

**PERKINS —
EASTMAN**

GRADY HEALTH SYSTEM

**Proposal for Architectural and Engineering Design Services
Center for Advanced Surgical Services (CASS)**

Technical Proposal

GHS RFP# F2017032_AE

April 3, 2017



Mayo Clinic/Discovery Square Master Plan
Rochester, Minnesota

An aerial night view of a city with architectural renderings overlaid. The renderings show modern buildings with glass facades and green roofs, interspersed with existing city buildings. The scene is illuminated by streetlights and building lights, creating a vibrant urban atmosphere.

**PROPOSAL FOR ARCHITECTURAL AND ENGINEERING
DESIGN SERVICES FOR THE CENTER FOR
ADVANCED SURGICAL SERVICES (CASS)**

GHS RFP# F2017032_AE

APRIL 3, 2018

JEFFERY BRAND, AIA

Principal and Executive Director

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White Plains Hospital: Cancer Center

April 3, 2018

Mr. George C. Smith - Senior Architectural Project Manager
Grady Health System | Grady Hospital
Facilities Development
Piedmont Hall, Suite 300
80 Jesse Hill Jr., Drive SE
Atlanta, GA 30303

**RE: Request for Proposal | Architectural and Engineering Services
Center for Advanced Surgical Services (CASS) | GHS RFP# F2017032_AE**

Dear Mr. Smith,

Perkins Eastman is pleased to submit our proposal to provide design services for the new Center for Advanced Surgical Services (CASS) and parking structure for the Grady Health System. For this important project, Perkins Eastman will partner with Howell Rusk Dodson (HRD) to work together as an integrated project team.

Perkins Eastman and HRD share the same design philosophy, commitment to excellence in planning, and strong record of performance in delivering quality and lasting facilities that enhance the healthcare, research, and educational missions of our clients. Under one firm, our convergence of practice areas will create innovative design solutions that align with the Guiding Principles of Grady Health System.

Perkins Eastman and HRD work with some of the most advanced academic medical centers both nationally and around the globe. Through this work, we have developed an approach and a deep understanding of ambulatory center design that reflects institutional goals to make a difference in the communities they serve. Our team is continually looking forward to innovations, technology, and medical protocols for the future.

This is a significant and potentially transformative opportunity for Grady Health System with a complex program and a site that offers challenges. The CASS will expand the Grady Health System campus and brand in an urban setting to have both a physical presence and provide state-of-the-art health care for the community at large.

We see this as a building that ultimately functions like a small town with three major clinical programs on a site and campus that will expand the Grady Health System neighborhood. This project will require innovation to solve the program accommodation on the site.

We approach your project with the following process:

- Deliver this type of project which is similar to what we have delivered to other clients—innovation with a vertical hospital that exceeds expectations
- Analyze opportunities with a constrained but appropriate sized site
- Create a think tank approach as a partner with Grady Health System through collaboration, innovation, flexibility and responsiveness

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Washington DC

- Offer convergence of different practice areas which blend successful components of urban design, hospital design, hospitality design, medical education and an understanding of the role of research to create a nimble hospital platform that stays viable for years to come
- Expand the patient-centered building platform as a continuation of an urban campus for Grady Health System and not as a standalone building—we need to “make a place”
- Strive to design for all stakeholders and users of the building and campus—design flexible space for people that make a difference
- Assemble a diverse, consensus, driven group and team that has worked together to create the best possible design solution for people in their unique community
- Embrace the potential for a patient-centered experience in the building and an enhanced campus setting that promotes wholeness of caregivers, spiritual renewal, and family support to alleviate the stress and anxiety of illness
- Understand the impact of interior and exterior settings and how they can be most supportive, stimulating, caring, and engaging with the expertise of our talented in-house environmental psychologist
- Understand the next generation IT and Smart Building technology to deliver a more automated, forward-thinking, intuitive, patient, and staff-friendly building of the future
- Encourage involvement of Diverse Business Enterprises by utilizing multiple local African American Business Enterprise (AABE) and Female Business Enterprise (FBE) firms

We take pride in design and project delivery and have placed Jeffrey Brand as Principal-in-Charge throughout the project duration and Mark Searls in the key position of Project Manager to ensure that the process and partnership with Grady Health System is successful.

We are very excited for the opportunity to work together to help the Grady Health System create a world-class destination and assist your organization as it pursues its vision as a nationally-recognized center of innovation and multi-specialty patient care.



Jeffrey Brand AIA, EDAC
Principal and Executive Director



Mark Searls AIA
Associate Principal

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Human by

PERKINS EASTMAN CREATES CITIES, places, and buildings of enduring memory and economic resilience that enrich the communities they serve. We are committed to engaging new and old at once and bringing an in-depth understanding of clients' needs and an integrated design approach to projects of every scale. Operating at the intersection of architecture, landscape design, and urban planning, our firm approaches these projects as opportunities to build great cities. We relish the chance to contribute to a city's unique fabric and create opportunities for people to connect to their future.

Design



LAC: High Desert Regional Health Center

ORGANIZATIONAL BACKGROUND

ORGANIZATIONAL BACKGROUND

OUR FIRM IS BUILT ON RELATIONSHIPS. Excellent client service remains the key to the success of our organization 37 years after our founding.

FIRM OVERVIEW & HISTORY

Perkins Eastman was founded in 1981 with the mission of bringing superior design to programmatically complex building types. Known for quality buildings for healthcare, senior housing, education, research, and master planning expertise, Perkins Eastman has grown from a single office in New York to a large, multi-disciplinary firm with fifteen global offices. The New York office alone is one of the largest architectural firms in the New York region.

Our office locations include Boston; Charlotte; Chicago; Dallas; Dubai; Guayaquil; Los Angeles; Mumbai; New York; Pittsburgh; San Francisco; Shanghai; Stamford; Toronto; and Washington, DC. No corporate reorganization has occurred in the last three years. The New York location of Perkins Eastman DPC is located at 115th Fifth Avenue, New York, New York 10003. Jeff Brand, Principal and Executive Director, is also the point of contact and authorized negotiator. He can be reached at j.brand@perkinseastman.com or 212 353 7212. Perkins Eastman is a Design Professional Corporation in Corporate in the State of New York.

With more over 40 percent of the firm's staff members focused on healthcare design, research, and related projects, our healthcare practice is one of the largest in the eastern United States and Canada. We believe that a thorough knowledge of our clients' programs, operations, financial, and technical needs supports our strategic problem-solving skills and results in the creation of innovative environments noted for design excellence.

Major current clients include Memorial Sloan Kettering Cancer Center, Children's Hospital of Atlanta, Montefiore Medical Center, New York-Presbyterian Hospital, NYU Langone Medical Center, Mount Sinai Health System, Northwell Health, White Plains Hospital, University of Virginia Health System, University of California-San Francisco, University of Arkansas for Medical Sciences, and Trillium Health Centre in Toronto.

Dedicated healthcare teams bring their experience and expertise to bear on new projects, with methodologies that filter the unique needs of new clients through the firm's experience with industry standards.





SERVICES OFFERED & CAPABILITY

Architecture

Programming
Design
Construction Documents
Construction Administration
Post-Occupancy Evaluation
Interior Design
Lease Analysis
Site Selection and Evaluation
Programming
Space Planning
Tenant Improvements and Design
Furniture Design, Selection, and Specification
Color and Material Selection and Specification

Strategic Planning

Real Estate Analysis
Financial Feasibility Analysis
Market and Financial Needs Assessment
Medical Planning
Laboratory Planning
Broadcast Facility Planning
Benchmarking

Program Management

Team Building
Project Budgeting and Scheduling
Land Use Approval Management
Project Management

Urban Design and Planning

Master Planning
Site Planning
Site Selection and Evaluation
Environmental Analysis
Regulatory Approvals
Public Policy Planning
Community Planning
Transportation Planning
Large Scale Mixed Use Development Planning
Retail Planning
Parking Planning
Zoning Analysis

Landscape Architecture

Site planning
Streetscape design
Recreation planning
Ecological design

Graphic Design

Signage and Display Systems
Web Design
Print Design



Rutgers University - School of Nursing and Science

APPROACH & WORKPLAN

APPROACH & WORKPLAN

VISION

We believe in developing a vision for a project by clearly identifying the guiding Principles and Goals. Our first discussions with Grady Health System will revolve around the vision and what is important here for you and your community. The Principles and Goals will set up the aspirational goals and the project guardrails for the design team to follow.

This project is about caring for people in the best possible ambulatory setting that will start with a warm greeting when you enter the building to a supportive goodbye when you leave.

The design solution from the campus and building(s) should have the aspirational goals that are affirming, offer wellness and health, be calming, and supportive and in an environment that is firmly based in softer settings that are serene and mitigate stress. The overall experience will be to look and feel like a hotel and feel engaging and supportive and be social with areas of respite that provide the best possible care.

The paramount ideal is that this building and campus will feel like an extension of the community it serves for the patient and family and staff.

The vision would be that the campus and building feel like a small town with thousands of people of all shapes and sizes who will come here daily for their care by their providers and add to the health and wellness for the community at large.

In this era of digital technology and looking to the future, the new building for Grady Health System will also have its arms beyond the property line for the digital hospital without walls. The concept speaks to the computer portal and engagement with Grady Health System before you arrive and when you go home to heal.

CONSENSUS BUILDING PROCESS

For our healthcare design work, we practice with a collaborative process to understand what is important to the user groups and the steering committee and the

community. We suggest a consensus building process and one that explores ideas and innovation and opportunities and works with all of the stakeholders to arrive at design solutions that align with your Guiding Principles and make sense for the Grady Health System.

We do not come to the table with a predetermined opinion but prefer to arrive at ideas and multiple options together with our clients. Out of that comes a healthy debate and ultimately we all arrive at a preferred option for development.

Under one roof at Perkins Eastman, we offer deep healthcare design experience and our urban design group, science and technology, higher education and hospitality practice to provide a “think tank” approach to arrive at ideas and solutions. This convergence and collaborative cross discipline process requires a deep partnership with Grady Health System to ensure the best possible design solution that will work for you and your community.

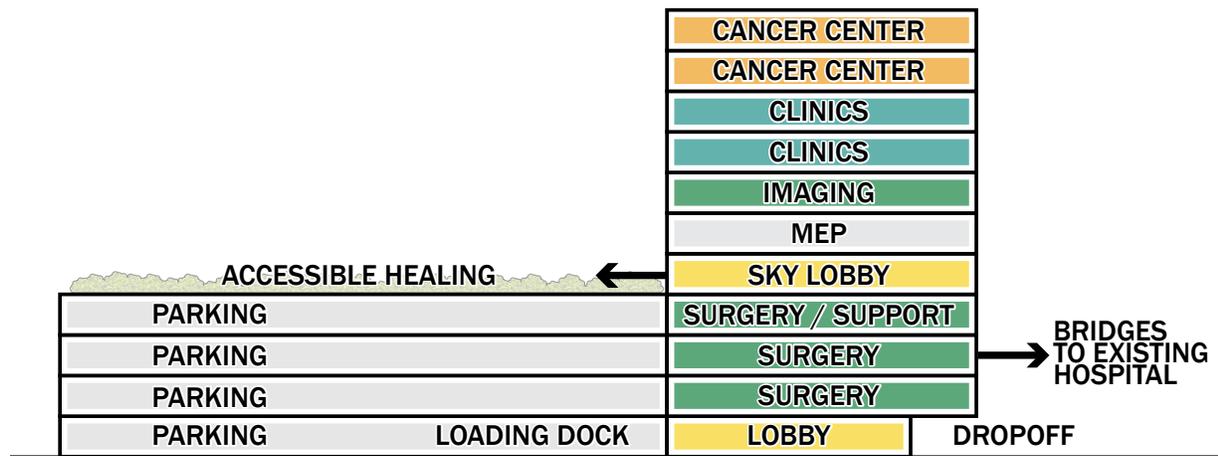
The experience of the design process which happens in stages is a collaborative journey and is critical to get right with the users and steering committee and the community.

We practice with a user group process that is respectful, dignified and inclusionary of all ideas. The design team will manage this process with the oversight of the steering committee from Grady Health System.

APPROACH AND THE BIG IDEA

This project will require innovation to solve the program accommodation on the site. Perhaps the development of a new model that will support the diverse programs and internal patient neighborhoods that will reside in the new building and campus extension.

In the following pages, we have taken the liberty to diagram some ideas about the program accommodation and organization and the massing



and site configuration. This is more about showing you how we think and what it would be liked to work with you and your team to arrive at solutions together. These ideas all speak to the best possible ambulatory care delivery models and offer a window into potential design solutions for your purposes. Note that these are ideas and not meant as a design solution, which would all happen with dialogue with Grady Health System.

We are open to many ways of looking at the site and the urban campus and the accommodation of the program. To start, we have identified three ways of looking at solutions to give you an idea of how we think.

We view this project as four programmatic elements the solutions we offer at the moment reflect different ways to accommodate the program:

1. Ambulatory Surgery Center
2. Multi-disciplinary Clinics and Imaging
3. Cancer Center
4. Parking and Support

There is one idea we would like to suggest. A vertical tall building should be encouraged and not necessarily ruled out as an option. We have delivered successful

buildings that are tall with small floor plates and are incredibly successful and praised by clinic and support staff (refer to Case Study #1, Memorial Sloan Kettering, Josie Robertson Surgery Center).

A tall building opens up the facades for natural light and allows for a new model of stacking and organization that has delivered optimum patient outcomes. This approach represents a distinguished experience for all stakeholders and mitigates travel distance both for moving a patient and for staff.

The tall tower also pushes the staff to have a singular magnificent destination with break areas, social, nutrition and business functions. The tall tower can also cluster family activities together to create an engaging hospitality experience that can ultimately be serene and mitigate stress in order to promote an improved healing environment.

There are additional stacking and massing configurations that are possible and we have included several other ideas for review.

APPROACH & WORKPLAN

THE SMART BUILDING

The Smart Building is the integration of technology even before you enter the front door with patient outreach through the hospital portal and a “hospital without walls”.

The use of Apps and software technology provide the ability to leave the hospital with a tablet and specific post-surgery instructions on care that help you at home after complex robotic surgery recovery or any post-surgical procedure

Real-Time Locating Systems (RTLS) will alert the family when the patient leaves the OR and is in recovery. RTLS will also notify the house staff to clean the OR and alert the surgeon that the next case is ready for the OR.

Technology is pervasive in today’s modern healthcare facilities and industry trends are pushing the need for more automated, intuitive, patient and staff friendly buildings in the future.

Our Technology Consultant (EDI, Ltd.) is a leading design firm supporting advisory services, technology system design, data center specific services, and technology program management.

In order to fully realize the benefits of future technology adoption, strategic planning of the facility must integrate technology requirements as a critical building utility in a seamless way that we’ve been doing for years with electrical power, heating, ventilation and cooling systems.

Whether through virtual or augmented reality, PHRs (personal health records), wearable device data integration and intelligence or engaged community population health, the possibilities are only limited by our clinical and technological capabilities.

There will be future technology systems needed in the facility that enable new revenue sources, improve outcomes, connect clinicians, patients and families and enhance the community impact but none of this

will be possible if the project strategic plan does not include these possibilities and incorporate them early.

MEP/FP SYSTEMS

The CASS building will be classified as a high rise building and will contain stand-alone mechanical and electrical systems, not tied to existing campus central systems except a communications fiber from the existing main distribution frame in the hospital. The building will not contain an atrium or a commercial kitchen.

Newcomb & Boyd will provide MEP/FP and Communications design services for the CASS building along with R. Powell & Associates, Inc. for the parking structure. R. Powell is a certified African American Business Enterprise (AABE).

Mechanical and electrical systems will be selected for flexibility, longevity, value and sustainable, energy efficient features and will adhere to the Grady Health System Design Standard. While future capacity for mechanical and electrical equipment to serve another future building is not anticipated, flexibility for changes



St. Vincents Medical Center: Cancer Center



within the building to program or function will be built into the design. The building will be served by a central utility plant including high efficiency chillers, boilers, variable speed pumps, cooling towers and custom variable volume air handling units. Systems will be monitored through a Niagara-based, open controls system. New piped medical gas systems will originate from manifolds at the ground level. A medical vacuum pump and medical air compressor will be located in a dedicated room inside the central plant.

The building will be served by Georgia Power utilizing a network configuration with common secondary bus at 480 volts with transformers in an above-grade vault located within the footprint of the new structure. An emergency power supply system comprised of life safety, critical and equipment branch service will be served from diesel fueled engine-generator sets sized for N+1 redundancy and 100% back-up of the whole house, including the chiller plant. A below-grade fuel oil tank will be located on the site. Specialty systems are anticipated including structured cabling, Audio-Visual systems, nurse call and room-status, paging systems, security systems, and a Public Safety Network / Emergency Responder Radio Enhancement System.

The parking garage will be attached to the building and will not be considered enclosed, it will include a dry

standpipe, sprinklers and fire alarm devices and will not be mechanically ventilated.

DESIGN ASSIST

Although there are pros and cons to all project delivery methods, we see many advantages in utilizing early design assistance by the Construction Manager (CM) and Subcontractors. This approach enables early collaboration between the Design Team, the Builders, and the Owner to identify cost savings, improve quality, and reduce the schedule duration. Early collaboration is also inherently more efficient (Lean). Working together during the design phases can streamline the submittal process as well, and eliminate the time-consuming and costly vetting of alternative systems that are frequently proposed by the CM and/or Subcontractors after the Construction Documents have been completed.

The Trade Manager “design assist” approach enables preselected Subcontractors to join the Architectural/Engineering/CM team while the design is underway. Engaged by the CM, these firms provide consulting aimed at enhancing coordination, increasing purchasing options, and assisting in specification development.

Issuing early construction document packages for site work, utilities, and possibly the parking structure could

APPROACH & WORKPLAN

play a crucial role in expediting project completion. In addition, we believe that significant time can be saved if the building itself is constructed by issuing advanced packages for the foundations, superstructure, elevators, and building envelope through early design assistance by the CM and Subcontractors.

Perkins Eastman has the experience and capacity to work within any project delivery structure that Grady Health System decides upon. Regardless of the delivery method selected, the CM and Subcontractors' role in the design process should be to provide valuable assistance with the overall project scheduling, including the identification and sequencing of the most impactful early design packages at the outset. Their input, along with the key trades as design assist partners, will enable the design team to make better informed decisions based on cost guidance that aligns with GHS's budget and project goals. Any modifications to the Architectural Services Agreement would be assessed once the delivery method is finalized.



Memorial Sloan Kettering Cancer Center: Breast/Imaging Center

RESOURCES AND ON SITE NEEDS

Perkins Eastman has over 1,000 employees in 15 locations around the world, we collaborate seamlessly across borders, barriers, and disciplines to connect people and ideas. Despite our size and staff resources, we operate as smaller studios for the most effective project delivery.

We plan to deliver this project out of our Charlotte office where our project manager (Mark Searls, AIA) and lead medical planner (Sanjay Parmar, AIA) are located. From Charlotte, our firm can easily distribute resources and project personnel to the site. Our New York City healthcare studio will provide core and shell design/documentation and support for the fitout team. Our local affiliate, Howell Rusk Dodson Architects will provide construction administration services, code consulting, assist in document production and coordination with the design assist partners.

For basic services, we have structured our proposal with two engineering teams. One will be responsible for the parking structure and the other for the CASS facility. This helps us to meet MBE/WBE targets and concentrate resources to better serve the project.

We have assembled and integrated team approach that will function as a think tank and design shop for this project. Our intent is to partner with GHS and have periodic steering committee meetings, user group meetings, design workshop with key stakeholders and a consensus building process that will offer design solution options and eventually a preferred option that is implementable and appropriate and meet the stated budget.

Perkins Eastman and our sub-consultants are available to immediately start working on this important project.

We would expect Grady to provide the following:

- A designated project representative with executive powers to provide direction and expedited reviews and approvals to maintain the design schedule.

- Information regarding requirements for and limitations on the Project.
- Establishing and periodically updating the total project budget.
- Providing the project schedule.
- Furnishing any testing or special inspections that may be required, not limited to structural, mechanical and all tests for and abatement of hazardous materials.
- Furnishing all relevant Grady Health System design standard guidelines for equipment, materials, finishes and signage and any specification Division 1 requirements.
- Furnishing the services of a physicist / shielding consultant as relates to imaging and radiological equipment.
- Furnishing the site survey.
- Preparing purchase orders, bidding, and purchasing all furniture, furnishings, and medical equipment. Receiving and inspecting all furniture, furnishings, and medical equipment, and on-site management and coordination of the installation of these items.

BEST PRACTICES AND CONDITIONS

At the Memorial Sloan Kettering Josie Robertson Surgery Center (Case Study #1), getting the building enclosed early was essential to meet an aggressive construction schedule. A design assist process was used for selection of the exterior envelope contractor. Four contractors bid on the project during the late Schematic Design phase. The design was developed in collaboration with their capabilities. This early engagement reduced redundancy of efforts and resolved constructability issues early in the process, allowing the job to be delivered at the proposed cost. Getting this initial GMP package locked in very early also helped to better define the budget constraints for the remaining portions of the project.

A sense of trust and good chemistry between the design assist subcontractor and the project team was an important consideration the selection. After evaluating the proposer's drawings and bids, as well as several face to face meetings, the team selected the contractor that put the best effort into their proposal and demonstrated the best chemistry with team. This was not the lowest bidder. The design

assist team worked together seamlessly during the DD phase spending four days per month in our office working through details with the team. Shop drawings were developed in phases and reviewed quickly and collaboratively in a sequence that expedited fabrication of the wall.

Having a common understanding of goals and priorities of the project between all parties contributed to the success of the effort.

A HIGHLY SUCCESSFUL PROJECT

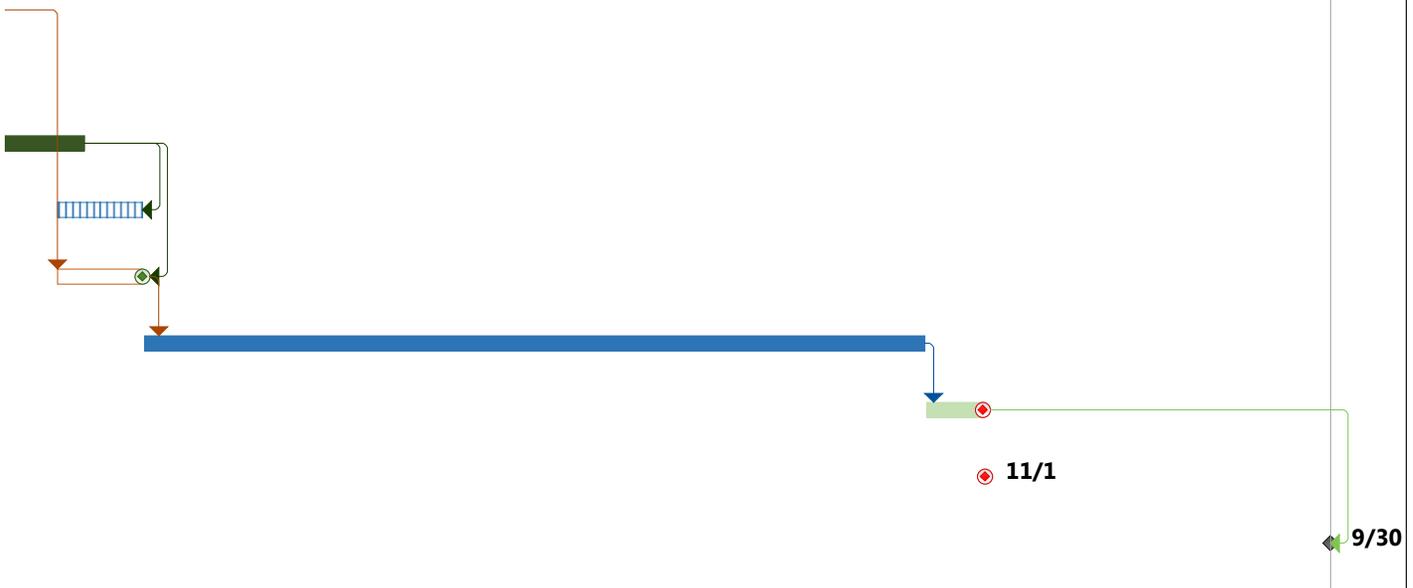
We feel the following factors can hinder the success of a project:

- Project requirements that are not defined early in the process.
- Lack of communication among team members.
- Starting the project with an unrealistic budget or schedule.
- Delays related to agency approvals or regulation.
- Problems with owner financing and/or cash flow.
- Lack of strong project leadership.
- Selection of a sub-contractor or CM with unproven track record or inadequate resources to deliver the project.
- Scope creep due to additional client requests or unforeseen circumstances.
- Not aligning the flow of information from the owner with the sequence of when the design team needs it.
- Design changes during construction initiated by changes in staff or new direction from the client.

SCHEDULE

The following proposed schedule follows the timeline identified in Exhibit E of the RFP. A copy of the schedule in Microsoft Project can be found on the USB flash drives.

