as keep space and functionality considerations top-of-mind early on.

Our team doesn't simply provide the solution but will listen and learn from you and your staff. This input will drive our thinking and move your vision for the space into reality. In the healthcare arena, research often influences design; through this evidence-based thinking, we can create space that enhances patient and staff safety and well-being, provides a healing environment, and reduces stress.

Your business is our business. TSP views the finalization of the interior as the culmination of all of our design efforts, putting forth an image that successfully represents your brand and mission.

SERVICES INCLUDE:

- Basic interior design
- Furniture
- Fixtures
- Signage
- Artwork
- Plantscape



SUSTAINABLE DESIGN

"Green" design is more than a buzzword. Done right, sustainability planning saves you time and money, both initially and in the future. The TSP team is committed to practical, sustainable solutions. More than one-quarter of TSP's in-house staff are LEED-Accredited professionals. Even if LEED certification is not desired, using a "sustainability workbook" tool can help us evaluate a variety of impacts that contribute valuable information for any operating budget.

OVERALL USE OF RESOURCES

TSP respects the significant investments you'll make in planning, designing, building, and operating health facilities. We look for ways to reduce those operational expenses so you can direct as many dollars as possible into patient care. Throughout planning and design phases, we carefully consider construction costs and operational expenses alike. Our highly experienced health planners and engineering partners craft solutions that balance costs and opportunities.

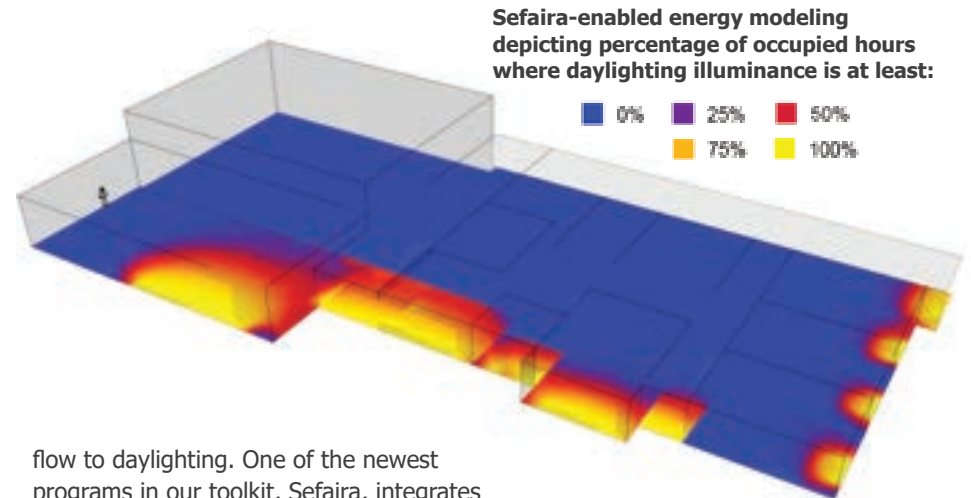
FUNCTIONALITY & FLEXIBILITY

Design solutions and smart arrangement of spaces help reduce and control staff and patient movement. This translates into more functional traffic patterns and protects access to special off-stage and support areas, such as technology services. The relationship between entry points and building uses also can reduce patient travel time and tracking of mud, salt, and other contaminants throughout the building.

Looking ahead, we can assume that approaches to health delivery will continue to evolve and respond to new technologies and philosophies. A facility should not only support today's needs but also adapt to meet changing expectations in a way that maximizes innovation and minimizes intrusion into exam rooms, inpatient rooms, and other private spaces.

ENERGY MODELING

Our team members keep up-to-date on promising technology that improves performance of active (mechanical) building systems, as well as passive (materials and placement) systems that affect everything from natural air



flow to daylighting. One of the newest programs in our toolkit, Sefaira, integrates with our existing Building Information Modeling (BIM) software to create real-time energy analysis even as we create concepts. We can compare the tradeoffs for each option, with dynamic charts that measure energy footprint, monthly energy use, air flow rate, heat gain, daylighting potential, and other key indicators.

OPERATIONS & MAINTENANCE

Cleaning is one of the most expensive operational cost for organizations. Material and system selections need to reflect the health facility's purpose and primary public user groups. Thoughtful use of colors can function to reduce the appearance of dirt and stains, providing wayfinding assistance with fewer signs to help create a soothing atmosphere.

Our team's designs can incorporate highly durable building materials and finishes at locations that are considered permanent features. Less durable (less costly), renewable-type materials are easy to replace periodically throughout the life span of the building and might be appropriate for "less-permanent" locations. This allows added flexibility as units or entire buildings are repurposed to accommodate changing needs.

TSP's review and analysis of building codes can dramatically impact building systems design and construction costs. We recognize that fire walls, rated doors and frames, fire/smoke dampers, and egress systems are necessary but costly maintenance items for heavily regulated healthcare organizations. We'll work with you minimize these expenses in a responsible way.

PROJECT PROFILES

RAPID CITY REGIONAL HEALTH | URGENT CARE WEST & NORTH CLINICS

The TSP-designed Urgent Care West served as the model for two additional centers to be designed and built in the near future: Urgent Care North on Lacrosse Street, and Urgent Care East, still in the design phase.

Urgent Care West's six exam rooms, on-site laboratory, and X-ray services offer convenient, immediate medical attention for illness, injury, and occupational medicine.

RCRH system leaders wanted to establish a unique, modern, and instantly recognizable facility. The exterior needed to represent and establish an updated brand image for Rapid City Regional Health. The design accomplished all three through a highly visible, angled glass entrance and a distinctive color palette. Within the building, individual elements work together to provide brand solidity: a slate wall and metal signage are the hallmark of all RCRH locations. The result is a cutting-edge design that reassures patients they are being treated in a top-of-the-line center that features all the latest technology.

A key driver in the interior design was establishing a clear separation of the urgent care and occupational medicine services. A nourishment station and a glass wall framed by aluminum tubing create this division while still allowing staff an unobstructed view of waiting areas.

"This new location was designed and built to optimize patient flow, efficiency, and satisfaction for our urgent care and occupational medicine clients," said John Pierce, Chief Executive Officer of Regional Health Physicians. With Urgent Care West, RCRH leveraged a small footprint to develop a highly functioning, patient-centered facility that meets Rapid City's growing acute care need.