2nd Quarter 3rd Quarter 4th Quarter 1st Quarter 2nd Quarter 3rd Quarter 4th Quarter 1st Quarter 2nd Quarter 3rd Quarter 4th Quarter 1st Quarter 2nd Quarter 3rd Quarter 4th Quarter
 Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov D



	Start-only		Deadline	
	Finish-only		Progress	
	External Tasks		Manual Progress	
	External Milestone			

SITE

The overall site plan concept is to create a campus feel between the existing and proposed buildings.

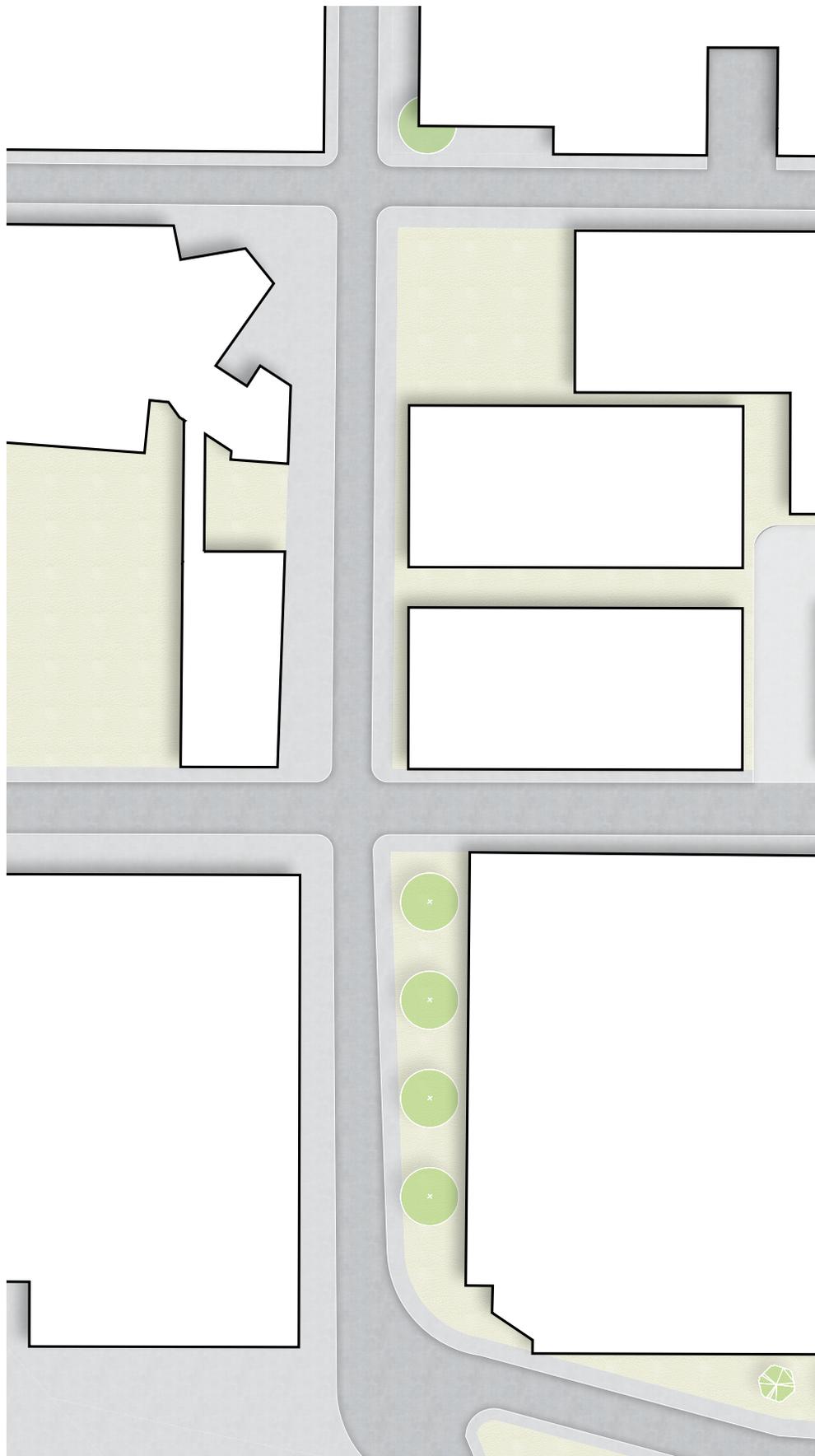
The design anticipates the future expansion to the east is possible and we have configured the building on the site and inside to accommodate future connection. We understand one possible function is radiation oncology and this would align well with the patient elevator connection to the cancer center above.

The two overhead bridges are shown for patient and staff connection as well as a public connection

The parking garage is shown that can accommodate 660 cars and has an a single entrance and two exits as well as a dedicated ground floor service entrance and loading dock that is accessed off of Piedmont Ave SE.

We understand that the ambulatory center is approximately 232,200 sf and the parking garage is approximately 348,400 sf for an overall estimated cost of \$120,600,000.

We imagine an accessible landscaped roof garden amenity that has great sun exposure and good deal of shade. This “campus” amenity can be access be easily from the pedestrian bridge connection to the hospital on the third floor and direct to the cafe and amenity floor and possible rehab gym that all interface with this proposed garden



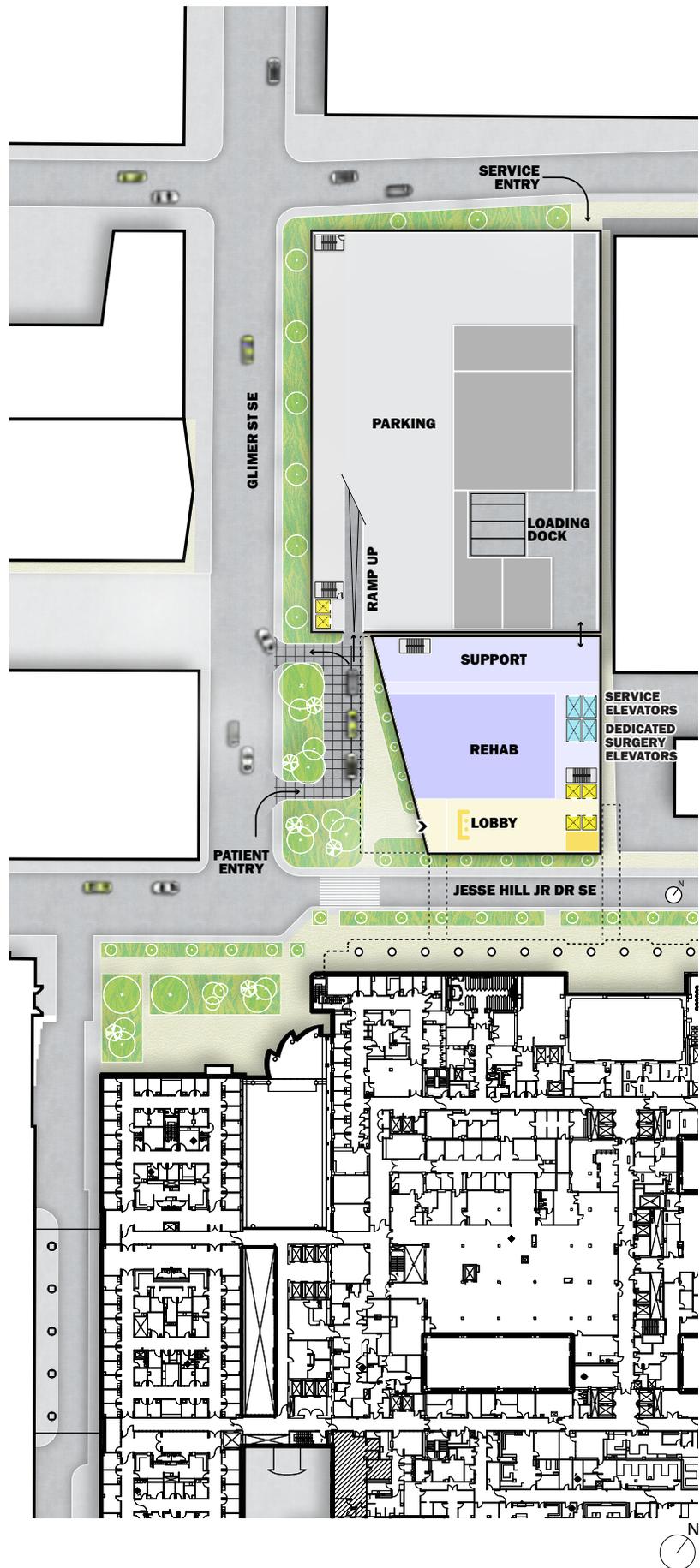
SITE CONCEPT 1

The site plan concept opens up the corner of Jesse Hill Jr Drive SE and Gilmore St SE to visually connect the proposed building and the existing hospital. This begins to create a campus synergy and landscaped focus and hub and speaks to the branding of Grady Health System and the aspirational goals to be the best possible community neighbor.

There is an enhanced cross walk from the existing hospital across the street to the new ambulatory center

The vehicular drop off and pickup and access to the parking garage all come off Gilmore St SE. All service and vehicular access is from of Piedmont Ave SE and the loading dock is embedded on the ground floor of the parking garage with direct access to serviced elevators for the new building.

The lobby interfaces with Jesse Hill Jr Dr SE Street and faces the existing hospital to create some synergy and enhances campus feel and activity along the street wall.



SITE CONCEPT 2

The site plan concept opens up the entrance and the lobby along Jesse Hill Jr Drive SE to visually connect the proposed building and the existing hospital.

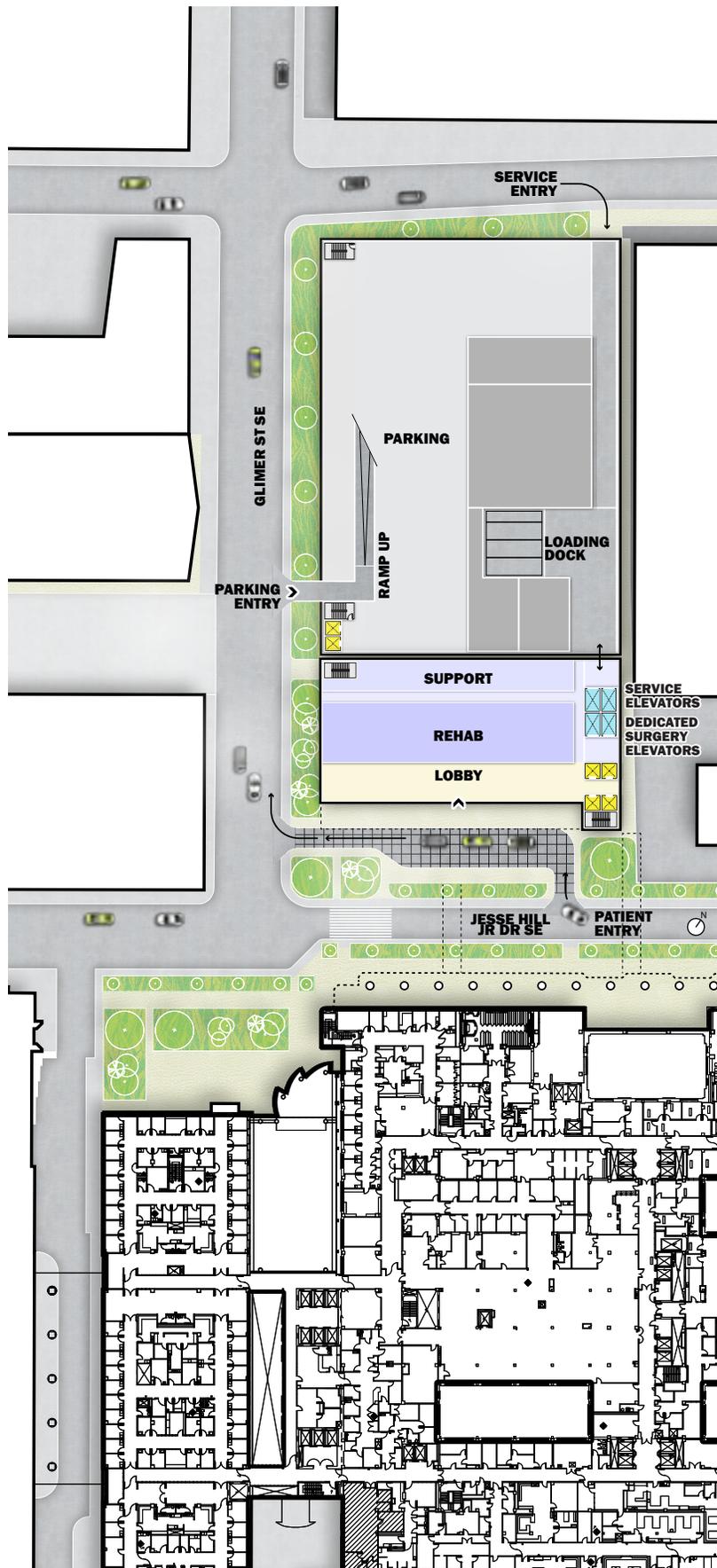
The proposed building is set back from Jesse Hill Jr Drive SE and creates a landscaped front yard and creates a garden center between the existing and proposed building.

This begins to create a campus synergy and focus hub and speaks to the branding of Grady Health System and the aspirational goals to be the best possible community neighbor.

The lobby interfaces with Jesse Hill Jr Dr SE Street and faces the existing hospital to create some synergy and enhances campus feel and activity along the street wall.

There is an enhanced cross walk from the existing hospital across the street to the new ambulatory center

The vehicular drop off and pickup and access to the parking garage all come off Gilmore St SE. All service and vehicular access is from of Piedmont Ave SE and the loading dock is embedded on the ground floor of the parking garage with direct access to serviced elevators for the new building.





MASSING CONCEPT: SHIFT

This building mass has its drop off access along Gilmore St SE.

The massing is a tall vertical building with an efficient floor plate that allows for accommodation of the program and elevators that mitigate distance.

This concept features program components that reside in their own building blocks to form an identity and a garden. These program blocks function efficiently and accommodate the appropriate adjacencies and configuration

The ambulatory surgery center is the lowest block and the middle block houses the multi-disciplinary clinics and imaging that interface with the garden on top of the garage. The top block is the cancer center in the best location in the building with windows on all four sides.





MASSING CONCEPT: WRAP

This building mass has its drop off access along Gilmore St SE, the same as the previous concept.

Signature taller expression on top of lower profile and larger parking footprint that is more efficient and a tall slender tower on top with lots of windows and an efficient floor plate.

This is a vertical wellness garden concept that links to the roof garden. The purpose of the vertical garden creates an a vertical garden terraces on every floor as a place of respite for families and patients and depending upon the functional use of the floor/





MASSING CONCEPT: STACK

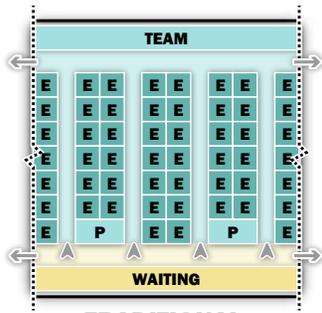
The building mass for this concept offers vertical all season enclosed destination spaces that align with the waiting areas in the building.

The corner all season amenity and program community spaces all face the main intersection of this new campus and animate the corner with spaces for people.

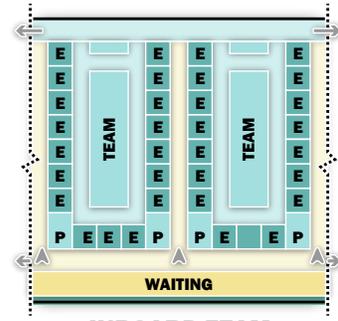
This floorplate is the more rectangular and larger than the other two options.



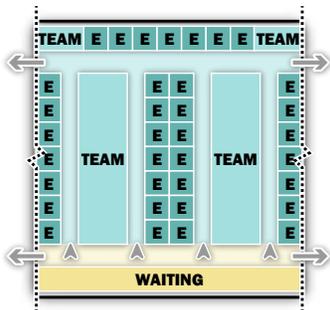
CLINICAL ORGANIZATION OPTIONS



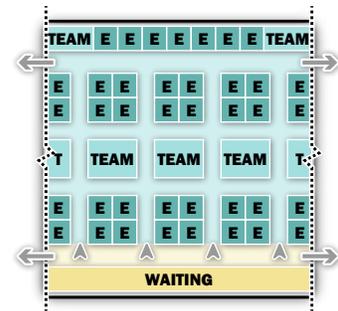
TRADITIONAL
Efficient and flexible exam cluster model with separation of front of house and back of house work flow



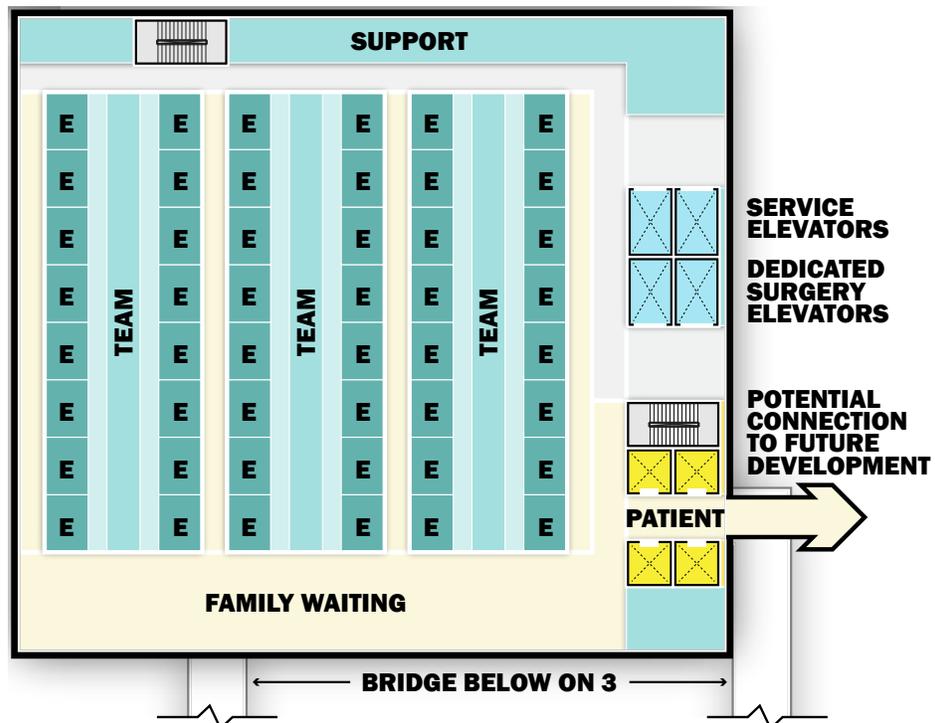
INBOARD TEAM
Best team collaboration model with complete separation from patient circulation. This model mitigates travel distance for staff.



OPEN CENTRAL
Integrated team in center of exam cluster. This option does not support front of house and back of house workflow.

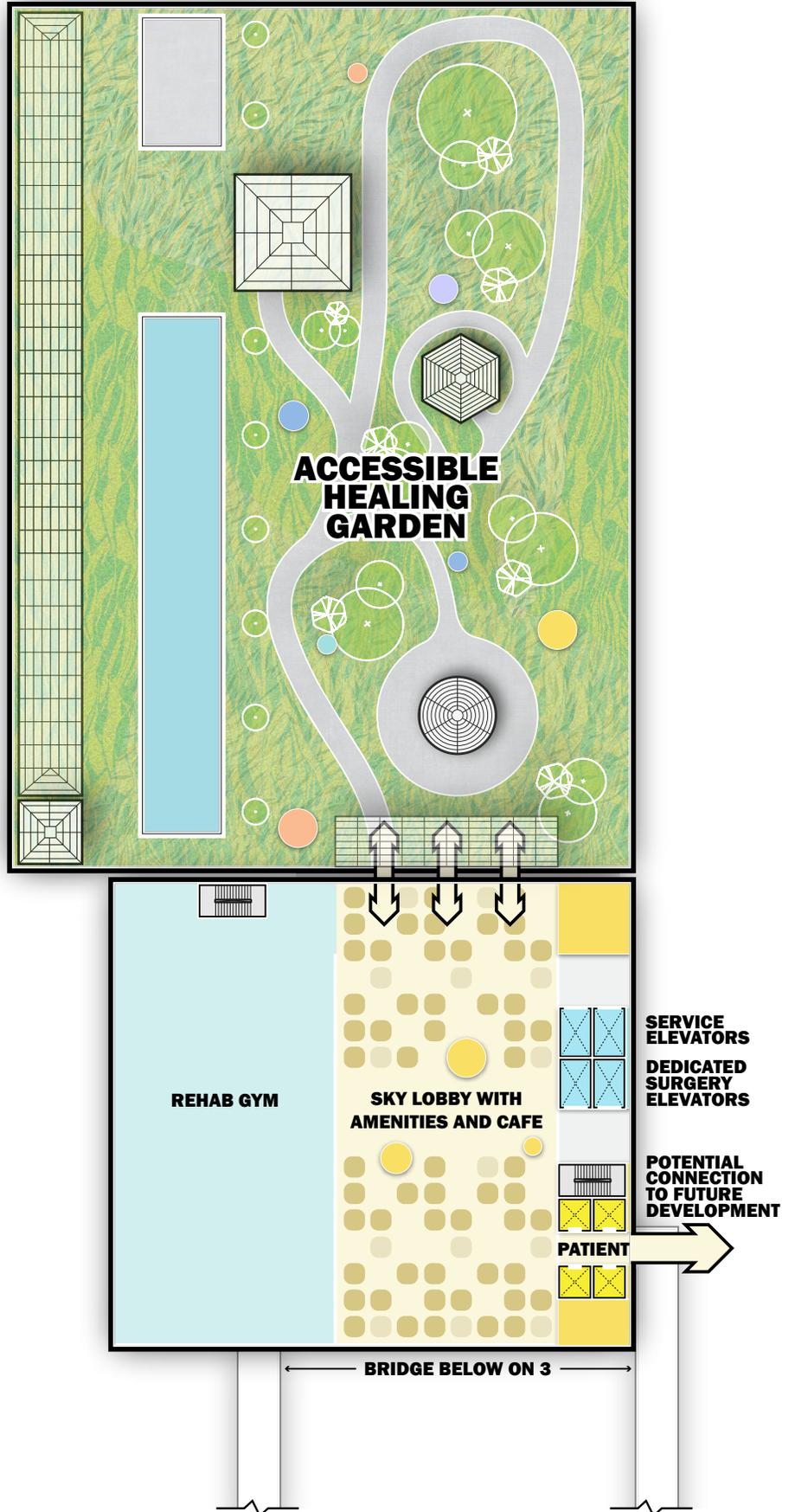


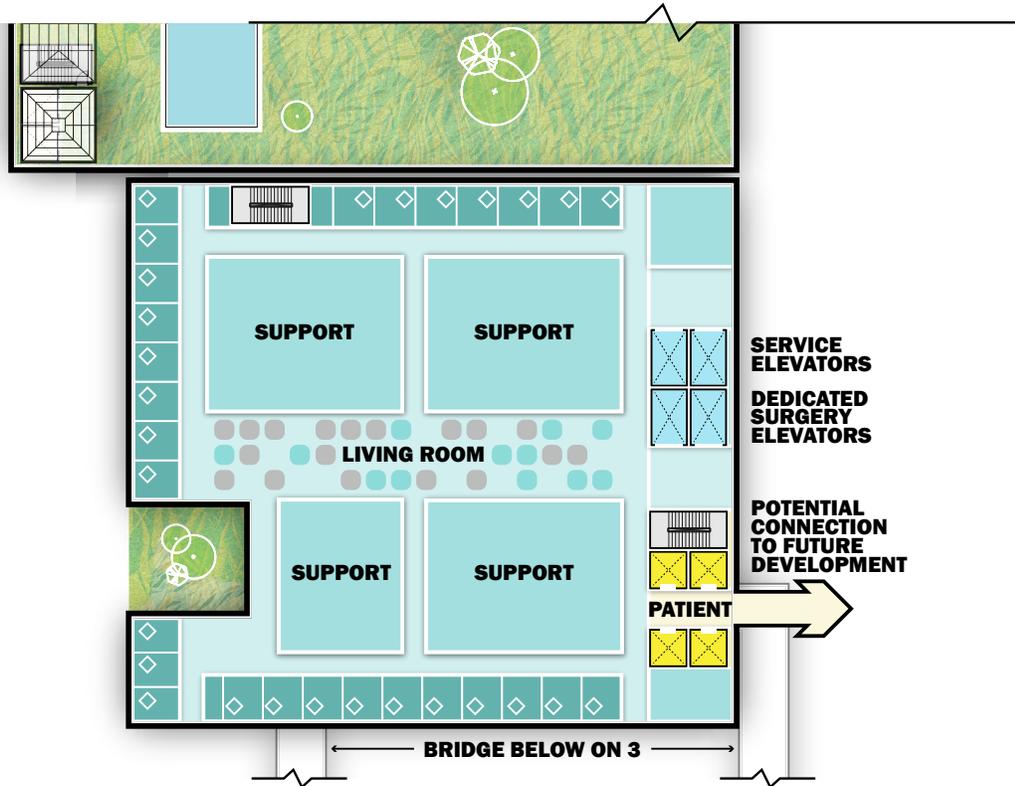
LEAN IDEA
Central team with exam cluster in pinwheel configuration. This model is efficient and consolidates staff but the result is more patient travel distance.



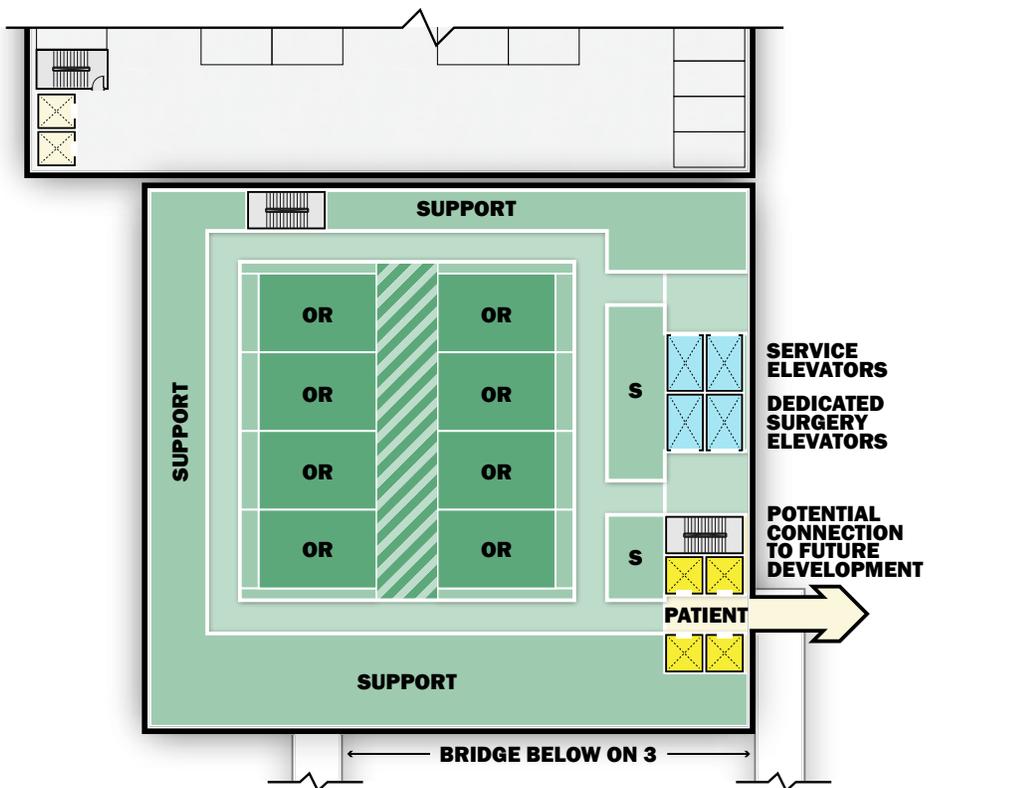
PATIENT, FAMILY, AND STAFF AMENITY FLOOR AND GARDEN

Public access amenity on the roof that connects to the new building with a sky lobby and is directly accessible to the existing hospital as a campus amenity.

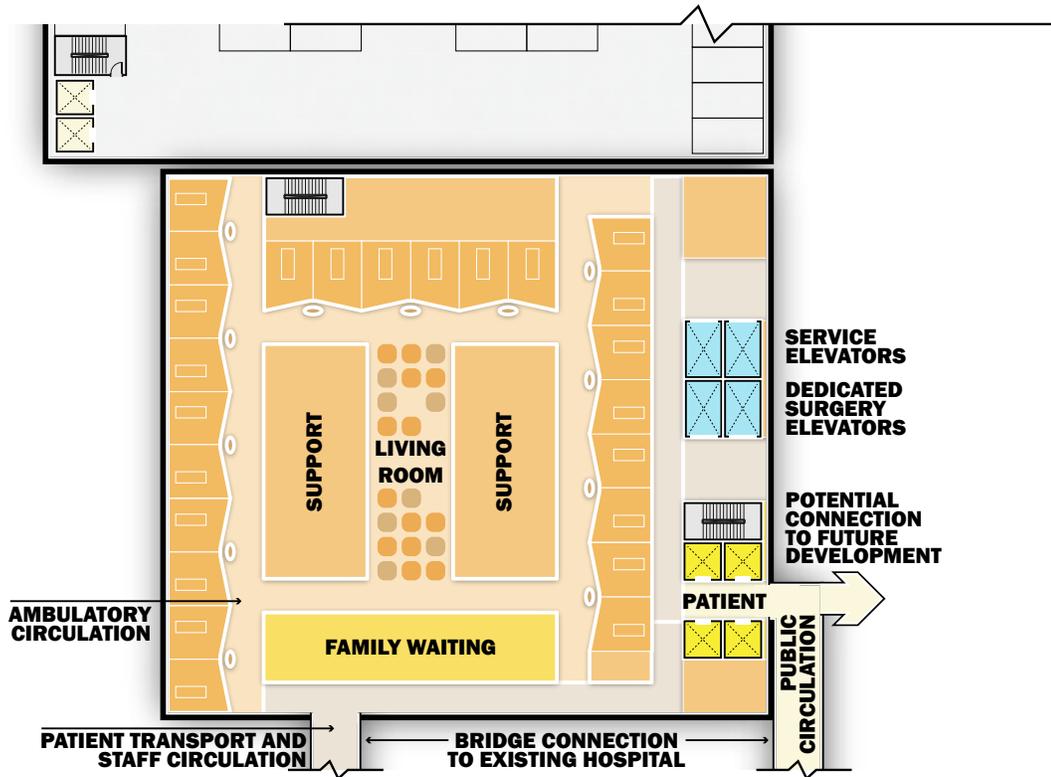




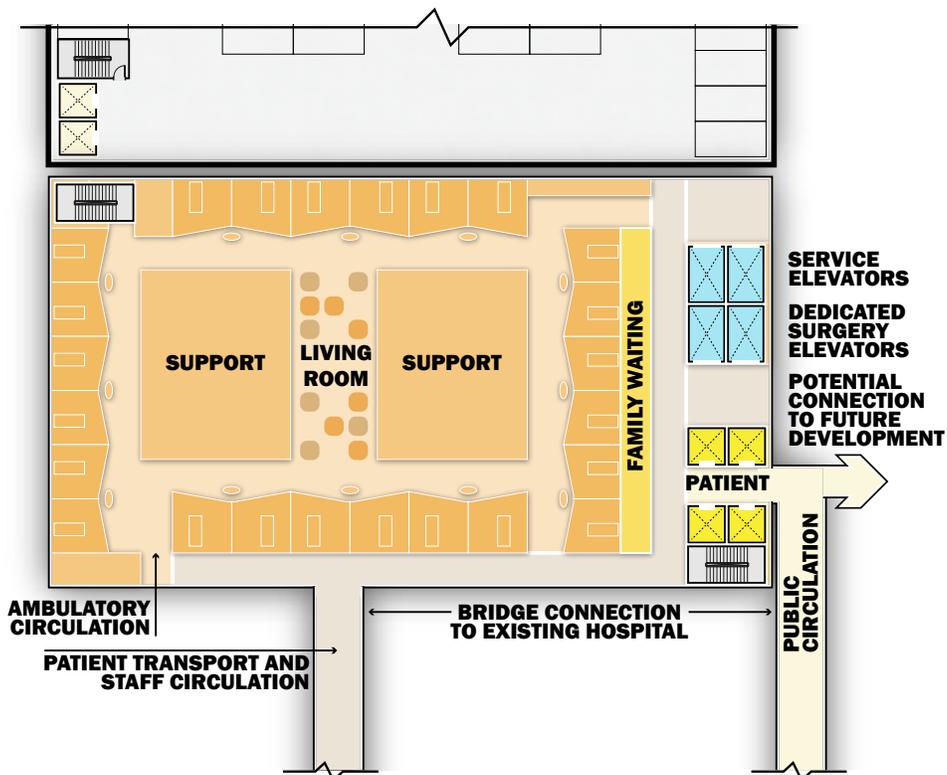
INFUSION



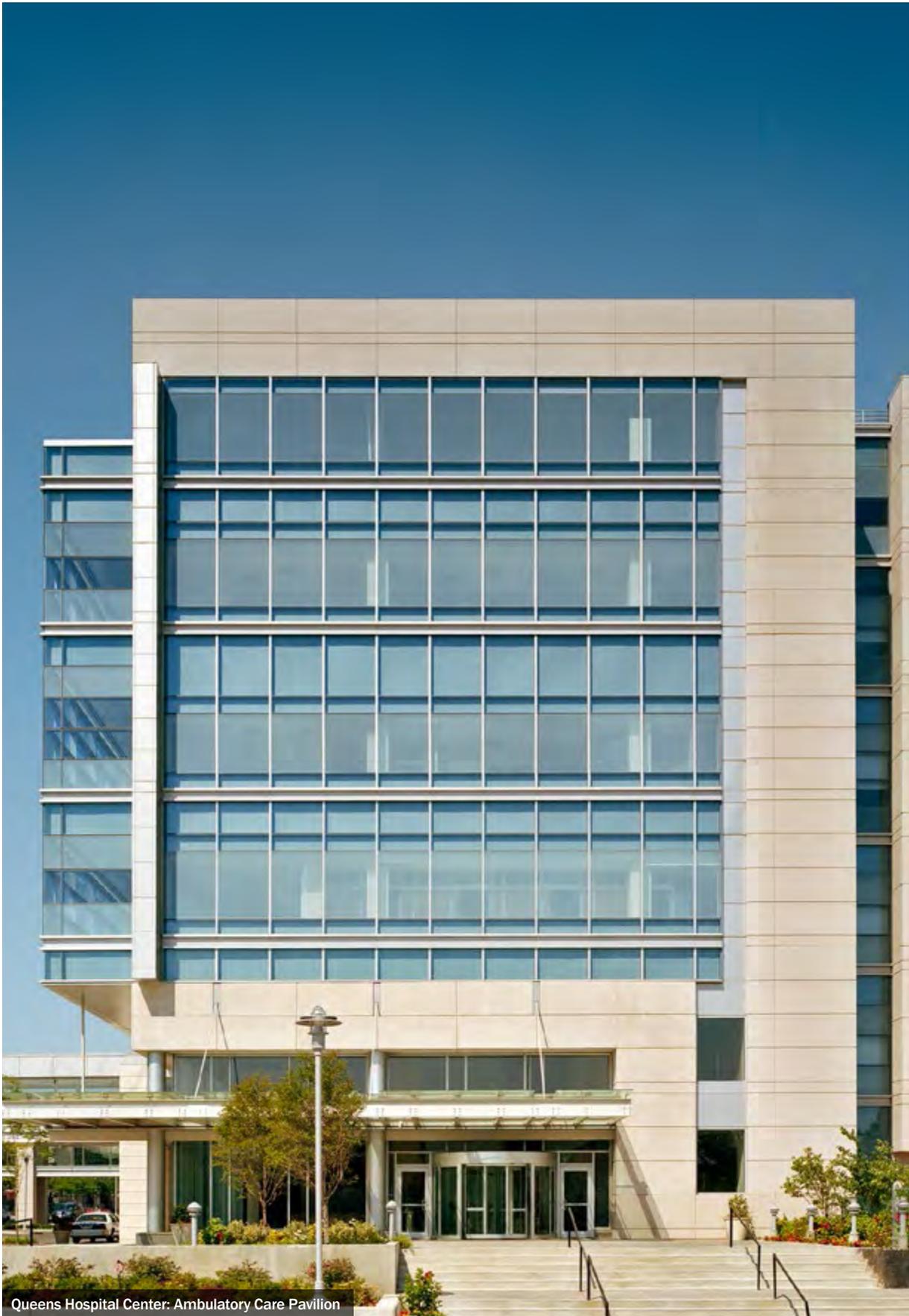
OPERATING ROOMS



PREP & RECOVERY: CONCEPT 1



PREP & RECOVERY: CONCEPT 2

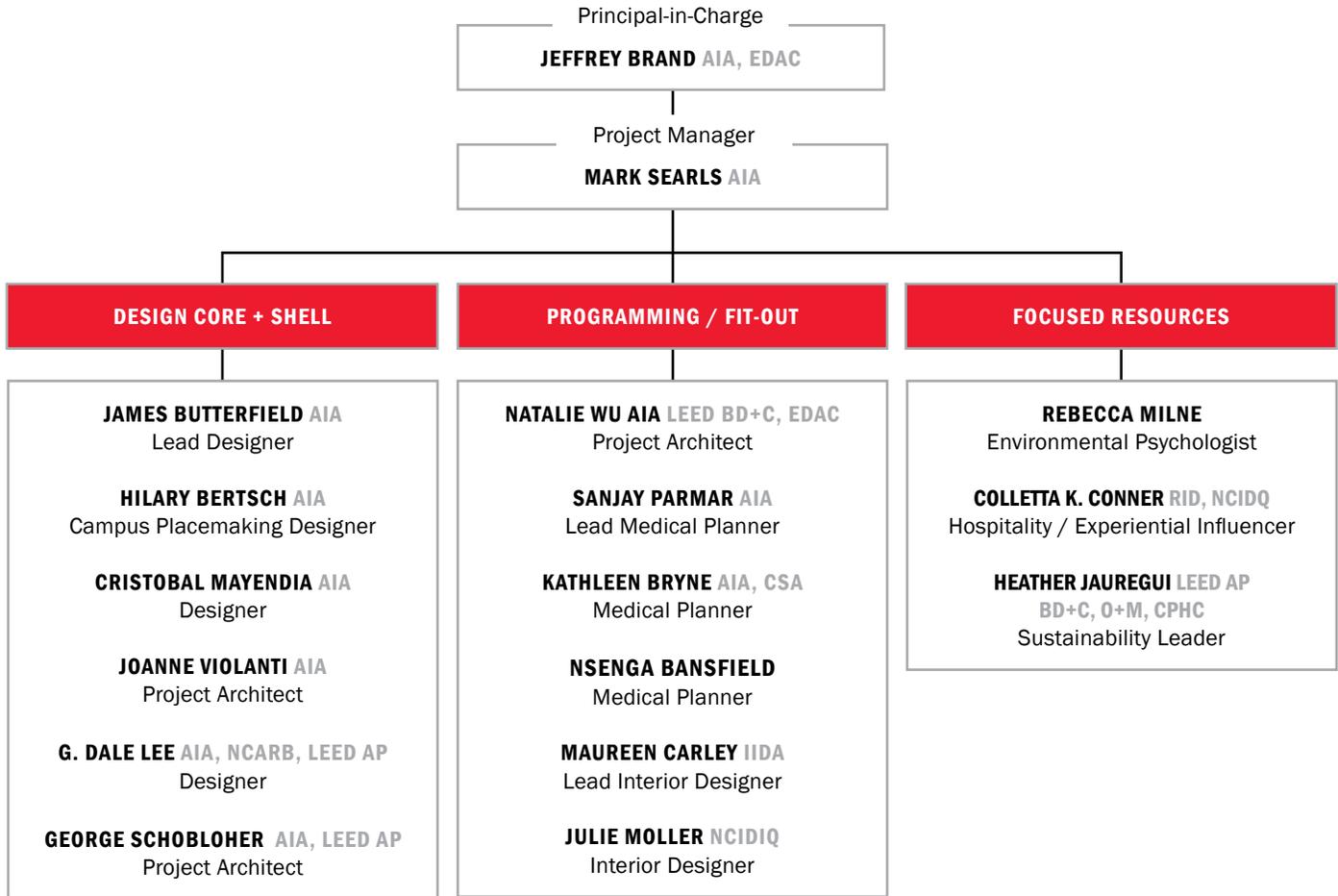


Queens Hospital Center: Ambulatory Care Pavilion

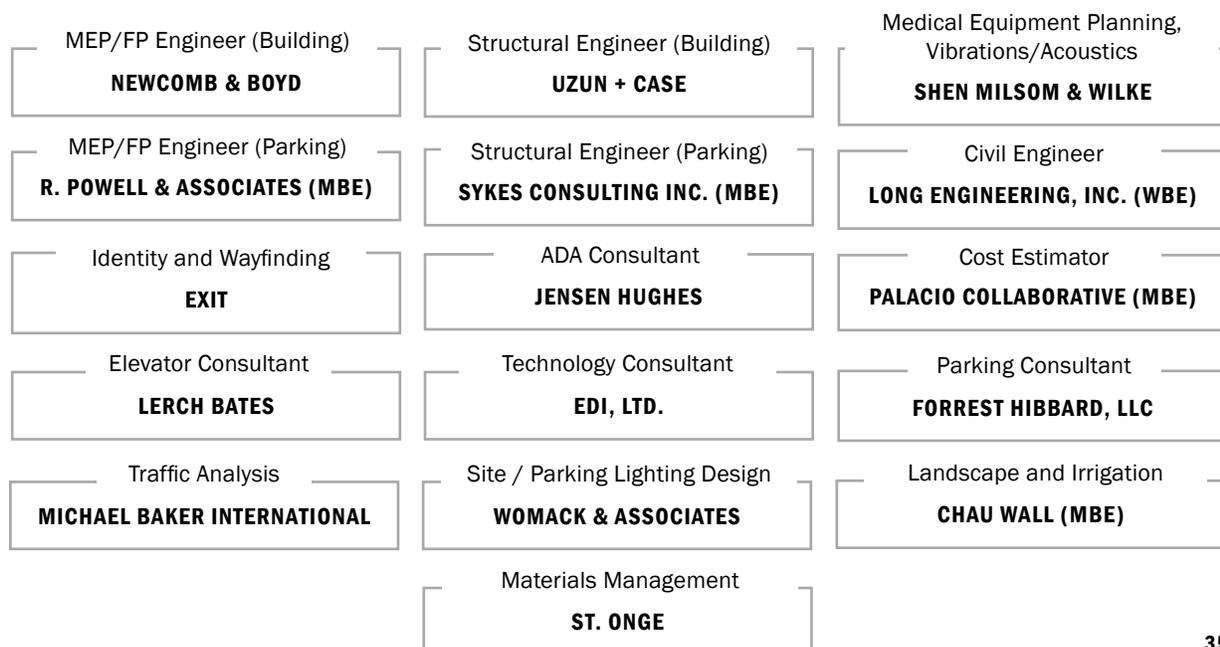
STAFFING PLAN & STAFF CREDENTIALS



Memorial Sloan Kettering Cancer Center: Josie Robertson Surgery Center



CONSULTANTS





JEFFREY BRAND

AIA, EDAC

PRINCIPAL AND EXECUTIVE DIRECTOR

EDUCATION

Bachelor of Architecture
Pratt Institute
New York, New York

MEMBERSHIPS

Licensed Architect: States of New York and New Jersey by the American Institute of Architects;
Healthcare Design Editorial Advisory Board Member

SPEAKING ENGAGEMENTS

Tradeline: Space Strategies 2012
ASHE PDC 2011: Found Space + Stretching Your Budget

New York AIA: Unbuilt Projects,
Al Maktoum Accident and Emergency Hospital, UAE

Center for Architecture; New York AIA; Duke University Medical Center
Emergency Department: Emergency Departments of the Future

Design 4 Health: New York Design Center; Designing for Cancer Care

Neocon 2010: Ergonomic Design for Cancer Centers

AIANY: Leadership in Healthcare;

Healthcare Design Editorial Advisory Board Member

Jeffrey Brand is a Principal at Perkins Eastman with over 30 years of experience in the design and master planning of healthcare facilities and medical schools. Well-versed in the latest technological advances with regards to surgery, imaging, and inpatient accommodation, Jeff has been recognized as a leader in healthcare planning. His approach to healthcare projects focus on patient comfort, designing spaces that blend the state-of-the-art with welcoming interior design and architectural features. In recent projects, Jeff has explored how green and sustainable design can be addressed and implemented in healthcare architecture.

HEALTHCARE

Memorial Sloan Kettering Cancer Center

New York, New York

- Josie Robertson Surgery Center: Programming and planning for a 179,000 sf, 16-story facility focused on providing the most technologically sophisticated surgical care for outpatient cases.
- David H. Koch Center for Cancer Care: Planning, design and interior design services for a new, 730,000 sf, 25-floor facility focused on the next generation of outpatient cancer care and clinical and research programs. Accommodates full public amenities, staff support and academic offices. This project will pursue LEED Gold certification.
- Evelyn H. Lauder Breast and Imaging Center: Programming and planning for a new 240,000 sf outpatient breast cancer center with diagnostic imaging and endoscopy suite.
- 17,000 sf, eighth floor inpatient renovation for the Bone Marrow Transplant (BMT) Unit requiring a protective environment, MEP/FP infrastructure upgrade, and renovations within existing operational hospital.

Duke University Medical Center

Durham, North Carolina

- Master plan for short and long-term goals for a 1,000-bed academic medical center that includes 225-beds for children.
- Implementation of master plan included:
 - New 65,000 sf replacement, Trauma I, Emergency Department that will serve 90,000 patients per year.

- 25,000 sf addition for surgery and 65,000 sf renovation of existing suite to provide 35 operating rooms, a reevaluation prep/PACU, and support functions, including.

- Design of a new, two-pad helipad on the roof of the hospital that includes a direct connection to the surgical suite and emergency department.

- Major hospital addition of 550,000 sf with 160 acute care beds, 16 operating rooms, amenities, and enclosed concourse
- Design of a 13-bed replacement dialysis department for acute inpatients.

New York-Presbyterian Brooklyn Methodist Hospital: Center for Community Health

Brooklyn, New York

Planning and design of a freestanding seven-story, 480,000 sf ambulatory care clinic with a new cancer center including radiation/oncology and infusion, a ten-OR ambulatory surgery suite, new endoscopy suite with special procedure rooms, a wound care clinic, faculty offices, and full support services.

Hospital for Special Surgery

New York, New York

- Major expansion and modernization for 2015 Master Plan Campaign
- Ambulatory care facility, consolidating all outpatient services, physician and medical practice offices and a new surgical platform
- West Side Ambulatory Care Center: a new 60,000 sf center offering surgical, diagnostic, and treatment services for sports medicine.

University of Pennsylvania Health System

Philadelphia, Pennsylvania

- Ruth and Raymond Perelman Center for Advanced Medicine: Design of a new 800,000 sf, state-of-the-art, freestanding building to house clinical outpatient services, ambulatory procedure center, radiation oncology, chemotherapy, conference center, lobby, patient education, and parking for 300 cars.
- Bed Tower Study: A study for an 800-patient room bed tower, research and support towers positioned

around the Center for Advanced Medicine to reach the site's maximum buildable area of 2,200,000 sf.

NYU Langone Medical Center: Ambulatory Care Center at Cobble Hill

Brooklyn, New York

New 160,000 sf ambulatory care clinic with standalone Emergency Department, Surgical and Procedural Suite, Diagnostic Imaging Suite, Cancer Center services and Physician Practices.

Mount Sinai Beth Israel Medical Center

New York, New York

- Derald H. Ruttenberg Treatment Center of the Tisch Cancer Institute: New 60,000 sf cancer center with 48 exam/consult rooms; 3 separate infusion suites tripled capacity from 16 stations to 54; a USP 797-compliant pharmacy facilitating chemotherapy preparation and distribution.
- New Mount Sinai Beth Israel Hospital: New 208,000 sf facility for gastrointestinal disease, chemical dependency, psychiatric disorders, pain management and palliative care, and HIV/AIDS research and treatment.

St. Vincent's Medical Center: Major Modernization

Bridgeport, Connecticut

New four-story building totaling 125,000 located between the existing lobby and nursing school that houses a cancer center and expanded emergency department.

Montefiore Medical Center

Bronx, New York

- Children's Hospital at Montefiore: Planning and design of a new fourteen-story, 300,000 sf inpatient tower, includes existing campus urgent care, ambulatory care, emergency department renovations, and associated make-ready and decanting efforts throughout various areas of the existing campus.
- Cancer Center Master Plan



MARK SEARLS AIA

ASSOCIATE PRINCIPAL

EDUCATION

Bachelor of Architecture
University of Illinois
Chicago, Illinois

Master of Architecture
University of Illinois
Chicago, Illinois

REGISTRATION

Mr. Searls is a registered architect in the states of Georgia, Minnesota, and New York.

MEMBERSHIPS

Mr. Searls is a member of the American Institute of Architect's and is NCARB certified.

Mark Searls has over 25 years of experience as a design leader responsible for coordinating the team's creativity, interaction, and planning for both project pursuits and commissioned work. He has a reputation for design excellence and outstanding professional service. Utilizing his experience in project design and management, he insures that each client receives maximum value from design concepts through construction and occupancy. Mark guides the firm's southeast design practice establishing design direction while advancing each project forward to completion.

HEALTHCARE

Grady Health System: Ambulatory Services Building*

Atlanta, Georgia

CON documentation to support building a 54,000 sf ambulatory surgery center/faculty practice MOB/outpatient diabetes clinic. Services consisted of architectural programming, concept design, and cost estimating to support the CON.

Grady Health System: ED Renovation and Expansion*

Atlanta, Georgia

A \$60 million renovation and expansion to Grady's Emergency Department is the largest project Grady Health System has moved forward on since the 1980s.