LOCATION

Rapid City, SD

URGENT CARE WEST

Size: 5,100 sf

Cost: \$1,625,000

Completed: June 2014

URGENT CARE NORTH

Size: 5,800 sf

Cost: \$1,905,662

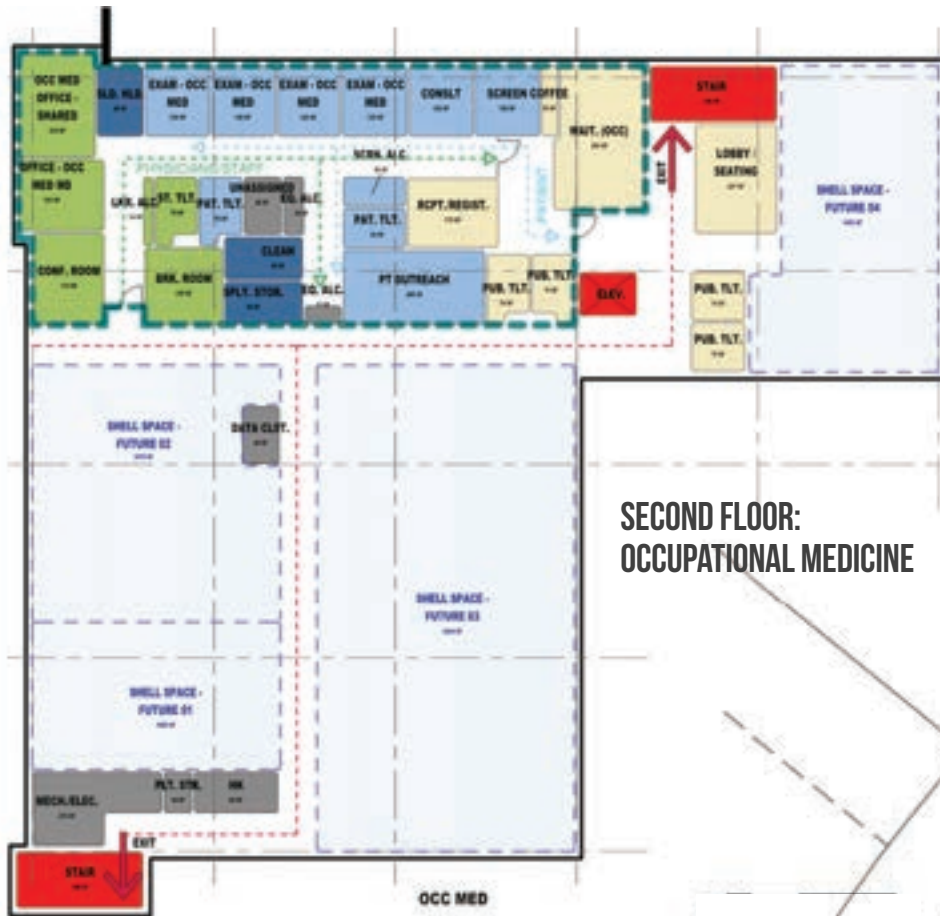
Completed: September 2015

CONTACT

John Watts, Director of Construction

(605) 755-7177

jwatts1@regionalhealth.com

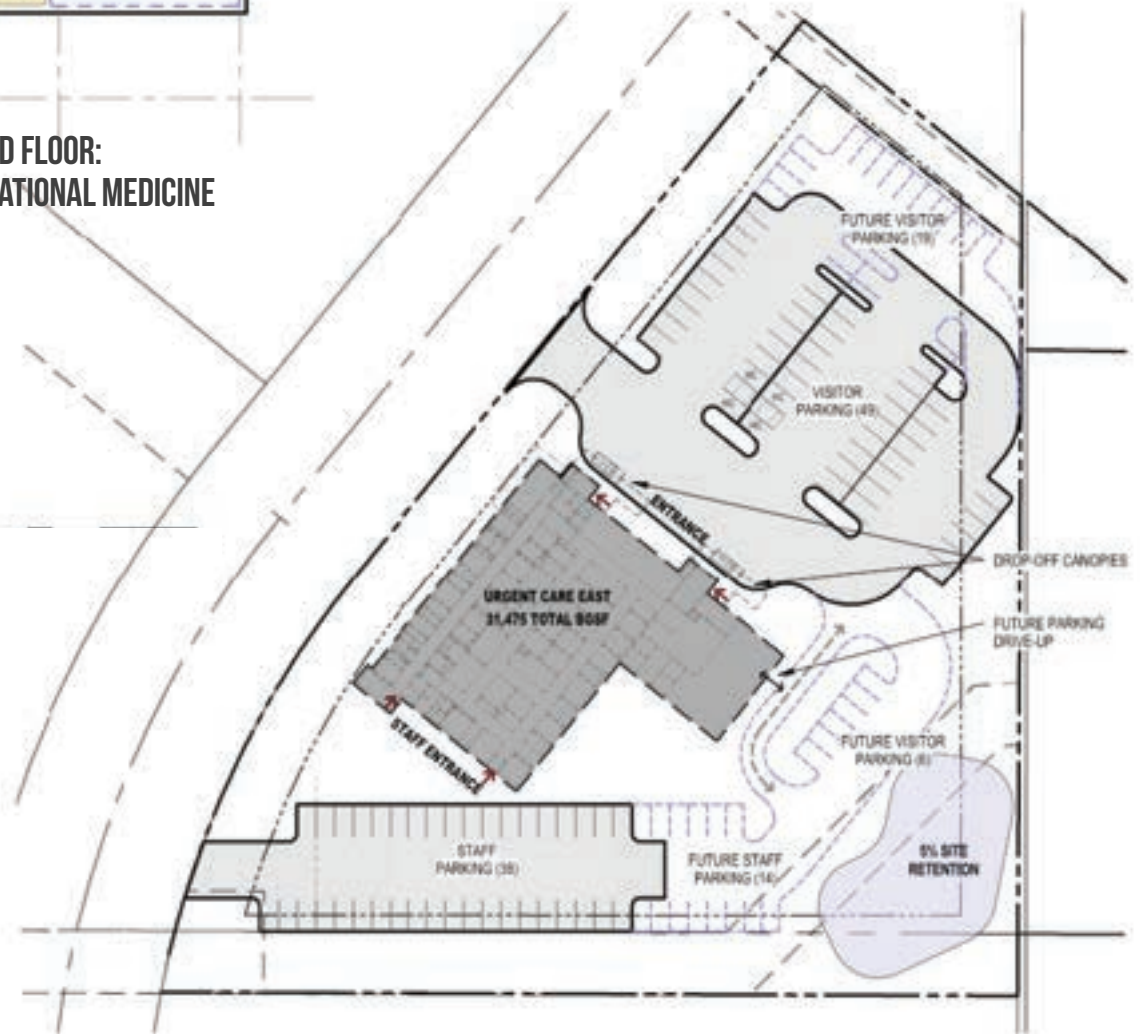


**SECOND FLOOR:
OCCUPATIONAL MEDICINE**

	BUILDING AREA (BGSF)	MINIMUM PARKING REQUIRED*	PARKING PROVIDED
IMMEDIATE PHASE:	21,700	87	87
FUTURE PHASE(S): (@ MAX BUILD-OUT)	9,775	39	39
TOTAL:	31,475	126	126

* Minimum Parking as Required by City Zoning @ 4 Spaces per 1000 BGSF (Building Gross Sq. Ft.)

SITE PLAN - TWO STORY



RAPID CITY REGIONAL HEALTH URGENT CARE EAST CLINIC

Urgent Care East will be the third in a series of facilities constructed to expand Rapid City Regional Health’s presence in the urgent care market. The specialized facility will offer convenient, immediate diagnosis and treatment for illness and injury as well as occupational medicine, a family practice clinic, and shared on-site laboratory and X-ray capabilities. The center is designed for easy future expansion to offer outpatient pharmacy and physical therapy, as well as a durable medical equipment retailer.

TSP conducted a preliminary concept study to analyze adaptability and construction costs associated with the approximately three-acre site. We studied the site’s maximum build-out characteristics, accounting for the initial building footprint, future building expansion, initial and future parking, and site restrictions and zoning ordinances. Our work also included maximum build-out calculations for each option.

Through various space programming and planning scenarios, the project design team developed both one- and two-story approaches. The latter included a shelled second level to allow for future expansion as fit-up within that space. While both options successfully addressed patient flow, staff efficiency, and patient/staff satisfaction, RCRH leaders chose to develop the two-story footprint. TSP then offered additional options that explored the differences between including outpatient pharmacy shelled space in the initial work or deferring it until a later date.