St. Luke's University Hospital Network Anderson Campus Master Plan

Bethlehem, Pennsylvania

Master plan study to determine the best option to expand the campus from a 100-bed inpatient facility to a 400-bed inpatient facility that might become St. Luke's flagship medical center.

Carolinas HealthCare System Sanger Heart Center Expansion

Charlotte, North Carolina

Conceptual design through schematics to support the client's Certificate of Need application. Consolidating cardiac functions in a single location, the design team developed multiple options for a 55,000 sf buildable

area on the dense, urban site. The planned Heart Institute will provide six floors of beds.

Catawba Valley Medical Center Emergency and Cardiology Expansion

Hickory, North Carolina

Prominently-located facility expansion that incorporates the campus' existing material palette in a new way, creating cohesion while refreshing the front of the hospital.

H. Lee Moffitt Cancer Center Master Plan*

Tampa, Florida

Design of a Cancer Center of the Future planned for Moffitt's new 30- acre satellite site. The project objective is to create a flexible, long-term master plan for full build-out of the site based on sustainable-use principles, flexible campus and zoning concepts, and judicious land conservation goals. The work includes conceptual programmatic analysis to forecast cancer care models of the future, integration of translational clinical/ research applications, and changing treatment and research regimens.

Lahey Clinic Cancer Center Infill*

Burlington, Massachusetts

A 120,000 sf infill addition to house a new emergency department on the second floor and an oncology center on the first and third floors. The building design features zinc and copper metal, in both solid and perforated panels, and a stone connector to match the existing hospital.

Shands at the University of Florida*

Gainesville, Florida

Master plan for a 40-acre site master plan and the design-build development of a new medical office building (MOB) to support the phased relocation of select clinical services to a new campus. The 100,000 sf building will be four to six stories and house eight to fifteen clinical suites and ancillary services. The design will focus on state-of-the-art concepts in planning including flexible rooms, patient safety, and anticipated changes in clinical practices.

Mount Sinai Faculty Office Building*

New York, New York

The Mount Sinai Doctor's Faculty Practice at E 85th Street is a re-purposing of an existing 6 story parking garage that is approximately 50,000 sf for the care of patients in New York City.

Duke Realty Medical Office Building*

Nashville, Tennessee

A 100,000 sf medical Office Building for the Baptist Hospital System. The proposed design is strategically located across from the hospital's main entrance at 21st Avenue North and State Street.

Rowan Family Physicians Medical Office Building*

China Grove, North Carolina

Design Principal for a new 33,000 sf medical office building housing family practice, OB/GYN, orthopedist, internal medicine, gastroenterology, and physical therapy services, and a retail lab.

Samsung Cancer Center*

Seoul, Korea

Development of a new paradigm in cancer treatment facilities for the 652-bed Samsung Cancer Center, the largest cancer center in Asia. A naturally beautiful landscape surrounding three edges of the building creates a sense of being in a garden.

Hengquin International Life Science Center*

Zhuhai, China

Master plan for the development of a new Life Science Center as part of the Macau University expansion. The master plan included a hospital zone totaling 1,000 patient beds, 500-bed rehab and recovery center, research facilities, professional and service apartments, and a commercial center.

State of Connecticut Public Health Laboratory*

Rocky Hill, Connecticut

Project designer for full design services of a state-of-the-art, 110,000 sf Public Health Laboratory facility to replace the existing DPH Laboratory in Hartford.

*Designates work completed prior to joining Perkins Eastman



JAMES BUTTERFIELD AIA

PRINCIPAL

EDUCATION

Bachelor of Architecture
Syracuse University
Syracuse, New York

MEMBERSHIPS

Registered Architect, State
of New York
American Institute of Architects

Mr. Butterfield is a Principal at Perkins Eastman with over 25 years of experience in the industry. He has been a design leader on award-winning regional and international projects through initial concept, planning and programming through technical design, offering comprehensive professional design services. Mr. Butterfield's expertise includes Research, Academic, Master Planning, Urban Design, Historical Design, Commercial and Hospitality. Prior to joining Perkins Eastman, Mr. Butterfield was a Design Principal at RMJM.

HEALTHCARE

Memorial Sloan Kettering Cancer Center

New York, New York

Planning, design and interior design services for the new 730,000 SF, 25-floor David H. Koch Center for Cancer Care focused on the next generation of outpatient cancer care and clinical and research programs. Accommodates full public amenities, staff support and academic offices. This project will pursue LEED Gold certification.

NYU Langone Medical Center: Ambulatory Care Center at Cobble Hill

Brooklyn, New York

Planning and designing of a freestanding seven-story, 160,000 sf ambulatory care clinic adjacent to the main hospital. This facility includes standalone Emergency Department, Surgical and Procedural Suite, Diagnostic Imaging Suite, Cancer Center services and Physician Practices.

Stanford University Medical Center

Palo Alto, California

Feasibility Study/Due Dilligence for a new 200,000 sf bed tower named 5th Pavilion.

Prince Aly Khan Hospital: Aga Hall Estate Redevelopment

Mumbai, India

A mixed-use, pedestrian precinct organized by a series of shaded and connected courtyards located in the heart of Mumbai.

Sing-Health Hospital Campus Master Plan*

Singapore

Led the design of 1,000,000 sm, twenty-year revitalization plan for Sing-Health Hospital Campus, the largest healthcare provider in Singapore. The project involved phased implementation of a complete hospital D&T block and bed tower replacement, expansion of transitional care facilities, the creation of multiple centers of excellence, expansion of the National University of Singapore's Medical school, and the integration of on-site mixed use development.

Aga Khan Mixed Use Development

Mumbai, India

Planning and Design for 1.4m sf development including 350-bed acute care hospital, 500 unit residential towers, Nursing College, and K-12 school.

EDUCATION AND SCIENCE

International Medical Center: College of Medicine

Jeddah, Saudi Arabia

Conceptual programming study for a new 430,000 sf medical sciences college to complement IMC's growing hospital. Work focused on crafting a multidisciplinary learning platform across medical, nursing, and allied health professions, as well as building an "educational pipeline" from secondary education to practice.

International Medical Center Medical School + Hospital Expansion Tower

Jeddah, Kingdom of Saudi Arabia

Master Planning of the International Medical Center campus in Jeddah as well as design of a new medical college and a hospital expansion tower for the IMC's 300-bed tertiary care hospital. The new 44,000 sm medical college building will include teaching facilities for 1,100 graduate medical, nursing, and allied health students as well as research space and a clinic.

The hospital expansion tower adds 24,500 sm and 100 beds to the existing hospital building, allowing for enhanced outpatient services, expansion of the existing ICU, ER, DP, medical imaging and support services.

Rutgers University: School of Nursing and Science Building

Camden, New Jersey

Programming and design for 100,000 SF building for the Nursing School in downtown Camden. Facility includes Simulation Center, teaching labs and research space as well as active learning classrooms and faculty offices for the Nursing and Science departments.

Kuwait University: Health Sciences Campus

Kuwait City, Kuwait

The 10,000,000 sf Health Sciences Campus (HSC) is an essential component of the Sabah Al Salem University City-Kuwait University (SSUC) campus. The project is divided into three components: Part 1 addresses the infrastructure and the overall master plan; Part 2 focuses on the educational components of HSC; and Part 3 includes the research building, the hospital, staff housing and mosques.

Washington University: School of Engineering and Applied Sciences

St. Louis, Missouri

- McKelvey Hall - 80,000 sf new home of the Department of Computer Science and Engineering that will support Washington University's data science efforts.
- Brauer Hall* - 200,000 sf, LEED Gold building focused on research and team-based education in environmental engineering science, energy systems and chemical engineering the facility. Includes 12 research laboratories, a distance Learning tiered classroom, Teaching Labs, and the Department Chair's Office.

Cedar Crest College Miller Family Building*

Allentown, Pennsylvania

Led the design of a 22,000 academic science building for the School of Nursing and Undergraduate Science. Project sought to explore the relationship between art and science and featured gallery space for the College's renowned permanent collection of sculpture.

*Designates work completed prior to joining Perkins Eastman



HILARY KINDER BERTSCH AIA

PRINCIPAL

EDUCATION

Bachelor of Arts in Computer Science
& Economics
Brown University
Providence, Rhode Island

Master of Architecture
University of Texas
Austin, Texas

REGISTRATION

Ms. Bertsch is a registered architect
in the State of New York

AWARDS

2010 Top Mixed-Use Project, LI
Business News, Real Estate &
Development
Awards, Four Corners, Patchogue, NY
2009 Smart Growth Award, Long
Island Vision, Patchogue Main Street
2007 AIA NJ Merit Award, Franklin L.
Williams Middle School, 2007
2005 APA, NJ, Outstanding
Redevelopment Award Peninsula at
Bayonne Harbor
2005 New Jersey Future, Smart
Growth Award, Peninsula at
Bayonne Harbor
2005 APA LA Chapter, Excellence
Award, San Pedro Waterfront, 2005
2003 New Jersey Future Smart
Growth Award, Oceanfront
Asbury, 2003
2002 Waterfront Center Excellence
on the Waterfront Award,
Oceanfront Asbury
2000 AIA Kansas City Honor Award,
Science City at Union Station

Hilary Bertsch has expertise in the design of large scale mixed-use developments, including a special focus on waterfront development, transit centers and urban retail complexes across the country. For over twenty-five years, her designs have exhibited a consistent sensitivity to existing urban contexts. She has developed an expertise in creating new public environments that create lasting value for clients in both the private and public sectors.

Hilary's high profile projects include the Mayo Clinic Destination Medical Center, The Wharf in Washington, DC, and Buffalo's Canal Side. Hilary's accomplishments are often featured in national and regional news as well as architectural publications. She active in the Urban Land Institute and serves as a Rose Fellowship Faculty Advisor assisting cities in solving their complex urban design problems.

Mayo Clinic Destination Medical Center

Rochester, Minnesota

In setting the vision for Minnesota's largest development project, positioning Mayo Clinic as a world premier center for health and transforming the downtown City of Rochester, Perkins Eastman devised an ambitious and achievable master plan that transforms the downtown skyline and streetscape, and makes Rochester a true destination city. By creating a 20-year multi-phase plan that is market-driven and flexible, the design has positioned DMC to incrementally embrace and leverage the evolving characteristics, demographics, and development opportunities that its hometown has to offer.

East River Science Park Biotech Campus

New York, New York

The design for the East River Science Park makes a significant contribution toward ensuring New York City's role in the future of biomedical research. Located between Bellevue Hospital and NYU School of Medicine, the new 6.7- acre campus will accommodate 1.5 million square feet of state-of-the art research laboratories. The plan is focused on a new campus commons that provides addresses for three new lab buildings and follows the East Side's tradition of great open spaces. The

plan also creates strong pedestrian links with the surrounding neighborhood, and between Bellevue and NYU's Tisch Hospital to establish the new development as the true heart of the East Side's nascent biomedical corridor.

Harbor Point

Baltimore, Maryland

Harbor Point is one of the last major development sites on Baltimore's Inner Harbor. Located at the entrance to the Inner Harbor, this 27.4 acre remediated brownfield site is just south of the Inner Harbor East Development and adjacent to historic Fells Point. Building on the strong tradition of these neighborhoods, Harbor Point is now poised to be the final component in the completion of the Baltimore waterfront revitalization.

Harbor Point Wills Pier

Baltimore, Maryland

Wills Pier is one of the initial developments to emerge at Harbor Point, a 27.4 acre site located prominently at the entrance to Baltimore's Inner Harbor adjacent to historic Fell's Point.

The Wharf

Washington, DC

The design for The Wharf restores the connections between the city and its waterfront by integrating land and water functions, creating an enduring place that turns into a highly sought-after destination for residents and tourists throughout the Washington Metropolitan Area. In order to create a lively urban destination, Perkins Eastman emphasized place-making in the design of the site's master plan. The \$2 billion waterfront development is located less than one mile south of Washington, DC's National Mall and has a first phase which encompasses 2 million sf of development. The development has been designed to LEED-Gold ND.

CanalSide Buffalo

Buffalo, New York

Perkins Eastman was enlisted by the Erie Canal Harbor Development Corporation to create and implement

a development plan to bring life back to the water in the City of Buffalo. CanalSide envisions a new mixed-use district that re-connects downtown Buffalo to its waterfront. Combining 1.1 million sf of cultural, entertainment, retail, commercial and residential uses on an approximately 20-acre downtown site, CanalSide establishes a vibrant new center of activity in Buffalo's historic inner harbor area. The completed phase includes the creation of a new Canal environment, retracing the original path of the Erie Canal.

Virginia Commonwealth University

Richmond, Virginia

Leverage of VCU's proposed million square foot expansion to connect its two campuses with its urban context, to craft a true innovation ecosystem, and to catapult to prominence Richmond's recent emergence as a regional center for the creative class. The University's primary expectations for these new projects include expanding research capabilities in biotech and bio-engineering and developing a sub-master plan for animal research and vivarium.

World Trade Center Site Traffic & Infrastructure Master Plan

New York, New York

Beginning with the Port Authority of New York & New Jersey's primary mission of providing transportation facilities of the highest quality and efficiency, the firm prepared a framework for redevelopment for the former World Trade Center Site that builds off of the plan for the new Downtown Terminal and Concourse that will link PATH trains with downtown subway lines and other modes of transit.

Crystal City Redevelopment

Crystal City, Virginia

With the Base Realignment and Closure Commission (BRAC) dictating the relocation of many tenants to military bases over the next decade, we undertook an effort to create a new vision repositioning the development holdings for the long term planning of the major landowner, Vornado/Charles E. Smith in Crystal City. Role: Project Designer, Project Manager.



CRISTOBAL MAYENDIA

AIA, NCARB

ASSOCIATE PRINCIPAL

EDUCATION

Bachelor of Architecture
University of the Basque Country,
School of Architecture
Bizkaia, Spain

Master of Architecture
Polytechnic University of Madrid,
School of Architecture
Madrid, Spain

MEMBERSHIPS

Cris is an active member of the American Institute of Architects and Architectural League. He is NCARB certified and a registered architect in the State of New York and New Jersey.

With over 20 years of design experience in the US, Cris has been an energetic and creative force in the local architecture community. As a Senior Designer, Cris is responsible for overseeing comprehensive project designs, identifying and implementing ideas from initial programming and conceptual design through completion. His primary focus has been on healthcare, research facilities, residential, and complex mixed-use facilities for both private and public clients.

HEALTHCARE

Memorial Sloan-Kettering Cancer Center

New York, New York

- David H. Koch Center for Cancer Care: Planning, design and interior design services for a new, 730,000 sf, 25-floor facility focused on the next generation of outpatient cancer care and clinical and research programs. Accommodates full public amenities, staff support and academic offices. This project will pursue LEED Gold certification.
- Josie Robertson Surgery Center: Programming and planning for a 179,000 sf, 16-story facility focused on providing the most technologically sophisticated surgical care for outpatient cases.

Mount Sinai Beth Israel-NYEE: New Hospital

New York, New York

The new 208,700 sf facility is designed to support the long tradition of excellence in medical specialties, including gastrointestinal disease, chemical dependency, psychiatric disorders, pain management and palliative care, and HIV/AIDS research and treatment. In addition, the project advances their commitment to community-based ambulatory care and expanding patient access to primary and specialty care.

Queens Hospital Center, Ambulatory Care Pavilion

Queens, New York

Design of a 130,000 sf ambulatory care facility that will provide 70,000 sf of behavioral health, pediatrics, primary care, dialysis, dental, and eye care functions, as well as administrative, educational and training facilities for the entire hospital center.

**New York-Presbyterian Brooklyn Methodist Hospital:
Center for Community Health**

Brooklyn, New York

Planning and design of a freestanding seven-story, 480,000 sf ambulatory care clinic with a new cancer center including radiation/oncology and infusion, a ten-OR ambulatory surgery suite, new endoscopy suite with special procedure rooms, a wound care clinic, faculty offices, and full support services.

White Plains Hospital Center

White Plains, New York

New 120,000 sf Medical Office Building (MOB).

**Wyckoff Heights Medical Center: Ambulatory
Transformation Project**

Brooklyn, NY

Renovation of the main lobby entrance, emergency department, as well as the 2nd and 3rd floor of the hospital to create additional primary and specialty care outpatient clinics totaling 92,652 SF.

Weill Cornell Medical College

New York, New York

Gut renovation of 6,300 sf of laboratory space on the east side of the 4th floor of the A Building to include receiving and Pre-PCR, Post PCR labs, lab support, and offices.

Bristol Hospital, Ambulatory Care Building

Bristol, Connecticut

Assessment to locate the new five-story, 100,000 sf Ambulatory Care Building closer to Main Street and Riverside Avenue.

Montefiore New Rochelle Hospital

New Rochelle, New York

Renovation of 268,000 sf Golstein Building to medical offices, emergency department renovation and expansion and radiology suite upgrade.

Children's National of Prince George's County

Lanham, Maryland

New 60,000 sf comprehensive pediatric outpatient and specialty care center with medical specialties, including urgent care, surgery (2 OR's) and imaging.

**Children's Hospital of Atlanta, Office
Park Redevelopment**

Atlanta, Georgia

Space programming for the clinical and office space needs for the Children's Hospital of Atlanta for a building program consisting of 200,000 sf of ambulatory clinic space and 500,000 sf of state of the art corporate office space.

Northwell Health Forest Hills Hospital

Forest Hill, NY

Major modernization of the facility and a large addition to the rear of the facility to house additional medical/surgical beds, new surgical capabilities, upgraded support space, and ambulatory care services. Renovations and modernizations include an upgrade to critical care beds, expansion of prep/PACU, expanded emergency care and upgrades to ancillary and support spaces. Additionally, expanded parking is a necessity for the hospital.

Harlem Health Center

New York, New York

Architectural and design services for a new eight-story, 103,000 sf diagnostic and treatment center comprising various clinical services including pediatrics, dentistry, OB/GYN, and 35,000 sf of leased office and commercial space.

Dallah Hospital

Riyadh, Saudi Arabia

350-bed facility expanding Dallah Health's network to 1,500 beds operating across four hospitals totaling 1,140,975 sf. This community hospital facility provides diagnostic and treatment services including ORs, specialty procedure rooms, an emergency department, imaging, and physiotherapy specialties.

The Methodist Hospital Research*

Houston, Texas

420,000 sf institutional facility

The Methodist Hospital*

Houston, Texas

North Campus Expansion of 1,700,000 sf

*Designates work completed prior to joining Perkins Eastman



JOANNE VIOLANTI AIA

PRINCIPAL

EDUCATION

Bachelor of Arts- Design of
the Environment
University of Pennsylvania
Philadelphia, Pennsylvania

Master of Architecture
State University of New York at
Buffalo, Buffalo, New York

MEMBERSHIPS

Licensed Architect: State of New York
Member of the American Institute of
Architects

Joanne Violanti, Project Architect, brings more than 25 years of experience in designing and managing projects of varying scale and program. Her particular strength is in delivering projects for institutional clients with demanding schedules, elaborate programs, and complex technical requirements.

Joanne has a proven track record on highly specialized projects, leading teams to successfully integrate the requirements of users, consultants, and public agencies with the overall design goals. Her portfolio includes many significant medical and laboratory facilities for clients such as Memorial Sloan-Kettering and major academic medical centers such as NYU, Duke, and Cornell universities. Notably, she worked on the Evelyn H. Lauder Breast Center at Memorial Sloan-Kettering and the recently opened Josie Robertson Surgery Center, also for Memorial Sloan-Kettering, a first-of-its-kind facility that combines the most technologically sophisticated surgical care with the most patient- and family-focused care.

HEALTHCARE / LABORATORIES

Memorial Sloan Kettering Cancer Center

New York, New York

- Josie Robertson Surgery Center: Programming and planning for a 179,000 sf, 16-story facility focused on providing the most technologically sophisticated surgical care for outpatient cases.
- David H. Koch Center for Cancer Care: Planning, design and interior design services for a new, 730,000 sf, 25-floor facility focused on the next generation of outpatient cancer care and clinical and research programs. Accommodates full public amenities, staff support and academic offices. This project will pursue LEED Gold certification.
- Guttman Diagnostic Center: New Breast Imaging Center

Duke University Medical Center

Durham, North Carolina

Phased renovations for 54,000 sf surgical suite to create 11 new operating rooms, new prep and PACU area, and provide surgical suite support.

Hospital for Special Surgery

New York, New York

- Major expansion and modernization for 2015 Master Plan Campaign
- Ambulatory care facility, consolidating all outpatient services, physician and medical practice offices and a new surgical platform
- HSS West Side Ambulatory Care Center, a new 60,000 sf center offering surgical, diagnostic, and treatment services for sports medicine

NYU Langone Medical Center: Ambulatory Care Center at Cobble Hill

Brooklyn, New York

Planning and designing of a freestanding seven-story, 160,000 sf ambulatory care clinic adjacent to the main hospital. This facility includes standalone Emergency Department, Surgical and Procedural Suite, Diagnostic Imaging Suite, Cancer Center services and Physician Practices.

Wyckoff Heights Medical Center: Ambulatory Transformation Project

Brooklyn, NY

Renovation of the main lobby entrance, emergency department, as well as the 2nd and 3rd floor of the hospital to create additional primary and specialty care outpatient clinics totaling 92,652 SF.

Mount Sinai Medical Center

New York, New York

Transplant Institute

NYU Langone Medical Center, Brooklyn Clinic

Brooklyn, New York

10,000 sf renovation for new outpatient clinic.

New York University Langone Medical Center

New York, New York

- Epilepsy Center: Clinical facilities, surgical suite, and inpatient neuro-imaging unit for evaluation and treatment of epilepsy.
- Program for IVF: New clinical facilities, procedure rooms and laboratories for IVF.
- Cochlear Implant Center

Hackensack Medical Center*

Hackensack, New Jersey

New inpatient bed tower, diagnostic laboratories, and cafeteria.

Reproductive Medicine Associates of Brooklyn*

Brooklyn, New York

New clinical facilities for reproductive medicine.

The Valley Hospital Center for IVF*

Paramus, New Jersey

New clinical and laboratory facilities for IVF.

Long Island IVF*

Melville, New York

New clinical facilities, procedure rooms and laboratories for IVF.

CIBA Specialty Chemicals Project Renaissance*

Tarrytown, New York

Consolidation of research laboratory and office space.

HIGHER EDUCATION

University of Connecticut: Advanced Technologies Institute Connecticut Technologies Park (UCEPI)

Storrs, Connecticut

Master planning for a new research park with 95,000 sf of laboratory space including a precision manufacturing center and environmental engineering institute.

State University of New York

Stony Brook University Master Plan*

Stony Brook, New York

New campus master plan for Stony Brook University.

SUNY Albany

Boor Sculpture Building

Albany, New York

Architectural and design services for a 20,000 sf fine arts sculpture facility housing state-of-the-art metal working, foundry, kiln, woodshop, and multimedia studios.

*Designates work completed prior to joining Perkins Eastman



DALE LEE

AIA, NCARB, LEED AP

PRINCIPAL

EDUCATION

Master of Architecture,
Clemson University,
Clemson, SC, 1989

Bachelor of Arts in Design, Clemson
University, Clemson, SC, 1986

REGISTRATION

Dale is a licensed architect in
Georgia, North Carolina, South
Carolina, Tennessee,
Florida, Alabama,
Mississippi and Louisiana

MEMBERSHIPS

The American Institute of
Architects (AIA); National Council
of Architectural Registration
Boards (NCARB); Georgia Hospital
Association (GHA); American Society
of Healthcare Engineers (ASHE)

Mr. Lee is the Principal of Healthcare Design with over twenty eight years of experience, the last twenty five of which, have been with Howell Rusk Dodson Architects. He has extensive experience in all phases of architectural services and is particularly talented in conceptual architectural design and detailing. His experience covers an array of building types from residential to professional to institutional and healthcare. Mr. Lee has served as project architect and designer for the last nineteen years specializing in healthcare design.

HEALTHCARE

Northside Hospital Cherokee

Canton, Georgia
Replacement Hospital

Northside Hospital Forsyth

Cumming, Georgia

- Women's Center Master Planning,
- Programming, Architecture for
- Hospital Expansion
- Medical Surgery Additions
- Breast Care Surgery Center
- Surgery Addition

Northside Hospital Atlanta

Atlanta, Georgia

- Surgery Renovation and Expansion
- Surgery Renovation and Expansion - Third Floor
- Women's Center Master Planning,
- Programming, Architecture for
- Hospital Expansion
- Peachtree Dunwoody O.S.C

Northside Hospital Alpharetta

Atlanta, Georgia
Outpatient Surgery Center



GEORGE P. SCHOBLOHER

AIA, LEED AP

PRINCIPAL

EDUCATION

Bachelor of Architectural Engineering Technology, Southern Polytechnic State University, Marietta, Georgia

REGISTRATION

Dale is a licensed architect in Georgia

MEMBERSHIPS

The American Institute of Architects (AIA); Georgia Hospital Association (GHA); Georgia Association for Healthcare Facility Managers (GAHFM)

Mr. Schobloher is the Principal of Healthcare with over 30 years of a Healthcare Project Architect/Manager experience in the Georgia market with HRD. He has a strong background with all types of healthcare architecture projects. His responsibilities as project architect/project manager include meeting with user groups, programming, schematic and design development, overseeing the production of construction documents and coordinating the work of our engineering consultants and the owner's vendors.

HEALTHCARE

Children's Healthcare of Atlanta

Atlanta, Georgia

- Forsyth Urgent Care, Specialty Care and Sports Medicine
- Cherokee Urgent Care & Specialty Care
- Hamilton Creek Urgent Care and Specialty Care
- Children's at Peachtree Boulevard Urgent Care
- East Cobb Specialty Care
- Orthopedics and Prosthetics Fabrication Lab
- Hudson Bridge Specialty Care
- Meridian Mark Ambulatory
- Surgery Center
- Gwinnett Ambulatory
- Surgery Center
- Webb Bridge Imaging Center

Northside Hospital Atlanta

Atlanta, Georgia

- East Cobb Medial Office Building
- Interchange Parking Deck

Northside Hospital Midtown

Atlanta, Georgia

Ambulatory Surgery Center



NATALIE WU

AIA, LEED BD+C, EDAC

SENIOR ASSOCIATE

EDUCATION

Bachelor of Art in Art &
Architectural History
Brown University
Providence, Rhode Island

Master of Architecture
University of Pennsylvania
Philadelphia, Pennsylvania

MEMBERSHIPS

Ms. Wu is a registered architect in
New York and is a LEED® Accredited
Professional. She is a member of the
AIA Long Island Chapter.

Ms. Wu's expertise stems from large scale healthcare projects. Her typical role has been job captain, assisting in the coordination, organization and production processes for major healthcare projects. Ms. Wu has been involved in MEP and equipment coordination, medical planning, client and user communications and presentations, detailing, and design work.

HEALTHCARE

Memorial Sloan Kettering Cancer Center, Cancer Center

New York, New York

- Josie Robertson Surgery Center: Programming and planning for a 179,000 sf, 16-story facility focused on providing the most technologically sophisticated surgical care for outpatient cases
- Evelyn H. Lauder Breast and Imaging Center: Programming and planning for a new 240,000 sf outpatient breast cancer center with diagnostic imaging and endoscopy suite.
- David H. Koch Center for Cancer Care: Planning, design and interior design services for a new, 730,000 sf, 25-floor facility focused on the next generation of outpatient cancer care and clinical and research programs. Accommodates full public amenities, staff support and academic offices. This project will pursue LEED Gold certification.

University of Pennsylvania: Center for Advanced Medicine

Philadelphia, Pennsylvania

Architectural design for a new 500,000 sf state-of-the-art freestanding building to house clinical outpatient services, ambulatory procedure center, radiation oncology, chemotherapy, conference center, and patient education.

NYU Langone Medical Center: Ambulatory Care Center at Cobble Hill

Brooklyn, New York

Planning and designing of a freestanding seven-story, 160,000 sf ambulatory care clinic adjacent to the main hospital. This facility includes standalone Emergency Department, Surgical and Procedural Suite, Diagnostic Imaging Suite, Cancer Center services and Physician Practices.

Wyckoff Heights Medical Center: Ambulatory Transformation Project

Brooklyn, NY

Renovation of the main lobby entrance, emergency department, as well as the 2nd and 3rd floor of the hospital to create additional primary and specialty care outpatient clinics totaling 92,652 SF.

Jacobi Medical Center

New York, New York

Renovation of Comprehensive Psychiatric Emergency Program (CPEP).

Calvary Hospital

New York, New York

Renovation of 26,000 sf in an existing hospital for use as a new 37-bed acute care unit satellite hospice facility.

Calvary Hospital

Bronx, New York

Renovation of existing Hospital inpatient 2,500 sf pharmacy to comply with 797 state regulations and modernize to current standards.

New York-Presbyterian Hospital: Radiation / Oncology Expansion

New York, New York

10,000 sf of new construction and 12,000 sf renovation of existing Radiation/Oncology Unit with examination rooms, patient changing and lounge spaces, as well as departmental support facilities.

NYU Langone Medical Center, Brooklyn Clinic

Brooklyn, New York

10,000 sf renovation for new outpatient clinic.

Weill Cornell Medical College

New York, New York

Gut renovation to create a new 8,300 sf Sleep Lab facility on the 5th Floor of 425 East 61st Street with 12 sleep observation rooms with a central control room, faculty offices and administrative/support space.

Kennedy Health System, Master Plan

New Jersey

Al Maktoum Hospital

Dubai, United Arab Emirates

Design of an advanced 915,000 sf hospital with rooftop helipads and an ambulance receiving area which are linked to a surgical trauma operating suite and a diagnostic imaging unit with MRI, CT, and X-ray capabilities.

CORPORATE

BBC Worldwide Americas Corporate Headquarters

New York, New York

Design of a 59,000 sf full floor plan for relocation of Headquarters.

Renaissance Technology Corporate Headquarters

Stony Brook, New York

A new office wing and conference area additions and a new stand alone sports and a new fitness facility. The design considers a variety of working conditions ranging from private offices to public activities and multi-purpose sports courts.

EDUCATION

Victor Mravlag School

Elizabeth, NJ

Renovations and additions to convert an existing 80,100 sf historical school building into a 494-student preK-8 neighborhood school.

Connors Elementary School

Hoboken, NJ

PreK-5, 60,265 sf renovation and 4,000 sf cafeteria/auditorium addition.

St. Francis Preparatory School

Fresh Meadows, Queens

56,000 sf addition and renovation of existing 250,000 sf school.



SANJAY PARMAR AIA

SENIOR HEALTHCARE PLANNER

EDUCATION

Master in Healthcare Facility Design and Planning, Clemson University
Clemson, South Carolina

REGISTRATION

Sanjay is a licensed architect registered in the state of North Carolina. He is also LEAN Certified.

MEMBERSHIPS

Member, American Institute of Architects

Sanjay is a senior healthcare planner at Perkins Eastman and has more than 20 years of experience in healthcare programming, strategic planning, and facility planning. His expertise lies in the area of integrating healthcare operations, strategic data analytics, technology, and Lean principals into facility planning and design solutions. His responsibilities developing clinical and facility programs base on strategy, clinical volume, and operations, and he creates conceptual and detail facility solutions based on Lean operations, workflow, staffing model, clinical, and information technology. Sanjay possesses an in-depth understanding of operations and planning, as well as knowledge of outpatient and acute care inpatient facilities from community hospitals to specialty facilities.

HEALTHCARE

VA Health Care Center

Winston-Salem, North Carolina

A 400,000 sf, \$130 million developer-led design/build project to provide a range of outpatient services, including day surgery, rehabilitation, behavioral health, and women's services. The project is noteworthy for its scale, speed, and integrated delivery method, as well as the quality of its design aesthetic and connection to the campus. Certified LEED Gold.

St. Luke's Hospital Anderson Campus Expansion

Easton, Pennsylvania

Healthcare Planner for a comprehensive facility evaluation, master planning, and preliminary design for the 765,000 SF, \$220 million phased expansion of the campus from 100 to 400 beds. The design/build approach provided integrated constructibility, phasing, and budget review to deliver viable design recommendations.

White Plains Hospital: Expansion and Renovation

White Plains, New York

Healthcare Planner for the phased expansion and renovation of this urban hospital campus. Planning of the 205,000 SF, \$100 million project emphasized improved clinical operations for maternity, cardiology, and surgery departments. Use of data analytics and LEAN operational principles to evaluate capacity and throughput.

Carolinas Healthcare System Core Labs

Charlotte, North Carolina

A 27,000 sf interior renovation for a new core clinical lab supporting several hospitals and outreach markets. The project employed a LEAN design team and 3P methods for every aspect of the design, with in-depth user input, including full size mock-up construction and process simulation. This project is being delivered through a true IPD contract and is part of the pilot program for digital/virtual review of projects utilizing Building Information Modeling (BIM).

Cleveland Clinic Heart Hospital*

Cleveland, Ohio

Planning and programming of a 980,000 sf Heart Center to provide integrated patient care between inpatient and ambulatory environment. This facility was planned to provide all required invasive, noninvasive, and diagnostic care under one roof.

Blanchard Valley Medical Center*

Findlay, Ohio

Master planning, programming and clinical planning for a 320,000 sf community facility. The existing outpatient ambulatory facility was planned to provide space for Neurology Clinic and noninvasive neuro diagnostic. All extensive diagnostic imaging services were located in the expansion building.

Self Regional Medical Center*

Greenwood, South Carolina

Planning of neurosurgical services supported by an inner operative CT in the operating room. This surgical suite was also supported by OR for Neuro/Spine cases.

Sacred Heart Hospital Bayou Tower*

Pensacola, Florida

Master plan to established scope and location of new bed tower. Implementation included 114,000 sf, \$22.4 million vertical expansion with 115 new private patient rooms. Decentralized nursing model minimizes staff movement and maximizes staff time at the bedside.

Forsyth Medical Center North Pavilion*

Winston-Salem, North Carolina

Master plan implementation of a new 350,000 sf, \$132 million bed tower to expand critical service lines and provide for two new Centers of Excellence. In addition to 120 med/surg beds on four floors, the facility houses the Sara Lee Center for Women's Health (21 GYN beds, 20 antepartum beds, 24 LDRs, 40 Level II/III NICU) and the Forsyth Cardiology Center (24 coronary care beds and consolidated cardiac functions).

Medical Center of Central Georgia*

Macon, Georgia

Heart Center and Master Plan | 450 Beds

Emory Healthcare*

Atlanta, Georgia

25,000 sf specialized Clinical Laboratory Department renovation and 6,000 sf anatomical Pathology Master Planning and patient specimen draw.

Piedmont Health*

Atlanta, Georgia

Ambulatory Services | 100,000 sf

Mission Hospital Master Plan*

Asheville, North Carolina

Facility Assessment & Surgery Operational Plan | 750 beds

Mount Sinai Medical Center*

New York, New York

Surgery Master Plan

Northeast Georgia Medical Center*

Gainesville, Georgia

Women's and Children's Pavilion | 420 beds

Carolinas Healthcare System*

Charlotte, North Carolina

- Pineville Hospital Expansion (205 Beds, 350,000 sf)
- University Hospital Maternity Center (48 Beds, 120,000 sf)

*Designates work completed prior to joining Perkins Eastman



KATHLEEN BYRNE

AIA, CSA

SENIOR ASSOCIATE

EDUCATION

Bachelor of Architecture
Pratt Institute
Brooklyn, New York

Master of Architecture
Syracuse University
Syracuse, New York

MEMBERSHIPS

Registered Architect: State of
New York, American Institute of
Architects (AIA)

Kathleen Byrne is a planner and project architect at Perkins Eastman with more than 20 years of architectural and planning projects experience, specializing in the field of healthcare for the past 12 years. Kathleen has a unique understanding of the complexities of translating planning and design ideas into a built reality. In the complex world of high-technology and smart buildings, she is able to bring together the architectural and engineering aspects of the project with a logical, thoughtful, and thorough approach to the integration of technology and design excellence.

Prior to joining Perkins Eastman Kathleen worked in the fields of healthcare, high-end residential, and corporate and commercial interiors at some of New York's top design offices, including time as an Associate of Guenther Petrarca, LLP.

HEALTHCARE

Memorial Sloan Kettering Cancer Center

New York, New York

- Josie Robertson Surgery Center: Programming and planning for a 179,000 sf, 16-story facility focused on providing the most technologically sophisticated surgical care for outpatient cases.
- David H. Koch Center for Cancer Care: Planning, design and interior design services for a new, 730,000 sf, 25-floor facility focused on the next generation of outpatient cancer care and clinical and research programs. Accommodates full public amenities, staff support and academic offices. This project will pursue LEED Gold certification.
- Evelyn H. Lauder Breast and Imaging Center: Replacement of a Spec CT with a new PET CT in the 240,000 sf, a 14-story outpatient facility.

New York-Presbyterian Brooklyn Methodist Hospital:

Center for Community Health

Brooklyn, New York

Planning and design of a freestanding seven-story, 480,000 sf ambulatory care clinic with a new cancer center including radiation/ oncology and infusion, a ten-OR ambulatory surgery suite, new endoscopy suite with special procedure rooms, a wound care clinic, faculty offices, and full support services.

NYU Langone Medical Center: Ambulatory Care Center at Cobble Hill

Brooklyn, New York

Planning and designing of a freestanding seven-story, 160,000 sf ambulatory care clinic adjacent to the main hospital. This facility includes standalone Emergency Department, Surgical and Procedural Suite, Diagnostic Imaging Suite, Cancer Center services and Physician Practices.

Duke University Medical Center

Durham, North Carolina

Surgical Suite Expansion: 125,000 sf addition for surgery and 65,000 sf renovation of existing suite to provide 35 operating rooms, a reevaluation prep/PACU, and support functions, including pathology and pharmacy.

Hospital for Special Surgery

New York, New York

- Four new Orthopedic Operating Rooms
- Series of physician practice renovations and new spaces
- New Ambulatory Care and Physical Therapy Center throughout four floors totaling 47,000 sf

Montefiore Medical Center

Bronx, New York

Planning and design of a new fourteen-story, 300,000 sf Children's Hospital at Montefiore (CHAM) inpatient tower, includes existing campus urgent care, ambulatory care, emergency department renovations, and associated make-ready and decanting efforts throughout various areas of the existing campus.

New York-Presbyterian Queens

Flushing, New York

Formerly New York Hospital Queens, modernization including a new five-level, 90,000 sf west wing, and selective renovations totaling 30,000 sf within the existing buildings. The new 34,000 sf Heart and Vascular Center contained 10 Cath Labs for Cath/EP/Vascular/Steriotaxis procedure and support. A 30-bed Recovery unit and a Non-Invasive Cardiology Suite.

NYU Langone Medical Center

New York, New York

- Clean Soiled Utility Room Survey: deficiency survey comprising 140 rooms to determine architectural deficiencies in the existing conditions.
- CVC Nuclear Medicine: 10-room, 2,000 sf renovation in the existing Cardiac and Vascular Center creates an outpatient nuclear medicine facility separate from inpatient in Tisch Hospital.
- ED Isolation Room: 500 sf renovation consists of ED isolation room, decontamination shower, and OB/GYN room.
- HCC Cooperative Care Center: 40,000 sf, two-floor reorganization to increase the availability of care to CV patients in an environment conducive to family involvement.
- ICU Deficiency Survey: deficiency survey comprising 90 beds to determine architectural deficiencies in the existing conditions.
- Immediate Needs Projects: 67,500 sf renovation and relocation of various departments, ICU Step down Units, BMT, Radiology Oncology, Pharmacy and ED, in the Tisch and HCC Hospital buildings. The scope also included 19,000 sf Cardiac and Vascular Center renovation and expansion to provide two new Cath Labs Recovery Beds, Cardiac Nuclear testing and support. 12,000 sf renovation for 30 bed Cardiology Inpatient Unit

Children's National of Prince George's County

Lanham, Maryland

New 60,000 sf comprehensive pediatric outpatient and specialty care center with medical specialties, including urgent care, surgery (2 OR's) and imaging.

Children's Hospital of Atlanta, Office

Park Redevelopment

Atlanta, Georgia

Space programming for the clinical and office space needs for the Children's Hospital of Atlanta for a building program consisting of 200,000 sf of ambulatory clinic space and 500,000 sf of state of the art corporate office space.



NSENGA BANSFIELD

SENIOR ASSOCIATE

EDUCATION

Bachelor of Architecture
Cornell University
Ithaca, New York

Nsenga Bansfield, a senior medical planner, has over 15 years experience in the architectural field. She has been responsible for the medical planning and drawing production on several major healthcare projects throughout her career. Her specialty is working with client leadership and stakeholders to coordinate the best possible healthcare outcome including medical planning for both renovations and new construction.

HEALTHCARE

University of Pennsylvania

Ruth and Raymond Perelman Center for Advanced Medicine

Philadelphia, Pennsylvania

Design of a new 800,000 sf, state-of-the-art, freestanding building to house clinical outpatient services, ambulatory procedure center, radiation oncology, chemotherapy, conference center, lobby, patient education, and parking for 300 cars.

Saint Vincent's Medical Center

Bridgeport, Connecticut

- Facilities Master Plan for the development of the entire 358 bed, 500,000sf hospital. Medical Center property, including hospital, parking structure, School of Nursing, and potential medical office building.
- Major Modernization for Master Plan implementation: full A/E and Interior Design Services for new Cancer Center building, new seven-story parking structure, and associated site work.
- Renovations to existing hospital: ambulatory surgery, cardiology, imaging/radiology, hospital lobby, and support facilities.
- Emergency Department expansion and re-design.

NYU Langone Medical Center: Clinical Cancer Center

New York, New York

Design of a new 13-level, 113,000 sf freestanding building which will serve outpatient care including radiology, labs, conference center, diagnostic imaging, infusion and stem cell, and a pharmacy.

White Plains Hospital Center

White Plains, New York

- Facilities Master Plan for multi-phased expansion and renovation of the hospital.
- New Freestanding Ambulatory Care Building including two new Linear Accelerators
- Full A/E and Interior Design services for major modernization including re-planning of hospital entrance and lobby, reconfiguration of site and entry approach, new surgical suite, inpatient acute and critical care area, and radiology/imaging.
- Site development for entire campus, including new hospital entry approach, demolition of under utilized buildings, and bridge to municipal parking structure.

Duke University Medical Center

Durham, North Carolina

- Master planning for the entire Medical Center Campus including Inpatient, Outpatient, and Clinical facilities that include improvements to various hospital functions, the streamlining of site circulation, creation of a cohesive architectural style, and the implementation of green design elements and sustainability.
- Renovation and addition to create a new 65,000 sf replacement emergency department that will serve 90,000 patients per year.
- Renovation and addition for a 125,000 sf, 11-room surgical suite with accompanying support spaces such as pathology lab and pharmacy
- Design of a new two-pad helipad on the roof of the hospital that includes a direct connection to the surgical suite and emergency department.
- Design of a 13-bed, replacement, dialysis department for acute inpatients that includes isolation rooms.
- Planning for three replacement MRI units in a new building adjacent to the diagnostic imaging department.
- Campus wide site planning addressing site circulation, building locations and communication systems.
- New Bed Tower design

Al Maktoum Hospital

Dubai, United Arab Emirates

Design of an advanced 915,000 sf hospital with rooftop helipads and an ambulance receiving area which are linked to a surgical trauma operating suite and a diagnostic imaging unit with MRI, CT, and X-ray capabilities.

North Shore LIJ: Two Emergency Departments

New York, New York

Design and implementation of two new replacement emergency departments in New York

Beth Israel Medical Center

New York, New York

Modernization project on multiple campuses including endoscopy, radiology, hospice care, CCU, public spaces, and infrastructure.

Stamford Hospital Renovations

Stamford, Connecticut

Renovation of eight existing operating rooms totaling approximately 500 sf each.

Danbury Hospital: Emergency / Triage Renovation

Danbury, Connecticut

Architectural services for the design of a new NICU providing 19 beds, including 13 Private Rooms, 3 Twin Rooms, and incorporating 2 Triplet Room configurations.

Clinica Pasteur, Congregacion Dominicas de Santa Catalina de Sena

Quito, Ecuador

Schematic design for a replacement community hospital including 54 Medical Surgical beds, 10 VIP beds, eight Coronary Care beds, eight ICU beds, six new Operating Rooms, 14-bed Pre-Op and Recovery Unit, four Interventional Rooms, Central Sterilization, Cardiology, and Ambulatory Services.

Rochester General Hospital

Rochester, New York

Medical planning for ambulatory care building study and for conceptual design of 125 bed new bed tower addition.



MAUREEN CARLEY IIDA

PRINCIPAL

EDUCATION

Bachelor of Fine Arts in Interior Design
New York School of Interior Design
New York, New York

Associate of Applied Science in Interior Design
Berkeley College
New York, New York

MEMBERSHIPS

International Interior Design Association
NCIDQ certified

Maureen Carley-Vallejo is a Principal with over 25 years of experience as an interior designer and project manager. A talented and thoughtful designer, Maureen has dedicated much of her time at Perkins Eastman designing healthcare environments. Her approach to healing design is a result of caring and sensitivity on many different levels including the smallest of details. Maureen believes in a human-centered approach to design and considers the various human effects of each interior environment.

Prior to joining Perkins Eastman, Maureen was associated with the firms of Summit Bank Corporation, Barbara Weber Associates, Inc. and Dick Halpern Designs, Ltd. in New Jersey, and The Guardian Life Insurance Company of New York City.

HEALTHCARE

Memorial Sloan Kettering Cancer Center

New York, New York

- Josie Robertson Surgery Center: Programming and planning for a 179,000 sf, 16-story facility focused on providing the most technologically sophisticated surgical care for outpatient cases.
- Breast and Imaging Center: new 14-story, 240,000 sf breast and imaging center comprising diagnostic and interventional imaging, medical and surgical oncology, infusion and chemotherapy, and psycho-social programs.
- M2 Ambulatory Surgery: Design renovations for a 46,000 sf off-site ambulatory care center, including the expansion of existing support areas for medical and surgical ambulatory care services.
- David H. Koch Center for Cancer Care: Planning, design and interior design services for a new, 730,000 sf, 25-floor facility focused on the next generation of outpatient cancer care and clinical and research programs. Accommodates full public amenities, staff support and academic offices. This project will pursue LEED Gold certification.
- Laurance S. Rockefeller Outpatient Pavilion: design of 190,000 gsf of space in an existing building to house post-surgical ambulatory care space organized by disease unit.

**New York-Presbyterian Brooklyn Methodist Hospital:
Center for Community Health**

Brooklyn, New York

Planning and design of a freestanding seven-story, 480,000 sf ambulatory care clinic with a new cancer center including radiation/oncology and infusion, a ten-OR ambulatory surgery suite, new endoscopy suite with special procedure rooms, a wound care clinic, faculty offices, and full support services.

Duke University Medical Center

Durham, North Carolina

- Office building for Surgery: 54,000 sf of phased renovations in ancillary building to create 11 new operating rooms, new prep and PACU area, and surgical suite support.
- Dialysis Unit: design of a dialysis unit as part of the newly redesigned emergency department.
- Emergency Department: design of a phased two-story addition of approximately 37,000 sf that will house the main emergency department. Project is expected to earn a LEED rating.
- Surgical Platform

Hospital for Special Surgery

New York, New York

- Major expansion and modernization for 2015 Master Plan Campaign
- Ambulatory Surgery Center: Programming and design options for a new 205,000 sf facility, including BSA variances. This stand-alone ambulatory surgery facility, consolidates all outpatient services, physician and medical practice offices, and create a new surgical platform
- HSS Research Labs
- S Building East 71st Street
- Ambulatory care facility, consolidating all outpatient services, physician and medical practice offices and a new surgical platform
- Sports Medicine Center
- 11th Floor Amenity Units

Montefiore Medical Center

Bronx, New York

Children's Hospital at Montefiore: Planning and design of a new fourteen-story, 300,000 sf inpatient tower, includes existing campus urgent care, ambulatory care, emergency department renovations, and associated make-ready and decanting efforts throughout various areas of the existing campus.

New York Presbyterian Hospital

New York, New York

- Starr 4 Cardiology Outpatient Suite: cosmetic interior renovation of 16,000 sf cardiology suite.
- Obstetrics and Gynecology Outpatient Suite: cosmetic interior renovation of 10,000 sf OB/GYN suite within the Starr building.
- Ambulatory Surgery Holding and Recovery Unit: modernization of 5,000 sf First Stage Recovery unit for the Ambulatory Surgery Department.
- Radiation/Oncology Modernization: combination of 10,000 sf of new construction and 12,000 sf renovation expands the department.

Mount Sinai Medical Center

New York, New York

Tisch Cancer Institute: Planning and design of the new 58,000 sf outpatient cancer treatment center.

NYU Langone Medical Center

New York, New York

- Ambulatory Surgery and expansion: 20,000 sf adaptive-use with four new operating rooms.
- NYU Cancer Center: Design of a new 13-level, 113,000 sf freestanding building which will serve outpatient care including radiology, labs, conference center, diagnostic imaging, infusion and stem cell, and a pharmacy.

University of Pennsylvania Health System

Philadelphia, Pennsylvania

Design of a new 800,000 sf, state-of-the-art, freestanding building to house clinical outpatient services, ambulatory procedure center, radiation oncology, chemotherapy, conference center, lobby, patient education, and parking for 300 cars.



JULIE MOLLER

NCIDIQ

SENIOR ASSOCIATE

EDUCATION

Bachelor of Science
Appalachian State University
Boone, North Carolina

Julie serves as a Senior Interior Designer with more than 20 years of experience in the industry. Her expertise covers a broad spectrum from Healthcare and Senior Living to Hospitality. Her projects have won numerous national awards including AIA/LeadingAge Design for Aging Review Citation for Design Excellence and Design for Senior Environments.