Like its two predecessors, Urgent Care West and Urgent Care North, the emerging Urgent Care East represents RCRH's new brand. Instantly recognizable design elements and state-of-the-art services provide aesthetic consistency, along with a new standard of care in acute settings.



**FIRST FLOOR:
URGENT CARE &
FAMILY PRACTICE
SERVICES**

LOCATION
Rapid City, SD

OPTION 2A*
Construction Cost: \$9,140,783
Size: 28,475 sf

OPTION 2B*
Construction Cost: \$9,853,903
Size: 31,475 sf

STATUS
Construction Start TBD

CONTACT
John Watts, Director of Construction
(605) 755-7177
jwatts1@regionalhealth.com

II. EXPERIENCE | PROJECT PROFILES





Rendering of MOB II, illustrating its connectivity to the existing MOB I

SHERIDAN MEMORIAL HOSPITAL | MEDICAL ARTS COMPLEX

Over the last ten years, TSP and Sheridan Memorial Hospital have worked diligently to put a Master Plan in place to guide the hospital's needed expansion and the campus' continued future growth.

Our work on Medical Office Building I emphasized how the east side of the structure could tie in logically to a new MOB II. A competitive atmosphere between local physicians required swift action by the hospital to break ground on the medical arts complex and allow for fast-paced physician recruitment.

During planning and design of MOB I, TSP incorporated the principles of healing environments to improve the patient experience and staff efficiencies, including a convenient location on the hospital's campus and skywalk accessibility. Public areas are warm, open, and inviting, with a two-story atrium, open staircase, and coffee shop.

The facility includes clinic space, an outpatient medical imaging center, a retail pharmacy, a satellite laboratory, and numerous medical office suites.

A second Medical Office Building, which is also part of the original Master Plan, now is in design. The new MOB II will house the hospital-owned primary care practice, Big Horn Mountain Medicine, within an on-stage/off-stage delivery model.

As a cohesive whole, the medical arts complex has become a focal point for the hospital. Its exterior design strikes a balance to blend lines between the existing MOB I and the new MOB II.

Together the two facilities provide physicians with proximity to hospitals and clinic spaces and afford them ease of communication among specialties, serving patients with the best possible care.

LOCATION
Sheridan, WY

MEDICAL OFFICE BUILDING I
Size: 33,800 sf
Construction Cost: \$5,771,232
Status: Completed Fall 2005

MEDICAL OFFICE BUILDING II
Size: 70,000 sf
Construction Cost: \$17,978,300 (estimated)
Status: Completion Anticipated Fall 2017

CONTACT
Rob Forister, Facilities Manager
(301) 672-1076
robforister@sheridanhospital.org



COLUMBUS COMMUNITY HOSPITAL | MEDICAL OFFICE BUILDING II & MOB I RENOVATION

TSP's longstanding relationship with Columbus Community Hospital continues with expanded Medical Office Building facilities on the health campus. Demand for outpatient services had grown steadily over the past decade, driving the need for additional physician practices.

The TSP team worked closely with hospital leadership and physician groups to plan an addition to the existing Healthpark MOB I and a new MOB II building. Together, project stakeholders created a space whose on-stage/off-stage design concept improved the patient experience while also streamlining staff workflows. Enhanced privacy enables patients to feel more at ease, and the off-stage areas for staff encourage team communication and collaboration.

"TSP's planning process is challenging and engaging and helped our staff work closely as a team in defining key operational issues we needed to address," says Jim Goulet, Vice President

of Operations. The overall project includes general surgery, women's healthcare, and visiting physician services, as well as expanded orthopedics, sports medicine, and laboratory services.

A clearly defined outpatient entrance welcomes visitors, allowing for greater accessibility and parking availability. It also affords greater efficiency in processing patients, getting them where they need to be more quickly and with less confusion.

Planners designed this project with an eye toward future needs. As physician practices grow even more, Columbus Community Hospital has the flexibility to add space at predetermined points. Thoughtful preparation today means seamless visual and functional expansion to serve generations of patients.

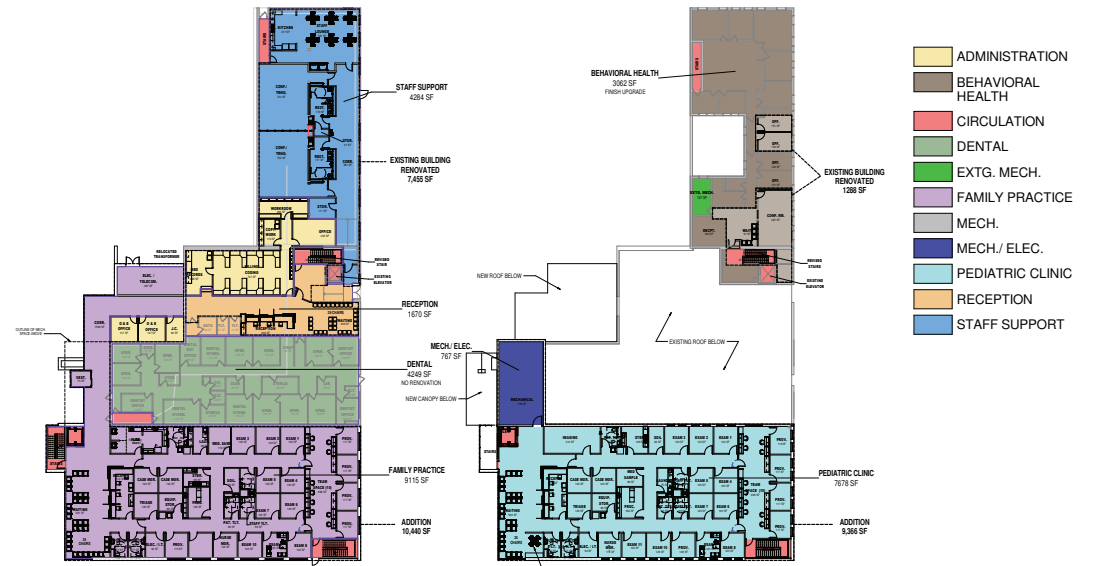
LOCATION
Columbus, NE

SIZE
38,300 sf
• 31,500 sf addition
• 6,800 sf renovation

CONSTRUCTION COST
\$6,400,000

COMPLETED
March 2015

CONTACT
Jim Goulet, VP, Operations
(402) 562-3353
jgoulet@columbushosp.org



RIVER HILLS COMMUNITY HEALTH CENTER | CLINIC EXPANSION/RENOVATION

TSP's ongoing partnership with River Hills Community Health Center embodies our dedication to clients as a strong service-focused firm. Our original designs, developed through a series of intensive stakeholder workshops, fixed on a new site to combine multiple, scattered clinics into a single location.

Vastly different clinical needs included dental care, women's health, pediatrics, and behavioral health. System leaders were convinced their current downtown site couldn't accommodate the growth.

When a critical funding source fell through and the pre-selected CM@R's estimates proved unrealistic, the preferred new site was no longer an option. TSP's steadfast response served as a guidepost to re-energize the team as a whole.

Our transparent processes rebuilt trust among River Hills' leaders and guided them as they faced hard realities.

In-house cost estimators provided checks and balances to present a much more accurate picture of the project scope and expense. We offered a second opinion to the CM@R's oversold package and helped adjust expectations.

Because our planning and architectural professionals had created largely modular designs, we were able to adapt those same principles and retain many elements within the downtown footprint and available adjacent space. That nimbleness allowed us to plug in bundled solutions and quickly provide well-researched visuals to keep the project moving forward.

Now under construction, the expanded-in-place health center will connect with the city center in a way that provides the greatest value for patients who need River Hills to stay right where it stands.

LOCATION
Ottumwa, IA

CONSTRUCTION COST
\$6,596,726 (estimated)

SIZE
31,616 sf
• 19,806 addition
• 11,810 remodel

COMPLETION
Anticipated March 2017

CONTACT
Rick Johnson, CEO
(641) 683-5773
rjohnson@riverhillshealth.org

MADISON REGIONAL HEALTH | REPLACEMENT HOSPITAL & CLINIC

Like many Critical Access Hospitals, Madison Regional Health's primary challenge is maintaining a competitive edge while in close proximity to a metropolitan area. Originally built in 1962, the facility no longer efficiently served patient and staff needs. The existing landlocked site limited expansion for building and for parking. A multi-level layout with several access points created security concerns and prohibited productive day-to-day operations. Local leaders needed to maximize staff efficiency, create clear wayfinding for patients and visitors, and elevate both privacy and safety.

Planning studies determined that updating the existing building to modern healthcare standards would equal the cost of a new facility. TSP's team of design experts guided stakeholders through scenario planning to develop a one-story floor plan with a prominent entry and on-stage/off-stage care delivery. Confluence provided landscape architecture design.

The replacement hospital will meet community needs now and well into the future, housing 20 licensed inpatient beds and a broad range of services, from physical therapy to a full-service laboratory. The facility also includes clinical space for 12 full-time local providers and visiting specialists, along with co-located imaging, surgery, emergency and inpatient departments. Leasable space offers income potential and gives providers a visible campus presence.

The TSP team brought extra value by helping screen and select the Construction Manager at Risk (CM@R). We also assisted with documentation to secure USDA Rural Development funding. Madison's medical center is the first project in the state to use the CM@R delivery method in connection with the federal program, and it is also the largest USDA-funded project in the state. TSP's close partnership with the CM@R stayed on schedule to deliver 11,000 more square feet of value engineered space than originally programmed—without extending the construction schedule or budget.



LOCATION
Madison, SD

SIZE
105,900 sf

CONSTRUCTION COST
\$27,200,000

COMPLETED
Fall 2015

CONTACT
Tammy Miller, CEO
(605) 256-8651
tammy.miller@madisonhospital.com

SANFORD HEALTH | SANFORD CHILDREN'S HOSPITAL

TSP, SEA, Sayre Associates, and Confluence teamed to provide complex engineering and landscape architecture for the flagship Sanford Children's Hospital, which was designed by EwingCole in collaboration with Camille Peluso Architects. The iconic "Castle of Care" anchors the northeast southwest corner of the campus at Sanford USD Medical Center.

TSP provided expert mechanical and electrical engineering for the multifaceted project, while SEA contributed structural engineering to support the design for this hospital dedicated to children and their families. Sayre Associates handled civil engineering responsibilities, and Confluence designed the dedicated, permanent outdoor space for the facility, whose building and gardens occupy approximately five acres.

TSP and SEA worked closely to develop building systems and structure that could meet the demanding power, HVAC, and air-quality requirements for a five-story (including partial basement), state-of-the-art hospital in ways that were nearly invisible to the children and families healing there. The formal landscape arrangement helps set the tone as visitors arrive, complementing the castle theme while leaving lawn areas for event and gathering spaces. Low-growing shrubs create a child-sized maze at one end of the garden. Closer to the hospital's entrance, a water feature serves as the backdrop for a larger-than-life bronze sculpture.

The facility's heating and cooling is served by the existing campus plant with a large air handling unit (AHU) capable of providing up to 165,000 cubic feet per minute of clean/conditioned air throughout the building. The AHU itself is the size of a house, occupying 2,500 sf of floor area. The hospital contains a dedicated protective environment isolation wing, several airborne infection isolation rooms, and a pharmacy fully compliant with the applicable USP 797 guidelines. The infusion area includes a HEPA-filtered HVAC system to further protect pediatric cancer patients.

Our engineers consistently looked at the project from a child's perspective and then overlaid that thinking with a parent's watchful eye. Our design considerations included tamper-proof electrical outlets throughout the facility and sinks and toilets that are more appropriately child-sized. Bathtubs feature lower grab rails and low step-overs to make it easier for children and their caretakers to make full use of their private bathrooms.



LOCATION	SIZE	COMPLETED
Sioux Falls, SD	180,000 sf	Spring 2009



COLUMBUS COMMUNITY HOSPITAL | EMERGENCY DEPARTMENT ADDITION/RENOVATION

Columbus Community Hospital needed to enlarge its Emergency Department to better serve the community's growing population base. Growing Emergency Department volumes, the ability to expand services, increased patient privacy, and improved workflow and efficiencies were key factors in the decision to expand.

TSP and Columbus Community Hospital worked together to plan a two-phased addition and renovation project. Collaborative scenario planning sessions engaged key stakeholders in developing a successful design. A fast-tracked design/build process and phased approach allowed the team to achieve the short timeframe for completion.

"Collaboration with our staff in planning, architecture, engineering, and construction is seamless a process with no lost time or value from beginning to end," CEO Mike Hansen says.

"TSP'S INTEGRATED APPROACH TO PLANNING, DESIGN AND CONSTRUCTION—BRINGING ALL THE APPROPRIATE RESOURCES TO OUR PROJECT TEAM—IS A HUGE ADVANTAGE."

— Mike Hansen, CEO
Columbus Community Hospital

The result is an Emergency Department that nearly doubled in size. It includes a new streamlined patient triage system; a fast-track urgent care area; 12 beds designated for cardiac, obstetric, and orthopedic patients; a state-of-the-art nurses' station, and an enclosed garage to protect patients during the transfer process from ambulance to hospital.

LOCATION
Columbus, NE

SIZE
49,400 sf
• 34,400 sf addition
• 15,000 sf renovation

CONSTRUCTION COST
\$11,051,700

COMPLETED
March 2012

CONTACT
Linda Walline, VP, Nursing
(402) 562-3351
lkwalline@columbushosp.org

SANFORD HEALTH | MEDICAL CAMPUS & CLINICS

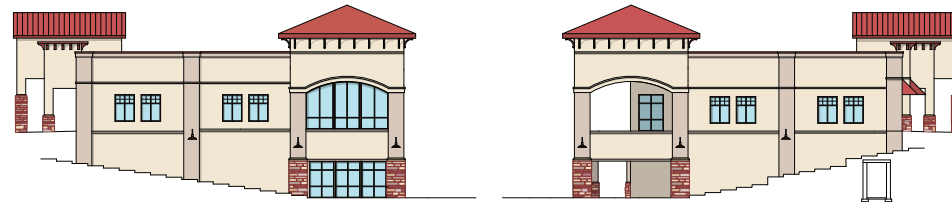


**CLOCKWISE
FROM TOP LEFT:**

- Sanford USD Medical Center Main Entry, Site/Landscape Development & Sculpture Placement Planning by Confluence
- Sanford Clinic – Children's & Family Practice at 69th Street & Louise Avenue, Structural Engineering by SEA
- Sanford Women's Plaza, Full A/E Services by TSP
- Sanford USD Medical Center Hotel Skywalk, Civil Engineering by Sayre Associates + Architectural and Engineering Services by TSP