HEALTHCARE

VA Health Care Center

Kernersville, North Carolina

This 325,000 sf New Outpatient Health Care Center will consist of an array of specialty clinics, diagnostic support & user amenities. The scope includes OR's, MRI, Cardiac Cath Labs, Nuclear Medicine, MRI, CT and general radiology, a 17 chair dialysis clinic is also included. Clinics include primary care, women's services, physical rehabilitation, prosthetics, vision, audiology and mental health. An important element of the project is the creation of spaces that support the patient, the family and the caregiver. The facility has been designed to attain a LEED (for Healthcare) Gold certification.

Carolinas Healthcare System Labs

Charlotte, North Carolina

A 27,000 sf interior renovation for a new core clinical lab supporting several hospitals and outreach markets for Carolinas HealthCare System. The project employed a LEAN design team and 3P methods for every aspect of the design, with in-depth user input, including full size mock-up construction and process simulation. This project is being delivered through a true IPD contract and is part of the pilot program for digital/virtual review of projects utilizing Building Information Modeling (BIM) coupled with an Integrated Project Delivery approach for the North Carolina Board of Architecture and Board of Engineers.

Catawba Valley Medical Center

Hickory, North Carolina

Emergency department and cardiology expansion.

Augusta University Medical Center

Augusta, Georgia

Renovation of 9,750 sf on the third floor of the Professional Building for a new Clinical Laboratory totaling \$2,200,000 in construction costs.

Medical Center of Central Georgia*

Macon, Georgia

Forsyth Medical Center*

Winston-Salem, North Carolina

Rowan Regional Medical Center*

Salisbury, North Carolina

Carolinas Medical Center-Union*

Monroe, North Carolina

Catawba Valley Medical Center*

Hickory, North Carolina

SENIOR LIVING

Atria Senior Living: Foster Square

Foster City, California

New seven-story senior living facility with 131 independent and assisted living residences and 24 homes for persons with Alzheimer's disease.

Cambridge Healthcare: Branchlands Assisted Living

Charlottesville, Virginia

85-bed Assisted Living apartments and Memory Care units to supplement the existing community and provide an updated kitchen and community amenities including dining, resident lounges and activity spaces.

United Methodist Manor of the Pee Dee

Florence, South Carolina

Repositioning of existing Continuing Care Retirement Communities (CCRC). Work involves renovation of the existing facility and addition of and expansion of services in new buildings.

Plantation Estates

Matthews, North Carolina

Expansion to the main Plantation Estates campus consisting of apartment buildings, villas, a club house

and a medical facility. Phase I included 7 apartment buildings and a club house; Phase II consisted of 5 apartment buildings with each apartment building containing 3 floors of resident units plus resident common areas. The club house is two stories and totals approximately 20,000 sf.

Moorings Park: Grey Oaks

Naples, Florida

New 185,000 sf facility with 38 assisted living memory care rooms, 4 assisted living guest suites, 13 independent living apartments, clubhouse on the second level, parking garage, new bistro overlooking the pool, and the Center for Healthy Living.

Alexandria Memory Care

Alexandria, Virginia

New construction for 66 Memory Care Units throughout three floors.

Park Pointe Village

Rock Hill, South Carolina

The Cypress Wellness Center

Charlotte, North Carolina

Estates at Carpenters

Lakeland, Florida

Interiors upgrade of the Main Lobby, Main Street Corridor, Elevator Lobbies, Main Corridor to Skilled Nursing Facility (SNF), Marketing Office and Fitness Center.

Suffield Meadows, Alzheimer's and Dementia*

Warrenton, Virginia

Appalachian Christian Village*

Johnson City, Tennessee

Maple Crest Continuing Care Retirement Communities and Sherwood Addition and Renovation

Edenwald Continuing Care Retirement Communities, New High-Rise Tower*

Towson, Maryland

*Designates work completed prior to joining Perkins Eastman



REBECCA MILNE

ASSOCIATE / ENVIRONMENTAL PSYCHOLOGIST

EDUCATION

Bachelor of Science in
NeuroPsychology
McGill University
Montreal, Québec

Bachelor of Art in Art History
McGill University
Montreal, Québec

Master of Science in Interior Design
Pratt Institute
New York, New York

Master of Architecture
Boston Architectural College
Boston, Massachusetts

Rebecca, an architect and published environmental psychologist leads Perkins Eastman's research efforts. Her background in neuropsychology, observing the human experience, and architectural studies informs her investigations on how design affects physical and mental well-being in workplace, health, and educational environments. Rebecca has led several studies that examine how people collaborate, and the importance of individualization in activity-based workplace environments. As part of her research, she integrates new digital tools that include behavior mapping and virtual reality testing methods. Through her research, she has the ability to help our clients determine which aspects of an environment can be changed to alter perceptions of an environment, and how those changes should occur. Rebecca's research and guidance helps our teams to create meaningful spaces and environments for people to live, work, heal, and play.

HEALTHCARE

Memorial Sloan Kettering Cancer Center

New York, New York

- Josie Robertson Surgery Center: Programming and planning for a 179,000 sf, 16-story facility focused on providing the most technologically sophisticated surgical care for outpatient cases.
- David H. Koch Center for Cancer Care: Planning, design and interior design services for a new, 730,000 sf, 25-floor facility focused on the next generation of outpatient cancer care and clinical and research programs. Accommodates full public amenities, staff support and academic offices. This project will pursue LEED Gold certification.

New York-Presbyterian Brooklyn Methodist Hospital:

Center for Community Health

Brooklyn, New York

Planning and design of a freestanding seven-story, 480,000 sf ambulatory care clinic with a new cancer center including radiation/ oncology and infusion, a ten-OR ambulatory surgery suite, new endoscopy suite with special procedure rooms, a wound care clinic, faculty offices, and full support services.

Mount Sinai Beth Israel-NYEE: New Hospital

New York, New York

The new 208,700 sf facility is designed to support the long tradition of excellence in medical specialties, including gastrointestinal disease, chemical dependency, psychiatric disorders, pain management and palliative care, and HIV/AIDS research and treatment. In addition, the project advances their commitment to community-based ambulatory care and expanding patient access to primary and specialty care.

Winthrop University Hospital

Mineola, New York

- Medical Simulation Center
- Urgent Care Center Study
- Translational Research Building: New 120,000-sf Translational Research Building. The program includes research laboratory, clinical research, medical offices, and conference and education space. As the environmental psychologist, Rebecca examined the importance of collaboration and how collaboration manifests itself various architectural typologies.

Northwell Health: Lenox Health Greenwich Village

New York, New York

Repurposing of the landmark 160,000 sf O'Toole building to bring ambulatory and urgent care back to Greenwich Village, Manhattan including a free-standing, 24-hour Emergency Department; a full-service Imaging Center featuring digital x-ray, computed tomography (CT), magnetic resonance imaging (MRI) and ultrasound; and a specialized ambulatory surgery facility focusing on interventional treatments for the sick and elderly. The project is pursuing LEED Gold Certification.

Mount Sinai Hudson Yards

New York, New York

As the project architect, Rebecca co-led the design and concept development for a clinic at Hudson Yards. As the environmental psychologist, she developed research on executive and curated health care models as well as various volumes of presentation material on the subject that fueled the design.

NYU Langone Medical Center: Clinical Core Labs

New York, New York

30,000 sf upgrade and expansion of the existing 3rd floor clinical laboratory in the Tisch Hospital to improve efficiency by centralizing all lab function that collocates Accessioning, Chemistry, Hematology, Microbiology, Immunology, Molecular testing, and a suite of shared support spaces. The laboratory also has large areas dedicated to automated specimen processing lines for Chemistry, Hematology and Microbiology.

Northwell Health Forest Hills Hospital

Forest Hill, NY

Major modernization of the facility and a large addition to the rear of the facility. The new tower was designed to house additional medical/surgical beds, new surgical capabilities, upgraded support space, and ambulatory care services. Renovations and modernizations include an upgrade to critical care beds, expansion of prep/PACU, expanded emergency care and upgrades to ancillary and support spaces.

White Plains Hospital

White Plains, New York

70,000 sf Cancer Center.

Calvary Hospital

Bronx, New York

Renovation of existing Hospital inpatient 2,500 sf pharmacy to comply with 797 state regulations and modernize to current standards.

China Resource Healthcare Group:

Beijing Rehabilitation Hospital

Beijing, China

Gut renovation of a 24-story, 505,000 sf hotel and new 165,000 sf high tech medical space for this 355-bed comprehensive hospital adjacent to the Jintong Expressway at the eastern gateway to Beijing.

Weill Cornell Medical College

New York, New York

Gut renovation of administrative space on three floors in the A Building for cell biology and biochemistry.

SUBCONSULTANT INFORMATION

Newcomb & Boyd CONSULTANTS AND ENGINEERS

Newcomb & Boyd is a 154-employee, multidiscipline consulting and engineering firm providing innovative solutions for facility design, construction and maintenance. They have provided services for more than 145 projects for Grady Health System, including the Campus Master Plan, Center for Advanced Surgical Services Programming, Emergency Department Addition and Renovation, and the Pete and Ada Lee Correll Cardiac Center Renovation. In addition to their membership in USGBC, they have 49 LEED Accredited Professionals, a WELL Accredited Professional, and a Fitwel Ambassador.

R. Powell & Associates engineering and business consultants

R. Powell & Associates, Inc. (RPA) has provided engineering and business consulting services to a variety of businesses with a focus on healthcare since 1994. RPA is certified as a Minority Business Enterprise (MBE) for engineering and business consulting by the SBA 8(a) Program, City of Atlanta, Georgia Department of Transportation, Fulton County and other local agencies. For this project, RPA will provide design services for the parking structure.

UZUN +CASE

Uzun+Case is one of the largest structural engineering firms in the Southeastern US. Their growth has been fueled by their technical expertise, creative design approach and teamwork orientation with an extensive portfolio of healthcare and Institutional clients. Our staff consists of 12 principals and more than 60 structural engineers, most of whom have MS or PhD degrees.

SYKES CONSULTING, INC.

In 2001, Darien Sykes founded Sykes Consulting, Inc. that provides structural engineering consulting for public and private sector markets locally, nationally and internationally. They are dedicated to communicating the architectural vision of our clients and expanding the creative possibilities of each project through engineering excellence. As an African American Business Enterprise (AABE), Sykes is headquartered in Atlanta, Georgia with a satellite office in Savannah, Georgia.

LONG ENGINEERING, INC.

J. Ellen Long, PE, LEED AP founded Long Engineering, Inc. in 1997 with a vision to build an exceptional civil engineering firm dedicated to providing quality, value-based services throughout the Southeast. Having completed over 30 sustainable building projects, the firm has established a reputation of developing innovative and sustainable design solutions that has included three LEED (NC) Platinum Certified projects, seven LEED (NC) Gold Certified projects and eleven other LEED Silver and Certified projects. Long Engineering, Inc. is also a Female Business Enterprise (FBE), certified by the City of Atlanta, Fulton County, DeKalb County, and the Women's Business Enterprise National Council, the largest third-party certifier of businesses owned and operated by women in the United States.



EDI, Ltd. is a leading technology consulting and design firm supporting projects nationwide and around the world. They provide project advisory services, technology system design, data center specific services, and technology program management. In order to fully realize the benefits of future technology adoption, strategic planning of the facility must integrate technology requirements as a critical building utility in a seamless way that they've been doing for years with electrical power, heating, ventilation and cooling systems.



Founded in 1980, Jensen Hughes provides accessibility consulting services for new construction and alterations, assessments of existing buildings and properties, and recommendations for barrier removal. They deliver solutions for compliance with accessibility laws, codes and standards, such as the Americans with Disabilities Act (ADA) and the 2010 Standards for Accessible Design, the Fair Housing Act (FHA), and Building Codes.



Since their founding in 1947 as the first independent elevator consulting firm in the US, Lerch Bates has brought together expertise in consulting, engineering and technology for the design and management of vertical and horizontal transportation systems, including high rise elevators, commercial elevators, freight elevators, escalators and moving walkways. Their firm provide clear analysis, cost effective recommendations and attention to detail – ranging from code compliance to aesthetic considerations.



Palacio Collaborative, Inc. is a full-service Construction Cost and Value Management firm based in Atlanta, Georgia. A certified Minority Business Enterprise (MBE) and Disadvantaged Business Enterprise (DBE), their value-added services manage cost, protect the integrity of the design, and give the Owner the most building for the money. They provide early steps for project success in the form of Cost Modeling, to reconcile both scope and budget. Throughout the design process, their Cost Management services maintain cost control and assist in driving value throughout the process to deliver long-term and sustainable facility solutions to the Owner, stakeholders, and ultimate end-user.



Founded in 2013, Chau Wall is a full service landscape architecture design consulting offering Land Planning and Master Planning, Landscape and Hardscape Designs and Bike and Pedestrian Design and Mapping. As a certified Disadvantaged Business Enterprise (DBE) / Minority Business Enterprise (MBE), Chau Wall has 18 years of experience working in civil engineering, architecture, and residential firms in Atlanta.

exit

Exit Design creates visual communications that help people find their way, tell organizational stories, and discover moments of joy. Wayfinding will explore issues of user circulation, decision point analysis, paths of travel, projected user/visitor experience of the new CASS facility and how it connects to the surrounding campus, potential wayfinding organizational structures, destination nomenclature, numbering strategies and holistic approaches to the wayfinding experience.



Founded in 1983, St. Onge Company is now entering their 35th year as a leading independent supply chain engineering and consulting company. They have developed campus supply chain strategies, materials management master plans, facility designs, and information systems to plan, direct, and coordinate the movement of materials into, throughout, and out of medical campuses. Clients have included Johns Hopkins Hospital, Dana Farber Cancer Institute, MD Anderson Cancer Center, Rush University Medical Center, St. Jude Children's Research Hospital and Duke University Medical Center.



Shen Milsom & Wilke (SMW) was started in 1986 and has grown to become an international company with a worldwide staff of over 230. Behind each solution are the people who help conceive them and work to see them become reality. They have a legacy of creating innovative user experiences, pushing the boundaries of possibilities, and making sure those we partner with succeed. SMW is a W/MBE certified firm.



Michael Baker International, a leading provider of engineering and consulting services, has been partnering with communities since 1940 to provide traffic engineering, transportation planning, and roadway design services including traffic signal warrant studies, traffic impact analysis, capacity analysis, long-range transportation plan development, and interchange modification and justification studies.



Womack & Associates is an Electrical Engineering Consulting Firm established in April of 1988 by William B. M. Womack, P. E. as the owner and principal of the firm. Womack & Associates has provided site lighting designs for over 42 years with projects ranging from streetscapes in downtown Atlanta to several miles of roadway lighting in multiple locations. Womack & Associates has provided lighting design services for over 100's of projects, many in the State of Georgia; using the GDOT Standards.

Forrest N. Hibbard, PE, LLC

Forrest Hibbard, LLC is a parking planning and design specialist with expertise in functionality and operational flexibility. Mr. Hibbard's technical strengths include sustainable parking design strategies, barrier-free design, parking geometrics, pedestrian and vehicular traffic flows, signage and graphics, and parking control equipment and "smart parking" technology design integration. Mr. Hibbard has provided on-going parking planning and design expertise for Northside Hospital's Johnson Ferry Road campus for over 25 years, including campus-wide parking studies and multi-level parking deck solutions. Similar healthcare parking planning design strategies have been provided for Grady Memorial Hospital, Piedmont Hospital and Emory University Hospital.



SUBCONSULTANT RESUMES



NEWCOMB & BOYD
CHRIS ROUSSEAU, PE

Partner-in-Charge

Chris has over 30 years of mechanical engineering experience in the design and construction industry, including significant expertise in large, complex projects for health care, corporate, academic, and scientific clients. He has had mechanical engineering and partner-in-charge responsibilities for over 1150 projects all while wearing his signature bow ties to avoid getting stuck in a fan belt.

Grady Memorial Hospital

Center for Advanced Surgical Services Programming
Atlanta, GA

Grady Memorial Hospital

Emergency Department Addition and Renovation
Atlanta, GA

Duke University Medical Center, North Pavilion
Durham, NC

Children's Healthcare of Atlanta
Center for Advanced Pediatrics

Houston Medical Center, Cancer Clinic
Warner Robins, GA

Emory University Hospital, Perioperative Expansion
Atlanta, GA



NEWCOMB & BOYD
JULI JOHNSON, PE

Associate Partner / Project Manager

Juli has 13 years of experience in mechanical system design and project management for new and renovated projects, particularly in the health care industry. She has been responsible for the project management and mechanical engineering of more than 50 projects.

Grady Memorial Hospital

Advanced Surgical Services Building Programming,
Atlanta, GA

Grady Memorial Hospital

Emergency Department Addition and Renovation
Grady Memorial Hospital, Atlanta, GA

Urgent Care Expansion

Atlanta Veterans Affairs Medical Center, Atlanta, GA

**Roosevelt Warm Springs Institute for
Rehabilitation Renovation**

Augusta University Health, Augusta, GA

Grady Memorial Hospital

Atlanta Women's and Infant's Center, Atlanta, GA

Patient Tower

Piedmont Athens Regional, Athens, GA

North Tower Renovation

WellStar Cobb Hospital, Austell, GA



NEWCOMB & BOYD
KIDANE ABEBE, PE

Associate / Mechanical Engineer

Kidane has 13 years of experience in the design of mechanical systems. His responsibilities have included project management and the design of more than 60 projects, including those for health care facilities.

Grady Memorial Hospital

Advanced Surgical Services Building Programming,
Atlanta, GA

Grady Memorial Hospital

Marcus Stroke & Neuroscience Center
Atlanta, GA

Emergency Department Addition and Renovation

Grady Memorial Hospital
Atlanta, GA

Emory at Smyrna

Renovation and Addition
Smyrna, GA

Miriam & Hugh Nunnally Maternity Care Center

Southeast Georgia Health System
Brunswick, GA

Clearview Regional Medical Center

Health Management Associates, Inc.
Monroe, GA



NEWCOMB & BOYD
MATT EASON, PE

Associate Partner / Electrical Engineer

Matt has 15 years of electrical engineering design experience for institutional projects. Matt has notable experience in the electrical engineering design of health care facilities, including more than 100 new and renovated projects.

Grady Memorial Hospital

Advanced Surgical Services Building Programming,
Atlanta, GA

Emory at Smyrna

Renovation and Addition, Smyrna, GA

Miriam & Hugh Nunnally Maternity Care Center

Southeast Georgia Health System, Brunswick, GA

Clearview Regional Medical Center

Health Management Associates, Inc., Monroe, GA

North Tower Renovation

WellStar Cobb Hospital, Austell, GA

ICU Renovations

Veterans Affairs Medical Center, Columbia, SC

ICU Renovation

Emory University Hospital Midtown, Atlanta, GA

Marcus Stroke & Neuroscience Center

Grady Memorial Hospital, Atlanta, GA



NEWCOMB & BOYD
MATT EASON, PE

Associate Partner / Electrical Engineer

Matt has 15 years of electrical engineering design experience for institutional projects. Matt has notable experience in the electrical engineering design of health care facilities, including more than 100 new and renovated projects.

Grady Memorial Hospital

Advanced Surgical Services Building Programming
Atlanta, GA

Grady Memorial Hospital

Emergency Department Addition and Renovation
Atlanta, GA

Grady Memorial Hospital

Marcus Stroke & Neuroscience Center, Atlanta, GA

Clearview Regional Medical Center

Health Management Associates, Inc., Monroe, GA

WellStar Cobb Hospital

North Tower Renovation, Austell, GA

Emory University Hospital Midtown

ICU Renovation, Atlanta, GA

WellStar Cobb Hospital

North Tower Renovation, Austell, GA



NEWCOMB & BOYD
DENNIS CONNELLY, CPD

Senior Associate / Plumbing Designer

Dennis has over 30 years of experience in the design of plumbing systems and project management. His experience covers the range of commercial and institutional facilities, including campuses for health care clients. Dennis has been published in the areas of pure water system design and high-rise plumbing. He has been responsible for the plumbing design of more than 530 projects.

Grady Memorial Hospital

Advanced Surgical Services Building Programming
Atlanta, GA

Grady Memorial Hospital

Emergency Department Addition and Renovation
Atlanta, GA

Duke University Medical Center, North Pavilion

Durham, NC

North Fulton Regional Hospital

Addition and Renovations, Roswell, GA

The Emory Clinic at 1525

General Internal Medicine, Atlanta, GA

Emory Healthcare

Ambulatory Surgery Center, Dunwoody, GA



NEWCOMB & BOYD
MARK REZAGHOLIZADEH

Associate / Fire Protection Designer

Mark has over 30 years of fire protection engineering experience and has designed fire protection systems on more than 350 projects for both public and private sector clients, including health care facilities.

Grady Memorial Hospital
Advanced Surgical Services Building Programming
Atlanta, GA

Grady Memorial Hospital
Emergency Department Addition and Renovation
Atlanta, GA

Grady Memorial Hospital
Atlanta Women’s and Infant’s Center, Atlanta, GA

Grady Memorial Hospital
Ambulatory Center Conceptual Design, Atlanta, GA

Grady Memorial Hospital
Marcus Stroke & Neuroscience Center, Atlanta, GA

Duke University Medical Center,
Student Health & Wellness Center, Durham, NC

Emory University Hospital
Perioperative Expansion, Atlanta, GA



NEWCOMB & BOYD
IGOR SHVETS, RCDD

Senior Associate / Communications Consultant

With 8 years of experience designing communications systems, Igor’s design experience encompasses more than 70 projects, including those for health care facilities.

Grady Memorial Hospital
Ambulatory Center Conceptual Design, Atlanta, GA

Grady Memorial Hospital
Advanced Surgical Services Building Programming
Atlanta, GA

Grady Memorial Hospital
Emergency Department Addition and Renovation
Atlanta, GA

Duke University Medical Center,
Student Health & Wellness Center, Durham, NC

Mayo Clinic Jacksonville
Hospital South Addition, Jacksonville, FL

Mayo Clinic Jacksonville
Tower Expansion, Jacksonville, FL

Atlanta Veterans Affairs Medical Center
Urgent Care Expansion, Atlanta, GA



JENSON HUGHES ENGINEERING
RICHARD KELLY

Senior Code and Accessibility Consultant

Richard Kelly, AIA, is a Senior Consultant with 20 years of experience. Throughout his career, Mr. Kelly has been involved with numerous large scale multi-phase health care, education, multi-family residential, municipal, religious, and retail projects. He created and integrated code-related quality control procedures and templates and developed junior staff to ensure efficient and complete code compliance.

NYU Langone Medical Center

Tisch Hospital, New York, New York

NYU Langone Medical Center

School of Medicine, New York, New York

New York Presbyterian Hospital

New York, New York

Peconic Bay Medical Center

New York, NY

Rockefeller University, River Building and ICC

New York, NY



EDI, LTD.
MARK MCCOMB, EIT, CTS

Technology Principal-in-Charge

Mark McComb will be serving as the Principal-in-Charge for the Grady Center for Advanced Surgery project. Mark joined EDI in 2012 and is EDI's President. Mark has over 25 years of experience in audiovisual, telecommunications, security, and broadband systems design and installation. With decades of experience managing technology design projects, Mark helps clients understand their technology options and develop effective designs and workflows.

University of New Mexico Replacement Hospital

Albuquerque, NM

St. Joseph Heritage Project

Denver, CO

Madison Community Hospital

Madison, SD

Saint Alphonsus Medical Center

Nampa, ID

St. Mary's Hospital Century Project Completion

Grand Junction, CO



EDI, LTD.
PAUL REMKE, PE, RCDD, LEED AP
Technology Project Manager

Paul Remke will be serving as the Project Manager for the Grady Center for Advanced Surgery project. Originally hired as a co-op student in 1992, Paul returned to EDI in 2011. With over 23 years of experience, Paul has provided communication networking design and construction administration for numerous healthcare projects.

UNC Surgical Center
Raleigh, NC

Genesis HealthCare System Renovation and Expansion
Zanesville, OH

Cherokee Indian Hospital Authority (CIHA)
New Hospital Facility
Cherokee, NC



EDI, LTD.
BRIAN MURPHEY
Senior Audio-Visual Consultant

Brian Murphey will be serving as the Senior Audio-Visual Consultant for the Grady Center for Advanced Surgery project. Brian has been with EDI since 2000. He provides audio-visual design and acoustical consulting services. He has over 20 years of experience.

Memorial Sloan Kettering Cancer Center Josie Robertson Surgery Center (JRSC)
New York, NY

Memorial Sloan Kettering Cancer Center - Campus Telecom Room Upgrade
New York, NY

Memorial Sloan Kettering Cancer Center 74th Street Project
New York, NY

Children's Healthcare of Atlanta North Druid Hills Campus Project
Atlanta, GA



LERCH BATES
TIMOTHY J. MURPHY

Regional Manager

Timothy J. Murphy, Regional Manager for the South East began working for Lerch Bates in 2004. He is currently working in the Lerch Bates Atlanta office serving as the Manager for the South East supervising the Atlanta Office and our MARTA operations and providing vertical transportation analysis and design. Previously, Timothy J. Murphy worked in the elevator industry in service, modernization and new construction of elevators since 1991.