1 NORTH ELEVATION
Scale: 1/8"=1'



2 EAST ELEVATION
Scale: 1/8"=1'

3 WEST ELEVATION
Scale: 1/8"=1'



4 SOUTH ELEVATION
Scale: 1/8"=1'

SANFORD HEALTH & AFFILIATES | OVERVIEW OF TEAM EXPERIENCE

- Sanford USD Medical Center, Sioux Falls, SD
 - » Edith Sanford Breast Cancer Center Engineering Services
 - » Ava's House Hospice Engineering Services
 - » Heart Hospital Engineering Services
 - » Surgical Tower—Renovations & Residents' Fit-out; Engineering Services
 - » Sanford Children's Hospital—Engineering Services; Site/Landscape Design
 - » Main Entry—Site/Landscape Design; Sculpture Placement Planning
 - » Hotel Skywalk
 - » Spine Center
 - » Life Safety Code Review
 - » Van Demark Building Engineering Services
 - » Cancer Center—Engineering Services; Brachysuite Remodel; Linear Accelerator Replacement Engineering Services
 - » East Patient Building—Blood Donor Clinic; Pharmacy Remodel; AHU-4 Study
 - » East Parking Lot Engineering Services
 - » West Patient Building 2500 Unit GI Department Conversion
 - » 6000 Unit—Protective Environment Study; Ventilation Study; Ventilation Design
 - » Central Patient Building Dialysis Unit Remodel
 - » Medical Building 2 Laboratory Remodel
 - » Heliport Garage Pilot's Quarters
- Clinic Locations, Sioux Falls, SD
 - » 69th Street & Louise Avenue Children's & Family Practice Engineering Services
 - » Women's Plaza
- Hospice Facility Landscape Design, Sioux Falls, SD
- Wellness Center Boiler Replacement, Sioux Falls, SD
- Sanford Clear Lake Medical Center, Clear Lake, SD—Emergency Department, Laboratory, & Imaging Expansion
- Sanford Imaging Clinic Landscape Design, Watertown, SD
- Sanford Jackson Medical Center, Jackson, MN
- Sanford Luverne Medical Center, Luverne, MN—Replacement Hospital/Clinic; Healing Garden
- Murray County Medical Center Addition/Renovation, Slayton, MN



Sanford Sports Complex, Sioux Falls, SD

- Sanford Sheldon Medical Center, Sheldon, IA—MRI Remodel; Surgery Addition Phase II; Physical Therapy; Boyden Clinic Renovation
- Sanford Vermillion Medical Center Healing Garden, Vermillion, SD
- Sanford Westbrook Medical Center Generator Replacement, Westbrook, MN
- Sanford Worthington Medical Center Surgical Suite HVAC Upgrades, Worthington, MN
- Sports Complex, Sioux Falls, SD—
 - » Entry Plaza Site/Landscape Design
 - » Fieldhouse Engineering Services
 - » Pentagon Engineering Services
- Sanford School of Medicine at USD, Sioux Falls, SD
 - » Sioux Falls Campus Facility Engineering Services
 - » Wegner Health Sciences Library Engineering Services
- South Dakota Science & Technology Authority, Lead, SD
 - » Homestake Visitor Center Engineering Services
 - » Underground Laboratory Laboratory and Long-baseline Neutrino Facility Engineering Services
- Denny Sanford PREMIER Center Engineering Services, Sioux Falls, SD

Note: List represents ongoing/completed work performed by firms included in this proposal

master plan



SECTION III

WORKLOAD & SCHEDULE

September 27, 2006

Our approach to project management is proactive and effective. We always begin by listening as we work with you to establish strategic priorities for your project or planning effort. We believe that open, continual communication is the key to build consensus on project directives, meet targets for both schedule and budget, and ultimately achieve long-term success.

CURRENT WORKLOAD

Several of TSP's larger Sioux Falls-based projects are in construction administration and soon will move off-line. Other significant work is progressing through the later stages of design. This positions us well to focus on Sanford Clinic's new Westside location. Our project manager, lead designer, and core M|E engineers are eager to collaborate with you to serve families in our community.

NOTABLE PROJECTS

IN CONSTRUCTION ADMINISTRATION

- Augustana University Froiland Science Center, Sioux Falls, SD
- Sioux Falls Regional Airport Security Checkpoint Expansion/Renovation, Sioux Falls, SD
- Dakota State University Beacom Institute of Technology, Madison, SD
- Southeast Tech New Laboratory Facility, Industry & Trades Building Addition/Remodel, and Administrative Addition, Sioux Falls, SD
- Midco Aquatic Center, Sioux Falls, SD

IN DESIGN

- Dow Rummel Village Memory Care Expansion & Renovation, Sioux Falls, SD
- Winona Family YMCA, Winona, MN
- Little Falls Community Schools District-wide Improvements, Little Falls, MN

TEAM MEMBER AVAILABILITY

For this project, design-team leadership, project management, and engineering services all are located in Sioux Falls. Our full roster of planners and designers will be on-site as needed and available to Sanford Health and project leadership at any time.

Availability is partly about proximity. But it also is about setting priorities, allocating resources, and delivering on our promises. We've selected this team based on the needed skills and experience, as well as individual members' current workloads.



Augustana University Froiland Science Complex, Sioux Falls, SD
©Matt Addington Photography

SCHEDULE & COST CONTROLS

TSP uses a project “road map” to highlight and track tasks and milestone dates for key submittal requirements and sign-offs. The road map identifies key tasks during schematic design, design development, and construction documents phases to ensure the TSP team and all consultants and partners have a thorough understanding of project objectives, key deliverables, roles, and responsibilities. It also allows us to ensure consistent quality of design deliverables at each phase.

ON TIME, EVERY TIME

The TSP team understands and appreciates the value that an on-schedule finish brings to a successful project. We're with you—literally, and in person—every step of the way, from our first review of your concept plan to your new clinic's open house. We can design as fast as you make decisions.

RESOURCES TO STAY ON TRACK

Planning and preparation are our best tools to maintain the design schedule. We develop each workshop's agenda in advance so we can focus on outcomes. It's our job to anticipate your needs and bring relevant, decision-critical information and recommendations to the table.

COLLABORATION WITH CM@R

Our team consistently delivers projects of significant programmatic complexity and high design value within the Owner's budget constraints and stated schedule. We place heavy emphasis on our responsibility for cost and schedule controls. We'll work closely with your chosen CM@R to monitor budget and schedule costs. If needed during the earliest design stages, we also can call on the resources of our own full-time, in-house Cost Estimator. We'll provide you the most comprehensive and accurate cost information at any given point throughout your project's development—and help you assess implications of potential solutions during the design process. This reduces surprises and ensures that you understand how these decisions affect the overall project.



ADVANCED BIM TECHNIQUES

Building Information Modeling (BIM) is changing not only how buildings are designed but also how we apply technology in the designer/client relationship. Our people are experts in Revit, Lumion, SketchUP, and AutoCAD applications. We've developed BIM room prototypes to enable even greater efficiencies.

We author our BIM models in Autodesk's Revit software so multi-firm teams can more effectively distribute responsibilities. We then manage the design review and coordinate 3-D imagery with software that runs "collision tests." Our goal is to detect any potential overlaps where two or more objects approach the same space, well ahead of construction or system installation. The benefits of our team's BIM process extend far beyond the design phase. As Construction Managers, Contractors, and Constructors become involved, they often refer to the detailed information contained within BIM models.

IMPROVED COLLABORATION

Shared 3-D models ensure each member of the design team has the same set of information. Transparency cultivates collaborative working relationships and keeps the entire team focused on achieving the best value for the life of your project.