Brookwood Medical Office

Birmingham Alabama

CHOA Egleston

Butterfly Elevator Modernization

CHOA Scottish Rite ACC

Elevator Modernization

Methodist Hospital

San Antonio, TX

Vanderbilt Medical Center

Clinic Elevators raise up

Duke University

Cancer Tower

Mount Sinai Medical Center

Miami FL New



R. POWELL & ASSOCIATES
ROOSEVELT POWELL, P.E.

Regional Manager

Mr. Powell is President of R. Powell & Associates, Inc. (RPA), which provides engineering and business consulting services to a variety of businesses. He is a licensed Professional Engineer with over 30 years of experience as a functional manager of business operations and engineering activities. Mr. Powell formerly held upper management responsibilities for various staff and operating areas at one of the major utilities in the county, Northern Illinois Gas. He has extensive experience in analyzing, evaluation, developing, and designing performance improvement projects for the utility industry. He held the position of General Manager in the utility industry and as such, was responsible for all planning, construction, maintenance, customer service and sales activities.

**Augusta Youth Detention Center Mental Health Annex
Hampton Inn, Hiram, Georgia**

Fulton County Martin Luther King Library

**NLVR Tunnel Under Taxiway Project, Hartsfield-
Jackson Airport**

Gwinnett County - Jackson Creek Treatment Plant

**CONRAC Mass Grading Project, Hartsfield-
Jackson Airport**



R. POWELL & ASSOCIATES
KEVIN D. CHAMPION, P.E.

Electrical Engineer

Mr. Champion is an Electrical Engineer for R. Powell & Associates, Inc. He received his B.S. in Electrical Engineering from the Georgia Institute of Technology. Mr. Champion has been responsible for electrical analysis, direct client interface and design of various electrical systems for commercial facilities including Marta Wash water Recycle System, Athens Regional Development Centers, and Autaugaville Natural Gas System Projects. Mr. Champion has worked 8 years for R. Powell & Associates.

City of Atlanta Beltline Trail, Southwest Side Section
Atlanta, GA

**Maynard H. Jackson International Terminal (MHJIT),
Concourse F Project**
Atlanta, GA

Clayton County Elementary School #11
Atlanta, GA

MARTA Wastewater Recycle Systems
Atlanta, GA

Kendrick Middle School Addition and Renovation
Jonesboro, GA

WOMACK & ASSOCIATES
WILLIAM B. M. WOMACK, P.E.

Engineer

William B. M. Womack, P.E., Owner of Womack & Associates maintains responsibility for the operation, performance and production of the firm. Mr. Womack has over forty years of experience in the electrical industry with a broad and varied background. Mr. Womack has held positions as a senior electrical engineer for a major industrial facility, lead engineer for an international consulting firm and as Principal/ Vice President of a multi-discipline consulting firm. Mr. Womack's areas of expertise include high, medium and low voltage power distribution systems design, power systems coordination and protection, commercial power system distribution, lighting and emergency lighting systems design, recreational lighting and control systems, and miscellaneous systems design.

Mr. Womack's experience encompasses all aspects of design including planning, scheduling, cost estimating, production, coordination, on-site construction reviews and construction administration services

Mr. Womack takes an active role in each project's development and ensures that all client objectives are met efficiently and cost effectively. Mr. Womack is the Electrical Engineer of Record for your projects.



CWA LANDSCAPE
CHAU WALL, PLA, ASLA

Principal

Ms. Chau Wall is a licensed landscape architect graduating from the University of Georgia’s School of Environmental Design. An Atlanta native with a Vietnamese family heritage, Chau has over 18 years of experience practicing landscape architecture in Atlanta and the Southeast designing thoughtful and timeless residential communities, mixed use developments, parks, streetscapes, and trails. CWA is certified as a Disadvantaged Business Enterprise (DBE) and Minority Business Enterprise (MBE) with the Georgia Department of Transportation.

Dunwoody Green Masterplan

Dunwoody, GA

Highland Park

Atlanta, GA

The Square at Glen Iris, Old Fourth Ward

Atlanta, GA

Alstead Parks

Roswell, GA

Mill Creek Preserve

Marietta, GA



CWA LANDSCAPE
WENDY STENSLAND, ASLA, LEED AP

Studio Director

Wendy Stensland is a licensed landscape architect in the state of New York and joined CWA in 2015. Prior to that, she worked as a designer and project manager with private and public offices in and around Tampa, FL, New York City, Portland, OR and Charleston, SC. She has been involved in the planning and design of a wide range of project types including urban streetscapes, brownfields, native ecosystem restorations, interpretive facilities, public park and recreational facilities, pedestrian and bike trails and greenways, historical and cultural sites, and residential properties. Wendy brings to CWA a unique knowledge base related to bike and pedestrian facility planning and design, park and plaza design, graphic design, wayfinding, and low-impact development through her previous experience.

WalkNYC, New York, NY

TO-360 Phase 2 Wayfinding Pilot, Toronto, ON

**Brooklyn Waterfront Greenway Master Plan,
Brooklyn, NY**

**J.Q.A. Young House Restoration and Interpretive
Master Plan, Cedar Mill, OR**



EXIT
ALAN JACOBSON
Principal

As Founder and President of Exit Design, Alan provides innovative leadership to help organizations of diverse disciplines define their vision and craft strategies for measureable growth. Brand strategy and experience design in the built environment have been the keystones of his research and passion for more than 40 years, particularly in the areas of education, healthcare, arts, science and technology, retail, development, tourism, and public space.

Kaiser Permanente Antelope Valley Medical Campus

Kaiser Permanente Baldwin Hills-Crenshaw

Kaiser Permanente Ventura

Memorial Sloan-Kettering Cancer Center

Dignity Health

Rutgers, The State University of New Jersey

Thomas Jefferson University Hospital

University City Science Center

Virtua Health



EXIT
AMY REES
Project Manager

Amy leads the Exit Design team and all aspects of our creative process from start to finish. An incisive and award-winning designer, she develops innovative solutions that impact the visitor experience in tangible, meaningful ways. With two decades in the industry serving a diverse client base, Amy has managed multi-disciplinary teams to create large scale, high-profile projects. She is known for delivering exceptional results on schedule and within budget while establishing and nurturing lasting customer relationships.

Northeast Georgia Medical Center, Braselton

Sentara Norfolk General Hospital

Johns Hopkins Sibley Memorial Hospital

Memorial Sloan-Kettering Cancer Center

Mercy Health Muskegon

UPMC

Meridian Health

Howard County General Hospital



FORREST HIBBARD LLC
FORREST HIBBARD, PE

Principal

Forrest N. Hibbard, as the parking/planning specialist, will analyze and develop parking deck footprint and ramping strategies within the project site constraints, working with the design build team. His “best practices” technical strengths include sustainable parking design strategies, barrier-free design, parking geometrics, pedestrian and vehicular traffic flows, signage and graphics, parking control equipment, and “smart parking” design integration.

Northside Hospital Main Interchange Parking Deck
Sandy Springs, Georgia

Midtown Medical Center Parking Deck;
Northside Hospital
Atlanta, Georgia

Northside Hospital Cherokee MOB Parking Deck
Canton, Georgia

GSA Pine Street Parking Deck;
Emory University Hospital Midtown
Atlanta, Georgia

Washington Street Building Parking Deck, Athens-
Clarke County Unified Government
Athens, Georgia



LONG ENGINEERS
J. ELLEN LONG, PE, LEED AP

Civil Engineering Principal-in-Charge

Mrs. Long has 35 years of civil engineering experience, including site design and permitting for medical institutions and hospitals throughout the Metro Atlanta area. Working on these active campus projects can be challenging because the expansions can create conflicts with the utilities servicing the Hospital; however, solutions to these conflicts are provided to be cost effective without creating an interruption in the service. In addition, she has been responsible for the QC/QA procedure for numerous high-profile projects in the City of Atlanta, including the Center for Civil and Human Rights, the Mercedes Benz Stadium and the Maynard H. Jackson International Terminal, which have required vast knowledge on the existing County infrastructure and design standards, with a meticulous eye for detail.

Piedmont Physicians Plaza
Atlanta, Georgia

Piedmont Hospital 77 Building/North Wing Connector
Atlanta, Georgia

Piedmont Hospital 95 Building/Collier Road
Parking Deck
Atlanta, Georgia

Piedmont Hospital Medical Office Building Parking
Deck and Fitness Center Expansion
Atlanta, Georgia



LONG ENGINEERS

MELISSA D. JOHNSON, PE

Civil Engineering Project Manager

Mrs. Johnson has 13 years of engineering experience spanning a wide variety of civil development projects for municipal and corporate clients. She has provided services including site design for hotels, medical office buildings and hospital expansions, park and pedestrian improvements, hydrological studies, stormwater management and water quality improvements and permitting assistance. Her civil engineering knowledge in regards to implementing master planning and growth plans will be a great benefit to this team. In addition, she is knowledgeable on the City of Atlanta and surrounding metro areas existing infrastructure issues, design criteria, and permitting process.

Northside Hospital Forsyth MOB Master

Plan Infrastructure

Cumming, Georgia

Northside Hospital Forsyth Campus – Breast Care Surgery Center

Cumming, Georgia

Northside Hospital Sandy Springs Campus – MOB VI

Sandy Springs, Georgia

Northside Hospital – Sandy Springs Campus, 53 Bed Tower Expansion

Sandy Springs, Georgia



PALACIO COLLABORATIVE

MICHAEL D. PALACIO

Chief Cost Manager

Michael D. Palacio has over twenty years of experience in the Design and Construction industry. Michael is President and Chief Cost Manager of Palacio Collaborative, Inc. a full-service Program, Cost, and Value Management firm located in Atlanta, Georgia. In this capacity, Michael leads projects ranging from thousands of dollars to over \$100 Million providing timely and accurate cost estimates. Under Michael’s oversight, each project achieves Palacio Collaborative’s core mission to manage cost from start to finish, preserve the integrity of the design and give the Owner the most building value the budget will allow.

Grady Memorial Women’s and Infants Hospital Wing

Atlanta, GA

Grady Memorial Hospital 6th Floor Renovation

Atlanta, GA

Grady Memorial Hospital 6th Floor Inpatient Unit Renovations

Atlanta, GA

Grady Memorial Hospital Neuro Intensive Care Unit and Brain Saving Therapeutics

Atlanta, GA

Grady Memorial Hospital Cardiac and Coumadin Outpatient Center Renovation

Atlanta, GA



MICHAEL BAKER INTERNATIONAL
WILLIAM M. RUHSAM II, P.E., PTOE

Traffic Services Manager

Mr. Ruhsam serves as a project manager, traffic, design, and planning engineer, developing traffic studies, simulation models, signing and marking plans, and signal layouts. He has experience in both the public and private sectors. Mr. Ruhsam’s traffic work includes numerous studies to support transportation projects, NEPA documents, developments, and planning studies. He has written interchange justification reports and conducted county-wide transportation studies. His design experience includes new location roadways with a new interchange on I-75, roadway operational improvements on existing roads, and the first diverging diamond interchange in Georgia at I-285 and Ashford Dunwoody.

**Countywide On-Call Transportation Services,
Gwinnett County,
Georgia.**Gwinnett County, GA

**I-85 Widening (MM 54 to MM 60),
Greenville and, Spartanburg
Counties, South Carolina**

**I-95 and Riverport Parkway North Interchange
Justification Report,
Hardeeville, South Carolina**

**Maybank Highway Improvements “ ICA (3.0) “ LNTF
\$50K, Final Contract Value \$123,865.88**



MICHAEL BAKER INTERNATIONAL
KELLY M. CORY, P.E., PTOE

Senior Traffic Engineer

Ms. Cory has extensive traffic engineering, transportation planning, and roadway design experience. Her analysis work includes traffic signal warrant studies, traffic impact analysis, capacity analysis, long-range transportation plan development, and interchange modification and justification studies. She has also designed numerous traffic signals and signal systems, completed signing and marking plans, conceptual roadway layouts and developed signal system timing plans. In addition, Ms. Cory has given presentations and answered questions at public involvement and council meetings on many occasions.

**Bear Island Road Construction Plans (2.88)
Summerville, Summerville**

**GDOT - 152612.Georgia Department
of Transportation.**

**Highway 70 Widening Design (I-30 to Hot Springs)
Garland and Saline Counties, Arkansas.**

**Holly Brook Road and Dogwood Road Roundabout
Conceptual Design,
Gwinnett County, Georgia**

**I-95 and Riverport Parkway North Interchange
Justification Report
Hardeeville, South Carolina.**



SKYES CONSULTING
DARIEN M. SYKES P.E.

Principal and CEO

Darien M. Sykes, PE, is CEO, Managing Director and Structural Engineering Principal in Charge of Sykes Consulting, Inc. Darien has over twenty years of diversified management and structural design experience. He utilizes a proven design and management approach that produces creative and efficient structural systems.

Hartsfield-Jackson International Airport West Deck
Atlanta, Georgia

**Hartsfield-Jackson International Airport
Consolidated Rental Automobile Complex**
Atlanta, Georgia

**Hartsfield-Jackson International Airport
Maynard Holbrook Jackson International Terminal
Parking Structure**
Atlanta, Georgia

Grant Park Parking Deck
Atlanta, Georgia

Administrative Office Building, Atlanta Public Schools
Atlanta, Georgia

Georgia Institute of Technology, Technology Square
Atlanta, Georgia



SKYES CONSULTING
MARTIN S. KIGUDE P.E.

Principal

As head of Structural Engineering, Martin Kigudde, has an extensive knowledge of complex concrete, steel, and masonry building design and is a proven leader in the area of project management. Martin manages the engineering projects on a day-to-day basis, supervises the engineering and drafting teams, and performs quality control reviews.

Georgia State University Library Renovation
Georgia Board of Regents
Atlanta, Georgia

KSU Recreation Center Expansion
Kennesaw State University
Kennesaw, Georgia

University of Georgia Science Learning Center
Georgia Board of Regents
Athens, Georgia

University of Georgia Pharmacy Building
Georgia Board of Regents
Athens, Georgia

Mercedes Benz Stadium
NFL Stadium
Atlanta, Georgia



UZUN + CASE

ROB WEILACHER, PE, SE, LEED AP BD+C

Principal

Rob started his career in design in 1989 and has experience in diverse areas from healthcare to office buildings, aviation, hospitality, and higher education. He has worked well with numerous clients and maintains an extensive knowledge of sustainability design.

Grady Hospital Emergency Department Expansion
Atlanta, GA

Piedmont West Medical Office Building & Parking Deck
Atlanta, GA

Emory Midtown Hospital ICU Renovation & Expansion
Atlanta, GA

Kaiser Permanente Southwood Medical Office Building
Jonesboro, GA

Northeast Georgia Medical System Braselton Hospital
Braselton, GA

Warm Springs Hospital Renovation
Warm Springs, GA



UZUN + CASE

JAMES A. JONES, PE

Principal

James has more than 20 years of experience in structural design, with a focus on healthcare and research facilities. James is a true team player whose positive attitude is an inspiration for clients and co-workers alike.

Grady Hospital GI/GU Renovations
Atlanta, GA

Piedmont Atlanta Hospital Master Facility Project
Atlanta, GA

Carolinas Medical Center Renovation & Expansion
Charlotte, NC

Mercy Medical Office Building
Charlotte, NC

Morehead Medical Plaza
Charlotte, NC

Northeast Georgia Medical System Medical Office Building
Braselton, GA

Southcrest Medical Office Buildings
Stockbridge, GA



UZUN + CASE
JEFF MILHEIZLER, PE
Associate Principal

Since starting with Uzun+Case in 2000, Jeff has been project manager on numerous healthcare, institutional, commercial, and residential projects. His experience includes both new construction and renovations / additions to existing structures.

Piedmont Atlanta Hospital Master Facility
Atlanta, GA

Northeast Georgia Medical System Braselton Hospital
Braselton, GA

Northeast Georgia Medical System Medical Office Building
Braselton, GA

Ridgeview Institute Inpatient Building
Smyrna, GA



UZUN + CASE
STEPHANIE GLIEN, PE
Senior Associate

Stephanie has over 10 years of building design experience in a wide range of sectors. She enjoys helping clients find simple and cost effective solutions to unique problems.

Children's Hospital of New Orleans
New Orleans, LA

Carolinas Medical Center Renovation & Expansion
Charlotte, NC

University of Louisville Pediatric Care Clinic
Louisville, KY



**SHEN MILSOM & WILKE (SMW)
JAY TICER, CMRP**

Director, Medical Equipment Planning

Mr. Ticer provides expertise and guidance to client organizations in the assessment, planning, procurement, and management of medical equipment planning projects. Having been involved in the healthcare environment for over twenty-five years, he brings a wealth of first-hand experience to SM&W's medical equipment planning consulting services. As Healthcare Practice Leader, he is also responsible for providing insight and leadership to all of SM&W's disciplines as related to technology solutions for the healthcare design and construction market.

Martin Army Community Hospital

Ft. Benning, GA

University of Maryland Medical Center Cowley Shock Trauma Center

Baltimore, MD

New York Presbyterian Hospital SAIL Center

New York, NY

Montefiore Medical Center Hutch Ambulatory Center

Bronx, NY

SUNY Stony Brook Medical Center MART & Bed Tower

Stony Brook, NY

Hospital of the University of Pennsylvania

Philadelphia, PA



**SHEN MILSOM & WILKE (SMW)
RYAN LARSEN**

Medical Equipment Planner

With over 12 years of experience in the design and construction industry, Mr. Larsen provides strategic consulting in the healthcare planning and design field. He specializes in the layout and coordination of clinical spaces for large-scale healthcare facilities, domestically and internationally. In addition, he is experienced with design data collaboration, design technology standards, and project management integration. He also oversees and manages the development of the firm's medical equipment library, templates, and procedures to keep SM&W at the forefront of the industry.

New York Presbyterian Ambulatory Care Center

New York, NY

SUNY Stony Brook Medical Center MART & Bed Tower

Stony Brook, NY

Northwell Peconic Bay Medical Center

Riverhead, NY

Northwell Forest Hills Hospital Renovation,

Forest Hills, NY

Memorial Sloan Kettering Cancer Center

New York, NY

Coney Island Hospital

Brooklyn, NY



SHEN MILSOM & WILKE (SMW)
ANTHONY BONTOMASE

Vibration / Acoustics

Anthony Bontomase joined SM&W in 2007 and leads the acoustical discipline for the NY office. His experience ranges from the design of performance halls to environmental noise studies and noise & vibration control for mechanical systems. He has extensive experience with the methods and instrumentation used for all types of field measurements including interior and exterior noise, sound transmission, reverberation time and building and ground vibrations. Mr. Bontomase stresses early involvement in projects and provides innovative and pragmatic solutions to solve or avoid acoustic problems and meet tight budgets.

Weill Cornell Ambulatory Care Center
New York, NY

MSK Outpatient Surgical Center
New York, NY

ColumbiaDoctors Midtown Relocation
New York, NY

NYCEDC Goldwater North General, SNF and LTACH Facilities
New York, NY

KNAPP Cardiac Center at Brookhaven Hospital,
Brookhaven, NY



ST. ONGE
SEAN O'NEILL

Materials Management

Sean O'Neill is a Senior Principal at St. Onge with over 20 years of success creating world-class manufacturing and distribution operations designs for Fortune 500 clients. Sean looked to leverage proven industrial engineering and LEAN design processes and approaches in the healthcare field. Under his leadership, his team has successfully applied operations research, automation, and applied industrial engineering and business case methodology to world-class hospitals.

Walter Reed National Military Medical Center
Bethesda, MD

Johns Hopkins Hospital
Baltimore, MD

Dana-Farber's Yawkey Center for Cancer Care
Boston, MA

University of Texas MD Anderson Center
Houston, TX

St. Jude Children's Research Hospital
Memphis, TN

Albert Einstein Healthcare Network
Philadelphia, PA



UC Irvine Medical Center: Chao Comprehensive Digestive Disease Center

CASE STUDIES

CASE STUDY #1

MEMORIAL SLOAN KETTERING CANCER CENTER: JOSIE ROBERTSON SURGERY CENTER

New York, New York



SIZE

180,000 sf
(16,723 sm)

SERVICES

Planning, Architecture,
Interior Design

CLIENT

Memorial Sloan
Kettering Cancer Center

REFERENCE

Edward Mahoney -
Senior Vice President of
Facilities Management
1133 York Avenue
New York, New
York 10065
T: 212.639.6990
E: mahoneye@
mskcc.org

The 16-story, 180,000 sf Josie Robertson Surgery Center provides the most technologically sophisticated surgical care for outpatient cases. This freestanding facility is located approximately six blocks from the main campus, a convenient location for both patients and staff.

The exterior is composed of a veiled glass, creating a theatrical scrim that modulates and masks the high technology realm which it contains. Customized frit work offers varying degrees of privacy, responding accordingly to the interior program. The curtain-walled facility takes full advantage of the prominent views to the Queensboro Bridge.

The surgical core features 12 state-of-the-art operating rooms, each accommodating robotic surgeries, which are assigned amongst three stacked floors. These are supported by flexible and enclosed private prep/PACU and recovery spaces with dedicated bathrooms, found in the three levels just below the ORs. Following the core value of MSKCC to focus on patient needs, full amenities for patients and family are provided throughout the center. A rooftop garden is designated for staff respite, offering relief from the stress of heavy surgical caseloads. iCrave, an experiential design and branding studio, provided additional interior design for amenity spaces.

LESSONS LEARNED

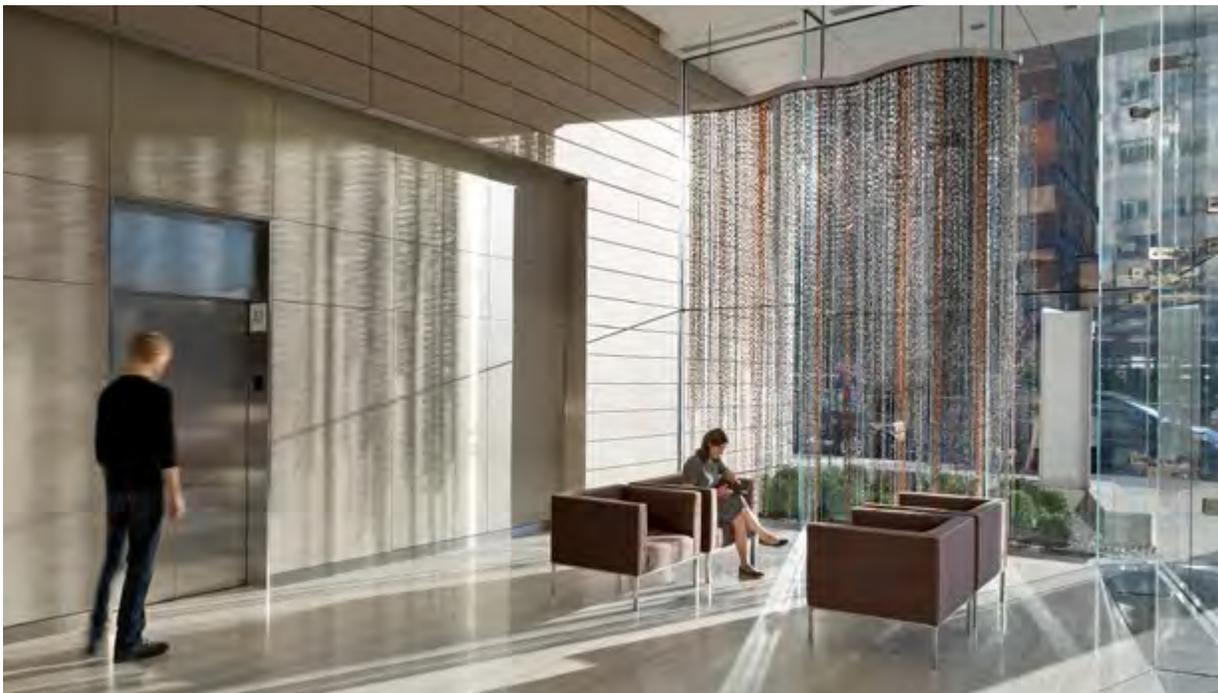
WHAT WAS SUCCESSFUL IN THE NEW SURGERY MODEL

- The patient experience is a great satisfier
- The staff experience is a great satisfier
- Vehicular drop off right at the front door with proximate elevator to the reception area and pre-surgery is similar to a hotel arrival and greeting
- The ability for the family to continuously join the patient and a pull-out sofa in the recovery room have helped with better patient outcome and home care
- The new vertical surgery model where all patients are prepped in an enclosed room and returned to an enclosed room with a bathroom is dignified and serene

- Ambulation Zone: Ability to amble laps in recovery area and find nutrition destination gets patients moving
- Patient re-admissions to the hospital are less than 1% (get moving to turn your body back on)
- A dedicated staff amenity destination for all-staff stakeholder with a food market, lounge, business center, conference, social, quiet areas, and an outside garden are highly utilized and enjoyed
- The smart building with RTLS has truly yielded an efficient high technology operation and has increased throughput, communication and tracking people and equipment
- Walk-up charting stations in OR, corridors and work spaces for staff engagement and close patient proximity

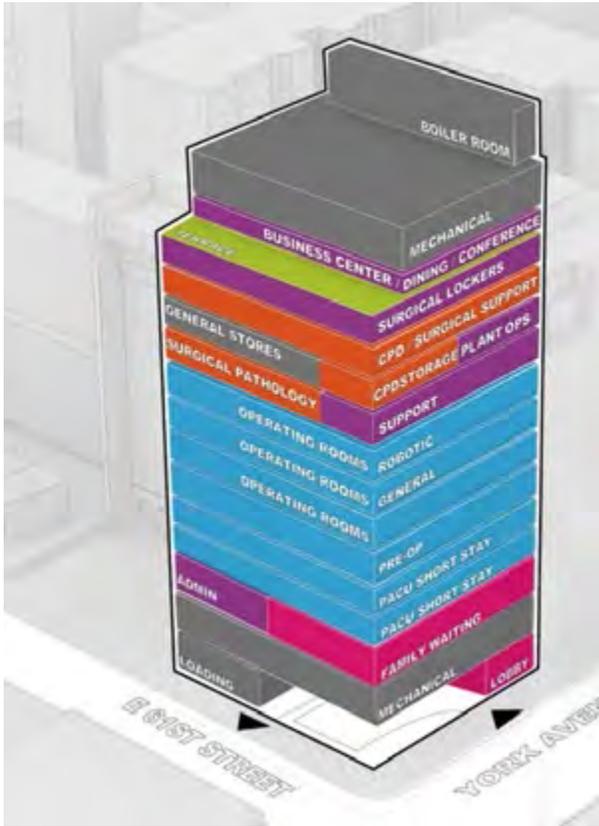
WHAT WAS LESS SUCCESSFUL IN THE NEW SURGERY MODEL

- An open conference area on the staff destination floor was too open and distracted other professionals
- Some fabrics and furniture aligned with hospitality are not as durable as hospital fabrics in a clinical setting
- The small staff lounge in the PACU is underutilized and staff favored the top-floor staff destination amenity
- Staff bumped into wall-mounted TVs in the PACU that were not flush to the wall because of the arm
- There are not enough walk-up stations with access to a computer



Equipped with facilities that take full advantage of advancements in surgery which are encouraging more ambulatory procedures and leading to the commonly found 23-hour recovery time frame





“Our commitment to elevating the patient experience is reflected in our emphasis on minimizing the anxiety often felt by patients undergoing cancer surgery.”