GREATER PREDICTABILITY

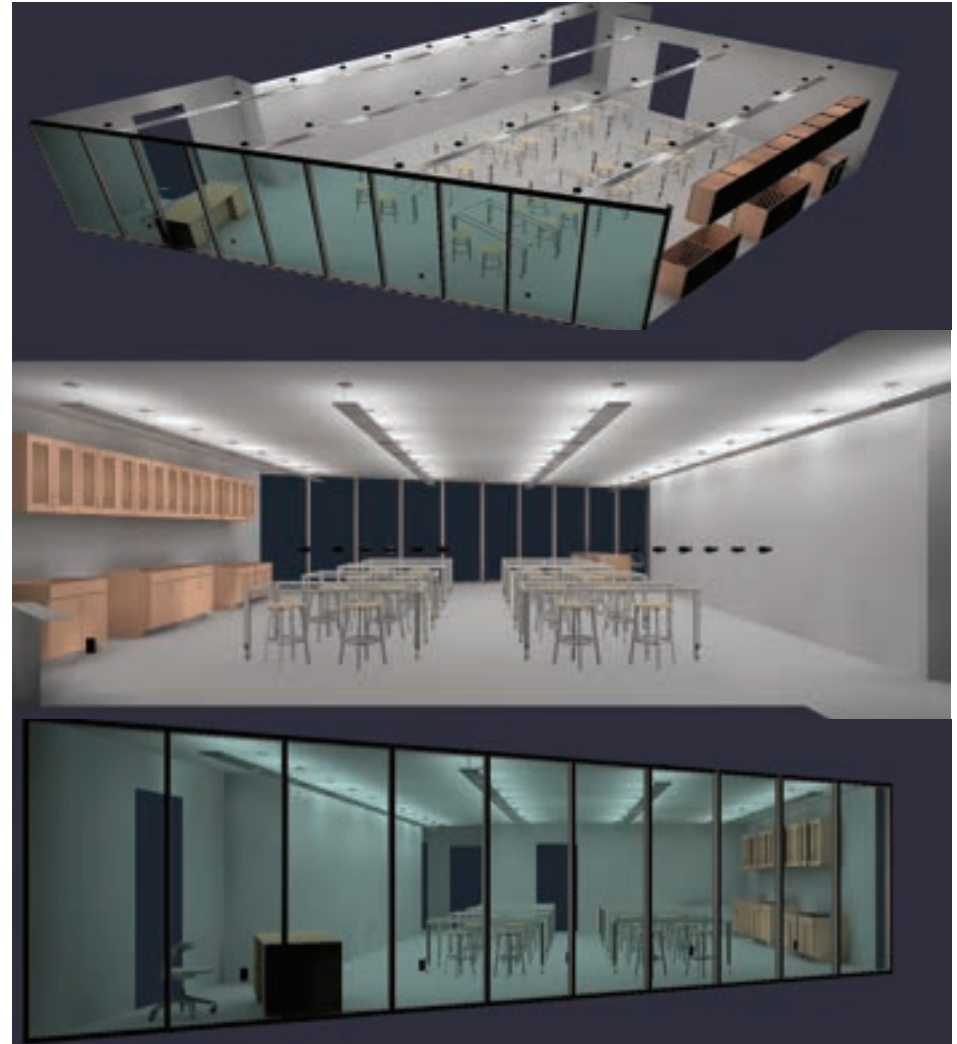
Early project visualization helps you gain a clear understanding of design intent or quickly view how modifications will impact the overall look. BIM allows us to rehearse complex components before construction starts. You'll get a more complete understanding of a room's scale, for example, or the impact a particular material or finish has on the full aesthetic.

INTERACTIVE FEATURES

Immerse yourself inside a 360-degree view of the design to get a feel for how rooms and systems fit together. You can experience the interactive 3-D model on your computer desktop or mobile device.

HEIGHTENED PRODUCTIVITY & REDUCED REWORK

BIM's powerful capabilities help reduce expensive, late-stage design changes, confirm design integrity and estimated quantities, produce fabrication and construction drawings, and coordinate construction equipment. BIM's 3-D modeling helps identify and resolve any interface issues, limiting rework that can drive up costs and extend your schedule.



The TSP team's use of BIM tools and 3-D modeling can help leadership, staff, and stakeholders visualize how particular design options and room elements might look from multiple perspectives.



SECTION IV

REFERENCES

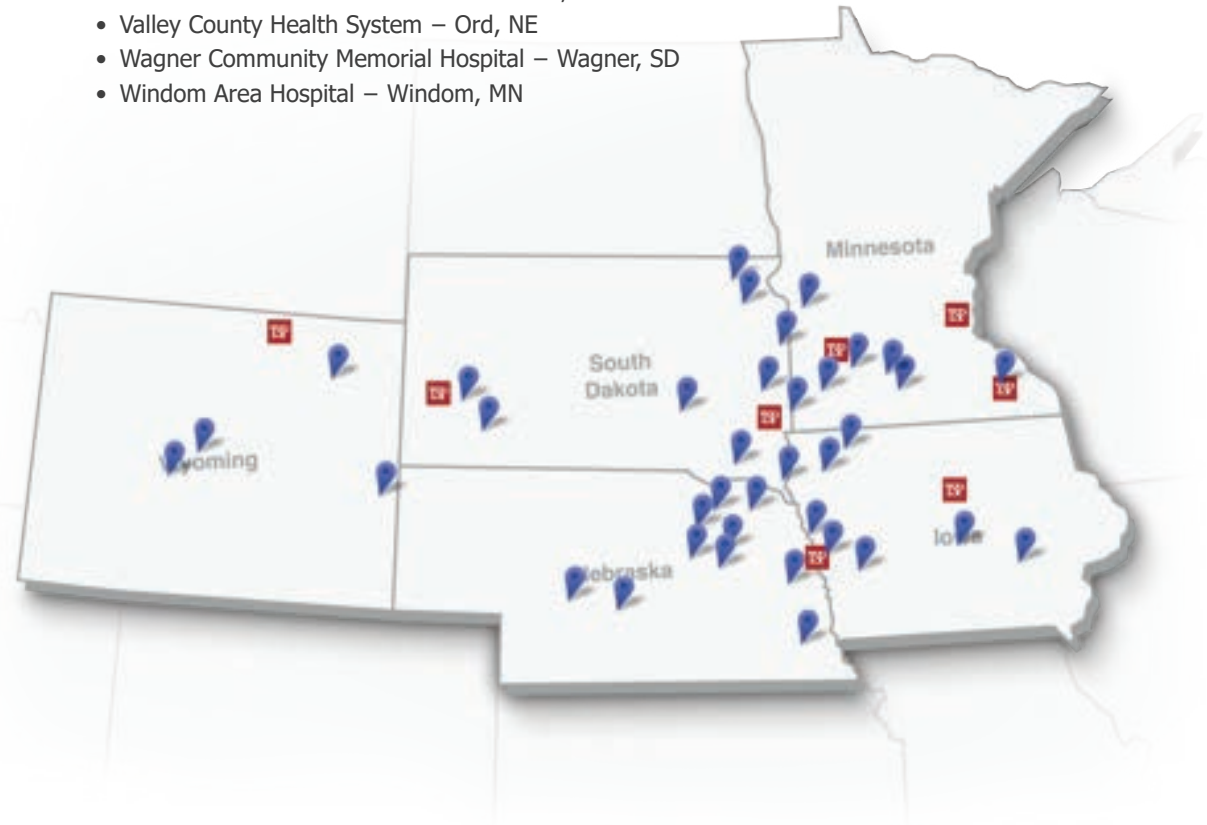
We place the highest priority on repeat clients such as Sanford Health. We recognize that being invited back as an extension of your staff is the highest compliment—and the clearest indicator we've delivered client-centered services in the past.

MIDWEST HEALTHCARE PARTNERS & PROJECT LOCATIONS

TSP is proud of its many longstanding relationships with healthcare clients and of the number of referrals we receive from satisfied CEOs, administrators, and clinical care team members. The following list offers a view of selected healthcare clients, with emphasis on the work we've done in the region.

- Alegent Mercy Hospital – Corning, IA
- Avera McKennan Hospital & Health System – Sioux Falls, SD
- Avera Marshall Regional Medical Center – Marshall, MN
- Avera Sacred Heart Hospital – Yankton, SD
- Avera St. Anthony's Hospital – O'Neill, NE
- CHI Health – Omaha, NE
- Columbus Community Hospital – Columbus, NE
- Creighton Area Health Services – Creighton, NE
- Fairview Health Services – Minneapolis, MN
- Fillmore County Hospital – Geneva, NE
- Floyd Valley Hospital – LeMar, IA
- Glacial Ridge Health System – Glenwood, MN
- Gundersen Lutheran Health System – LaCrosse, WI
- Howard County Medical Center – St. Paul, NE
- Johnson County Hospital – Tecumseh, NE
- Lake Area Hospital – Webster, SD
- Madison Regional Health System – Madison, SD
- Mayo Health System – Rochester, MN
 - » 600+ projects in various buildings
- Marshall County Healthcare Center – Britton, SD
- Memorial Community Hospital & Health System – Blair, NE
- Murray County Medical Center – Slayton, MN
- Ortonville Area Health System – Ortonville, MN
- Rice Memorial Hospital – Willmar, MN
- River Hills Community Health Center – Ottumwa, IA
- SageWest Health Care – Riverton, WY
- Sanford Chamberlain Medical Center – Chamberlain, SD
- Sanford Children's Specialty Hospital – Sioux Falls, SD
- Sanford Clear Lake Medical Center – Clear Lake, SD
- Sanford Jackson Medical Center – Jackson, MN
- Sanford Luverne Medical Center – Luverne, MN
- Sanford Rock Rapids Medical Center – Rock Rapids, IA

- Sanford Sheldon Medical Center – Sheldon, IA
- Sanford Tracy Medical Center – Tracy, MN
- Sanford USD Medical Center & Health System – Sioux Falls, SD
- Sanford Vermillion Medical Center – Vermillion, SD
- Sheridan Memorial Hospital – Sheridan, WY
- Siouxland Community Health Center – Sioux City, IA
- Department of Veterans Affairs, Veterans Health Administration
 - » Black Hills Health Care System – Fort Meade and Sturgis, SD
 - » Central Iowa Health Care System – Des Moines, IA
 - » Michael J. Fitzmaurice State Veterans Home – Hot Springs, SD
 - » Nebraska-Western Iowa Health Care System – Marshalltown, IA
 - » Sioux Falls Medical Center – Sioux Falls, SD
- Valley County Health System – Ord, NE
- Wagner Community Memorial Hospital – Wagner, SD
- Windom Area Hospital – Windom, MN





This page: Columbus Community Hospital Family Health & Wellness Center, Columbus, NE



RELATIONSHIPS BUILT ON TRUST

TSP is proud of its many long-lasting relationships in healthcare, some of which have endured for decades. **Please refer to individual résumé pages for references specific to each key team member.** At the firm level, we invite you to visit with contacts who represent both recent and current clients—

FOR TSP

TAMMY MILLER, CEO | Madison Regional Health
(605) 256-8651

JIM GOULET, VP, Operations | Columbus Community Hospital
(402) 562-3353

ROB OLIVER, President | Augustana University
(605) 274-4111

PAT SWEETMAN, President | Sweetman Construction/Concrete Materials
(605) 336-5776

DAN LETELLIER, Executive Director | Sioux Falls Regional Airport
(605) 336-0762

FOR CONFLUENCE

DON KEARNEY, Director, Parks & Recreation | City of Sioux Falls
(605) 367-8222

DEAN KATTLEMAN, Asst. VP, Facilities & Services | South Dakota State University
(605) 688-4136

MIKE COOPER, Director, Planning & Building Services | City of Sioux Falls
(605) 367-8888

FOR SEA

JEFF KREITER, Director, Operational Services | Sioux Falls School District
(605) 367-7965

GORDON HOLLENBECK, Project Manager | Office of the State Engineer
(605) 773-3893

BRAD DARGER, Director, Environmental Services | Sioux Falls Specialty Hospital
(605) 334-6730

FOR SAYRE ASSOCIATES

LEE DOOHEN, Senior Director, Construction Services | Sanford Health
(605) 333-6669

JEFF KFEITER, Director, Operational Services | Sioux Falls School District
(605) 367-7965

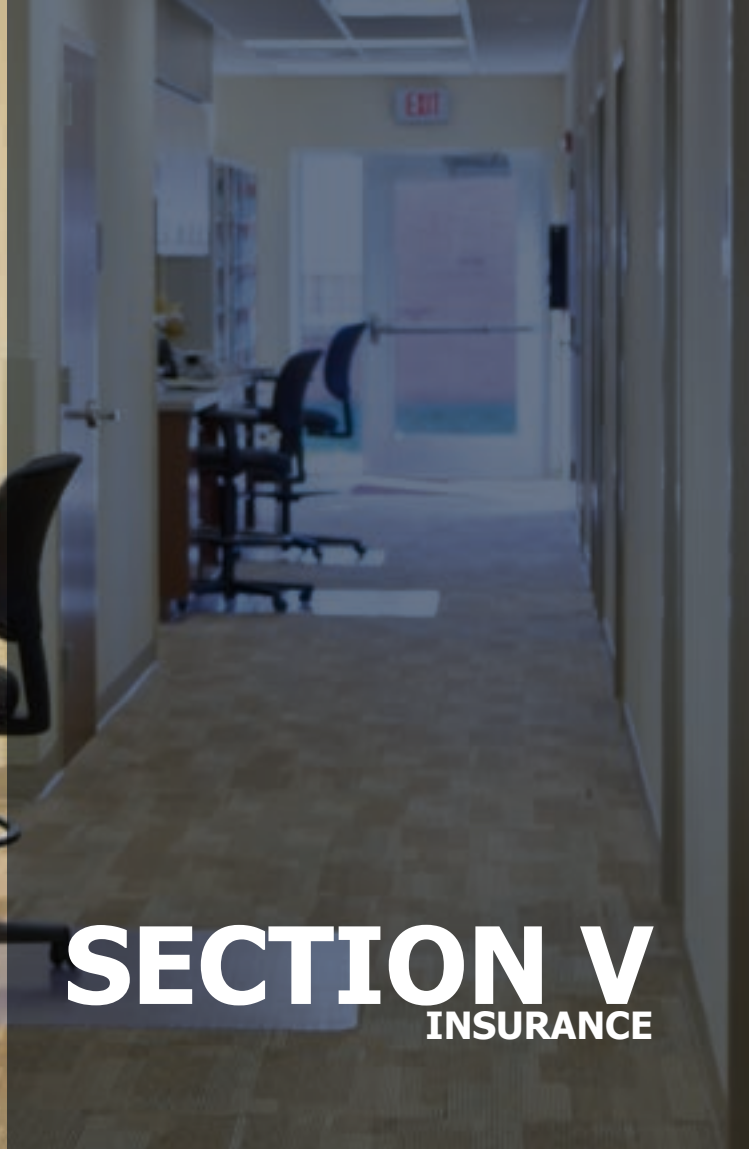
DEAN DZIEDZIC, Director, Strategic Initiatives | Sioux Falls Development Foundation
(605) 339-0103

FOR CONVERGENT TECHNOLOGIES

JEFFREY YELTON, Senior Associate | Perkins+Will
(704) 972-5600

KARL KOMATSU, President | Komatsu Architecture
(817) 332-1914

RICK POLVINO, Principal | the S/L/A/M Collaborative
(617) 357-1800



SECTION V

INSURANCE

Our staff members specialize in healthcare planning and design. We have helped clinics and community hospitals throughout the region, each with unique requirements for providing modern and efficient patient-centered care. We take seriously our responsibility to enact appropriate safeguards that ultimately protect clients and patients as well as follow best practices as a cohesive design team.

85+ YEARS OF SOLID DEPENDABILITY

TSP's excellent claims history is reflected through the low rates paid for our professional liability insurance.

No unfavorable judgment has ever been entered against TSP, Inc. No current claim poses any threat to the financial stability of TSP, Inc. or to its ability to fully perform services. TSP, Inc. never has been removed from a project for a failure to perform.

Further inquiry can be made on a confidential basis with Trygve Fredrickson, Chief Financial Officer, via telephone (605) 336-1160 or by e-mail at fredrickson@gteamtsp.com.

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.

- | | |
|-------------------------------------|-------------------------------|
| 1. General Liability | 4. Professional Liability |
| • \$1,000,000 each occurrence | • \$2,000,000 per claim |
| • \$2,000,000 general aggregate | • \$2,000,000 aggregate |
| 2. Automobile Liability | 5. Umbrella Liability |
| • \$1,000,000 combined single limit | • \$5,000,000 each occurrence |
| 3. Workers' Compensation | • \$5,000,000 aggregate |
| • \$500,000 (statutory limits) | |

PARTNER FIRMS & SUB-CONSULTANTS

All partner consulting firms included in this proposal are aware of the insurance requirement. All maintain their own insurance policies and agree that they will maintain appropriate coverages for the type and magnitude of their roles in this project.

ACORD		CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YYYY) 6/28/2016		
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 Marsh & McLennan Agency LLC 300 N Cherala PL Suite 601 Sioux Falls SD 57103			CONTACT NAME: Vicki Swenson PHONE (A/C No. Ext.): 605-339-3874 FAX (A/C No.): 605-339-3620 E-MAIL ADDRESS: vicki.swenson@marshmma.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 Co 20443 INSURER B: Transportation Ins. Co. 20494 INSURER C: First Dakota Indemnity 10351 INSURER D: INSURER E: INSURER F:			
COVERAGES CERTIFICATE NUMBER: 1254490879 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	ADDC/ SUBR (INSR/ WVD)	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR		2067044182	7/1/2016	7/1/2017	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$300,000 MED EXP (Any one person) \$15,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COMP/OP AGG \$2,000,000
B	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS		C2067044196	7/1/2016	7/1/2017	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ Medical Payments \$5,000
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$		C2076230375	7/1/2016	7/1/2017	EACH OCCURRENCE \$5,000,000 AGGREGATE \$5,000,000
C	WORKERS COMPENSATION AND EMPLOYERS LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y/N If yes, describe under DESCRIPTION OF OPERATIONS below	N/A	WC02000251572016A	7/1/2016	7/1/2017	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$500,000 E.L. DISEASE - EA EMPLOYEE \$500,000 E.L. DISEASE - POLICY LIMIT \$500,000
A	Professional Liability Claims-Made Basis		AEH254080534	10/1/2015	10/1/2016	Limit per Claim 2,000,000 Annual Aggregate 2,000,000 Deductible 125,000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)						
Proof of Insurance						
CERTIFICATE HOLDER To Whom It May Concern			CANCELLATION 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 <i>Janet Miller</i>			
© 1988-2010 ACORD CORPORATION. All rights reserved.						
ACORD 25 (2010/05)			The ACORD name and logo are registered marks of ACORD			



SECTION VI

FINANCIAL PROPOSAL

Healthcare is uniquely personal to the patient, but providers must deliver that one-to-one service in a highly regulated environment. Our TSP team provides exceptional expertise at a competitive value—so you can direct more dollars toward fulfilling your mission: Dedicated to the work of health and healing.

FEES APPROACH

Everyone deserves a fair price, but it’s even more important to get a good value. TSP offers both. Every project is different, and every client has different expectations and needs. If you are interested in discussing options to streamline the design, approval, and bidding processes, we are open to presenting opportunities that reduce our professional fees.

PRICING PHILOSOPHY

Professional architecture and engineering fees are highly dependent on the unique nature of each specific project. These fees also must account for many variables, and Sanford Health has yet to approve the scope of work. TSP proposes an early meeting to confirm the project scope and your expectations of services during design and construction.

This fee covers Basic Services as defined in the standard AIA Agreement (as modified by Sanford).

FACTORS TO CONSIDER

Below, we offer a general overview of how the most common factors affect professional fees.

- Size. The larger the project—whether in cost or square footage—the lower the fee percentage.
- Scope of Services. Basic services produce a lower fee than a project that requires additional scope or specialty services.
- Nature of the Work. New, stand-alone buildings create lower fees. An addition or expansion, remodel, or any combination thereof causes higher fees.
- Complexity. More complex or sophisticated work requires higher fees.
- Number of Construction Contracts. Multiple contracts result in a higher fee than a single contract.
- Job Site Services. The greater the number of services and visits required during Construction Administration, the higher the fee.



Sanford Laverne Medical Center, Laverne, MN

WESTSIDE CLINIC FEE PROPOSAL

For the new Sanford Clinic – Westside location near Family Wellness, the TSP team proposes the following fees for Basic Services. **Please see additional assumptions on the following page.**

Base Primary Clinic (including SD for Optional Additional Programs)	\$945,000
Optional Additional Programs (including DD through CA)	
Mammography	\$10,000
Outpatient Therapy	\$99,500
Emergency Department	\$192,000
TOTAL	\$1,246,500



Madison Regional Health Replacement Hospital & Clinic, Madison, SD



Valley County Health System Replacement Facility, Ord, NE

ASSUMPTIONS

Our team's proposed fee is based on (1) the scope of work and other information described in the RFP as well as (2) a series of assumptions tied to the following project components.

INITIAL INFORMATION NEEDS

Sanford Health will provide the TSP team the following:

- Initial development plan (IDP) for the property
- Conceptual design program for the new facility, including Base Primary Care Clinic and all potential additional program elements
- Most current construction standards, finish material preferences/standards, and finish palettes to be applied to this project

TRIGGER EVENTS

Sanford Health/Sanford Clinic will identify key stakeholders and decision-makers for the project.

Identified Sanford Health/Sanford Clinic leadership will assist the TSP team in establishing an agreed-upon meeting schedule and which decisions will be made at each workshop or validation session.

SCHEDULE

The TSP team expects the initial contract will be received the week of Aug. 22.

To meet the aggressive project schedule, the TSP team anticipates holding weekly meetings during the Design phases. These sessions will include stakeholders, Sanford Health decision-makers, and the Owner's construction manager. Each meeting will address specific departments.

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Architecture
Engineering
Planning