-JRSC DIRECTOR, BRETT SIMON, MD, PHD





The 23-Hour Patient

The latest Memorial Sloan-Kettering Cancer Center projects will be equipped with facilities that take full advantage of advancements in surgery which are encouraging more ambulatory procedures and leading to the commonly found 23-hour recovery time frame. Private recovery rooms are equipped with curated amenities for the patient and family. These amenities are surrounded by ambulation zones which provide post-operation space for patients to exercise and socialize. This rejuvenating environment, encourages activity and interaction, easing the transition from patient to home care.



1. Recharge

Common areas are equipped with power outlets and other amenities, freeing guests to leave their rooms during recovery time.



4. Refresh

Central common areas provide ample opportunities for recreation and refreshment of the mind and body during patient recovery.



2. Relax

Community seating provides a casual, home-like environment for visiting friends, family, staff, and patients alike.



5. Recover

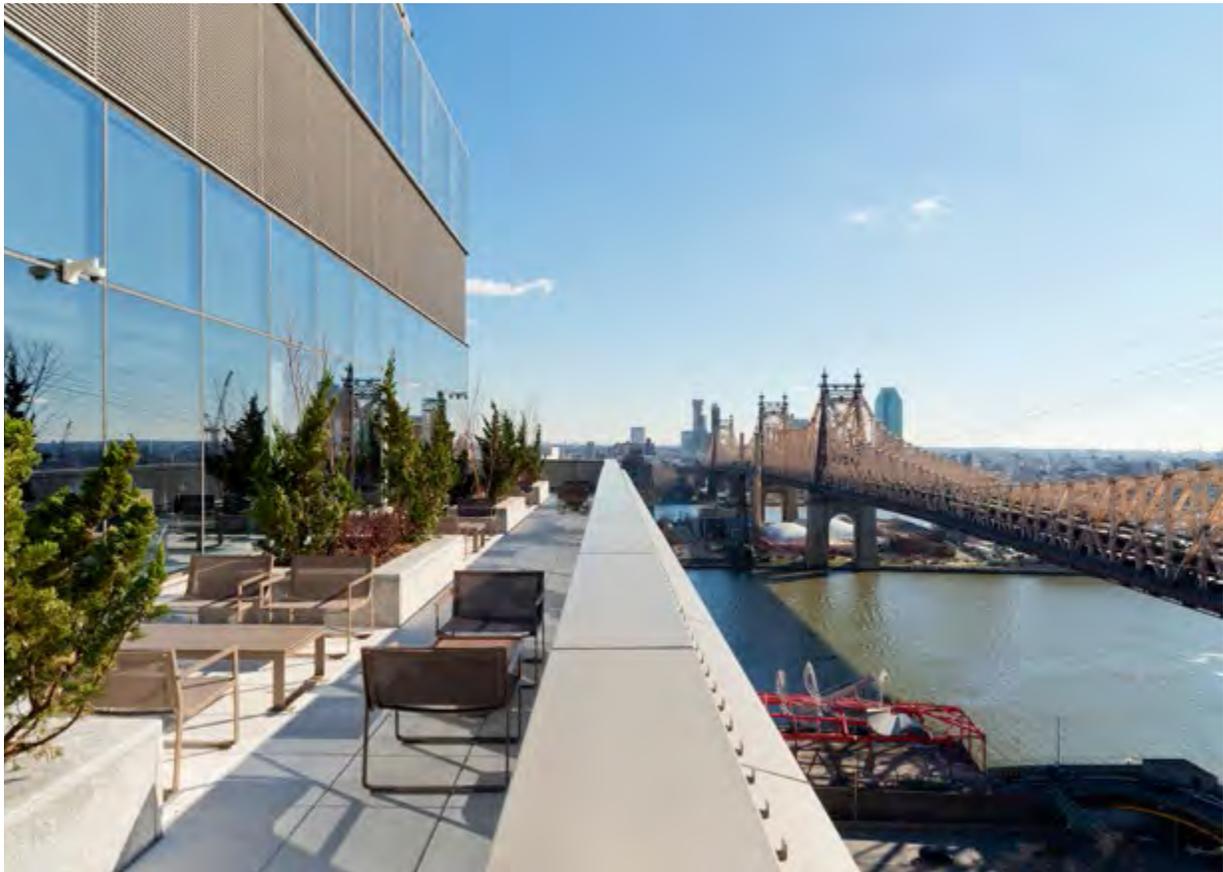
Monitored exercise, rest, and socialization reduce recovery time. Ambulation zones provide room for this exercise and socialization.



3. Refuel

Bar-top public dining areas allow patients an opportunity to socialize while they get the vital energy they need.





Methods

We use a user driven approach to deliver the project. We worked with MSK's surgeons, anesthesiologists and nurses to rethink all aspects of the patient's pathway and the possible impacts on space. MSK developed a pilot program to identify the type of procedures, patient selection and care management components necessary to take cases from a 2- to 3-day hospital stay and get them home safely within 1 day. We employed an iterative mock up process with the users to test and refine components of key space types. Focus groups were conducted with patients, family members and staff to improve the patient experience.

Schedules & Process

Project was fast tracked with 4 GMP packages to deliver project on schedule. Design assist process for facade wire implemented in the schematic design phase. IT work designed in the construction phase to deliver the most current. The entire project from inception to final occupancy the project was delivered in just five years, which included 6 months to obtain approval from the NYC Board of Standards and Appeals for zoning exemptions.

Specialty Software

The project was designed and developed in Revit and transitioned to Navisworks for the construction coordination. We employed a variety of specialty software including Newforma for document management & exchange; Sketchup, 3Dmax and Photoshop for visualization; Unifier was used by MSK for maintaining project financial records and the medical equipment documentation was based on the Attania system.



CASE STUDY #2

NEW YORK-PRESBYTERIAN BROOKLYN METHODIST HOSPITAL: CENTER FOR COMMUNITY HEALTH

Brooklyn, New York



SIZE

480,000 sf
(44,500 sm)

SERVICES

Architecture,
Interior Design

CLIENT

New York-
Presbyterian Brooklyn
Methodist Hospital

REFERENCE

David B. Faren
Corporate Director
of Facilities
506 6th Street
Brooklyn, NY 11215
T: 347-442-4397
E: dbf9001@nyp.org

In late 2016, Brooklyn Methodist Hospital merged with NewYork-Presbyterian to become NewYork-Presbyterian Brooklyn Methodist Hospital. This new facility completes the institution's campus within the historic Brooklyn district of Park Slope. Perkins Eastman designed the freestanding seven-story ambulatory care clinic adjacent to the main hospital.

Blending the center into the neighborhood context, the architectural character is modern yet still interpretive of the surrounding brownstones. The building reads as multiple, smaller facilities that are cohesively joined. Despite the large massing, a stepped façade reflects the neighborhood's sloped streets and existing development.

The design offers a technologically advanced and flexible platform ready to deliver the future. Programmatically, the center offers an extensive array of services. The facility accommodates a new cancer center including radiation/oncology and infusion, a ten-OR ambulatory surgery suite, new endoscopy suite with special procedure rooms, a wound care clinic, faculty offices, and full support services. The main floor of the center includes public functions, such as a health education center and community outreach services.

The thing that makes me really happy about these consolidations is it means people who can't afford to see VIPs [doctors] at Columbia and Cornell and NYU get the same access to care at community hospitals."

— DR. DARA KASS, A PARK SLOPE RESIDENT, NYU EMERGENCY-MEDICINE SPECIALIST, THE BRIDGE

- Bureau of Standards and Appeals process was a lengthy three years
- After Design Development, Methodist Hospital was acquired by New-York Presbyterian and decided to re-design many elements. New groups of doctors and decision makers had input on how the space should be used.
- There were many program changes after the client merger.
- We are currently in construction with an expected completion date of Fall 2020.
- Revit was utilized for the preparation of contract documents

LESSONS LEARNED

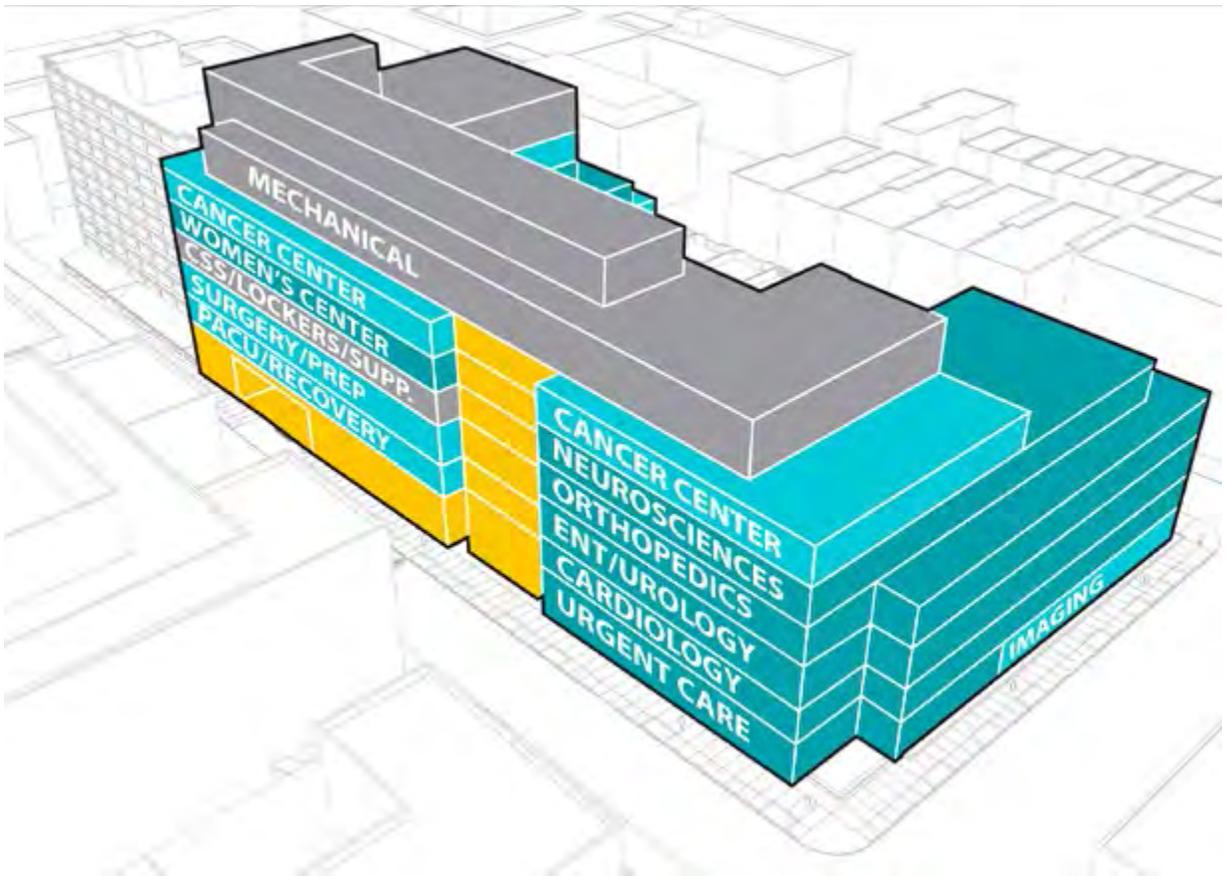
WHAT WAS SUCCESSFUL IN THE NEW AMBULATORY MODEL

- Hospitality setting with patient drop off and pick up and valet parking
- Team rooms for the medical staff and deletion of offices
- The universal exam/consult room is efficient. It is also patient and physician friendly
- General operating rooms and procedure rooms that can handle any type of procedure
- Universal prep and recovery rooms work seamlessly

WHAT WAS LESS SUCCESSFUL IN THE NEW AMBULATORY MODEL

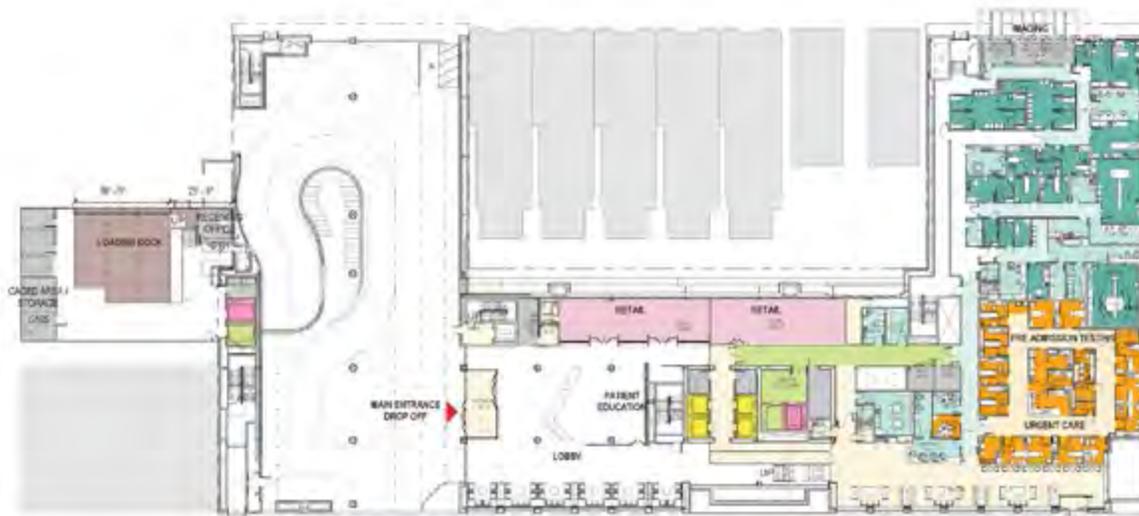
- A satellite ambulatory facility still requires on-site pharmacy, lab, and CSS support which the client initially thought would come from the main hospital
- The urgent care center combination with pre-admission testing was not built due to conflicting schedules of operation
- Due to the site, the building configuration had longer walking distances than patients and staff wanted; a vertical building with elevators was preferable, but it was not permitted by zoning regulations.







PUBLIC FACULTY PRACTICE EDUCATION DIAGNOSTIC & TREAT RETAIL MAT. MNGMT MECHANICAL CORE
 New York Methodist Hospital
Third Floor Plan
 102' x 110'



PUBLIC FACULTY PRACTICE EDUCATION DIAGNOSTIC & TREAT RETAIL MAT. MNGMT MECHANICAL CORE
 New York Methodist Hospital
Combined Ground First Floor Plan
 102' x 110'







University of California Irvine Medical Center

SIMILAR PROJECT EXPERIENCE

MEMORIAL SLOAN KETTERING CANCER CENTER

New York, New York



Josie Robertson Surgical Center (JRSC)



Evelyn H. Lauder Breast & Imaging Center



David H. Koch Center for Cancer Care

COMPLETION DATE

1993 - Current

SIZE

1,570,000 sf

SERVICES

Planning, Programming,
Architecture, Interior
Design, Urban Design

COST/SF

\$800

TEAM MEMBERS

L Bradford Perkins,
Mary-Jean Eastman,
Joanne Violanti,
Maureen Carley

CONSULTANTS

Jaros Baum & Bolles
(MEP/FP), AKF
Engineers LLP (MEP/
FP), Robert Silman
Associates (Structural),
Thornton Tomasetti
(Structural)

Perkins Eastman has been Memorial Sloan Kettering Cancer Center's (MSKCC) Chief Clinical Architect for 21 years. In addition to significant renovation work throughout the hospital, we have completed 3 major ambulatory facilities of which JRSC is the most recent. Currently in progress for MSKCC is the David H. Koch Center for Cancer Care: a \$750,000,000 facility which will be completed in 2019.

Since 1993 Perkins Eastman has been privileged to be the architect for more than 20 projects at MSKCC, including 4 groundbreaking outpatient facilities. We are proud to be associated with an institution as renowned for research as for patient care. Over the course of our collaboration we have assisted them in remaking their New York City clinical platform, enabling them to carry out their patient-first mission.

The transformation began with the Rockefeller Outpatient Pavilion, which upon its opening in 1997 established a new paradigm for ambulatory cancer care. For the next two decades, we were engaged to develop numerous critical projects that developed their inpatient and outpatient capabilities. These projects include the International Center, Special Inpatient Suites dedicated to the treatment of bone marrow disorders, New Surgical Platform and other inpatient and outpatient work.

In 2010 the standalone Evelyn H. Lauder Breast and Imaging Center opened, once again creating a new paradigm. We recently completed construction of the Josie Robertson Surgery Center, which will incorporate the latest advancements of outpatient surgery for gynecological and prostate cancers.

Our latest groundbreaking project with MSKCC is the David H. Koch Center for Cancer Care. The project includes 750,000 sf of clinical space for the most acute cancer patients. Its second phase is a healthcare educational facility for Hunter College, in association with Ennead Architects. Its completion in 2018 will mark more than a quarter-century of Perkins Eastman's work for this transformative healthcare institution.



MEMORIAL SLOAN KETTERING CANCER CENTER: BREAST AND IMAGING CENTER

New York, New York



SIZE

240,000 sf
(22,300 sm)

SERVICES

Planning, Architecture,
Interior Design

CLIENT

Memorial Sloan
Kettering Cancer Center

Perkins Eastman designed the world's largest freestanding comprehensive breast center, Evelyn H. Lauder Breast and Imaging Center, a 14-story outpatient facility located in Manhattan's Upper East Side.

The project establishes a therapeutic environment to reflect changing modalities of cancer diagnosis and care. The design approach grew out of city zoning requirements to allow an as-of-right building. The resultant form highlights the stacked program—clinical floors, academic offices, and administration. The building entrance on East 66th Street was shifted 15 feet to the South to create a welcoming garden with a through-block driveway, providing privacy, security, and comfort. The exterior expression is a blend of glass curtain wall and golden toned brick, a reflection of the surrounding residential context and internal technology.

As patients enter, they are greeted with a hospitality-style lobby with concierge services. A central core provides access to clinical floors with diagnostic and interventional imaging, medical and surgical oncology, infusion therapy, and psycho-social programs. Attractive waiting areas with abundant daylighting include numerous patient and family amenities, central registration, pantries, boutique, and conference center. Inviting interiors make extensive use of wood and fabrics to provide a warm and comforting atmosphere for patients.

AWARDS

- Built by Women New York City (BxW NYC), Winning Site: Institutional, 2014
- Antron Design Award, Healthcare Category, 2012
- Design & Health International Academy Awards, International Interior Design: Highly Commended, 2010
- Healthcare Facilities Symposium, Distinction Award: User-Centered Award, 2010
- New York Chapter of the International Interior Design



“In addition to providing the best available breast cancer care, this outstanding facility integrates the latest imaging technologies that help diagnose and guide therapy for not only breast but for many other types of cancer.”

HAROLD VARMUS, MD, MSKCC PRESIDENT

MEMORIAL SLOAN KETTERING CANCER CENTER: DAVID H. KOCH CENTER FOR CANCER CARE

New York, New York



SIZE

730,000 sf
(67,819 sm)

SERVICES

Master Planning,
Architecture

CLIENT

Memorial Sloan
Kettering Center

Perkins Eastman, working jointly with Ennead Architects, is designing the new David H. Koch Center for Cancer Care, a next-generation facility focused on advances in outpatient cancer care. As outpatient care is set to increase by 60 percent over the next ten years, this 25-story innovative center is designed to serve as a national model. MSKCC's state-of-the-art research and treatment facility occupies a shared site with a new building for CUNY-Hunter College and overlooks the East River on Manhattan's Upper East Side to create a signature architectural identity along the New York skyline for the two independent institutions.

A translational research platform, the facility serves two distinct yet integrated services. Dedicated floors accommodating wet and dry research spaces accommodate innovative clinical trials and in-depth research programs. The outcomes advances cancer treatment worldwide with a focus on the needs of patients and their families. The center is designed to bring patients together healing from similar diseases; this sense of community fosters communication amongst patients, families, and staff.

The center offers novel clinical trials, providing patients with access to cutting-edge treatment options. The building accommodates infusion therapy for post-surgery patients and other drug and advanced medical therapies, as well as for patients who are undergoing extensive diagnosis and treatment. The environment is designed with a hospitality vocabulary to provide arresting views and abundant natural light to reduce stress and anxiety. Varying areas of respite overlook the East River and set-backs on several floors allow for green-roofed terraces and a garden.

In accordance with both client missions, the overall project is being designed to achieve LEED Gold certification.

MAYO CLINIC: DESTINATION MEDICAL CENTER

Rochester, Minnesota



SIZE

12,000,000 sf
(1,114,836 sm)

SERVICES

Master Planning

CLIENT

Mayo Clinic

Perkins Eastman's design for the Destination Medical Center (DMC) sets the vision for Minnesota's largest development project, positioning Mayo Clinic as the world's premier center for health and transforming the downtown City of Rochester. The master plan establishes six unique places designed for all ages to live, work, play and thrive in Rochester and anchor the growth of the city for the next 20 years.

The design seeks to be market driven and match the business objectives of Mayo Clinic and the city with built-in flexibility. In addition to the health care marketplace, the master plan includes significant residential and mixed-use components, making the overall development a comprehensive urban vision plan with neighborhoods that appeal to residents and visitors alike. The first phase will be an expansion at the heart of Mayo and is designed to be small enough to be completed easily but large enough to initiate the vision.

The DMC vision is bold. It enhances and extends the City of Rochester so that it can evolve in exciting and dynamic ways, while at the same time feeling like a natural evolution of the city fabric and culture. The result is a master plan for a unique integrated city development that will attract visitors from across the region and beyond. The development will feature one-of-a-kind, timeless elements and places designed to generate enormous value.



The master plan establishes six unique places designed for all ages to live, work, play and thrive in Rochester and anchor the growth of the city for the next 20 years.



STANFORD UNIVERSITY MEDICAL CENTER: NEW STANFORD HOSPITAL

Palo Alto, California



SIZE

820,000 sf
(76,180 sm)

SERVICES

Planning

CLIENT

Stanford University

Stanford University Medical Center is undergoing a major transformation to further its patient care, teaching, and research missions. Prior to merging with Perkins Eastman, LBL Architects, in association with Rafael Viñoly Architects, designed the new Stanford Hospital located on the medical center campus to drive the university's vision of patient-centered and technologically advanced care.

The new 820,000 sf hospital is designed to improve patient care, adapt to rapid changes in technology, and develop healing environments while meeting current state-mandated seismic standards. The new facilities will house 368 inpatient beds, an interventional services platform, diagnostic imaging, emergency services, and a variety of administrative support and patient wellness functions.

The continued use of the existing hospital will have a primary focus as a cancer hospital, serving a wide range of medical and surgical oncology patients. In addition, refurbishment and renovation of the East and West Pavilions totaling 200,000 sf will allow their continued use as swing beds during the renovations of the triangular bed unit. The renovation expands the Bone Marrow Transplant (BMT) program incorporating a new HVAC system and technology to provide a freedom of movement on the unit for patient that typically have long stays. The renovation at the BMT units will maximize the number of patient-family amenity rooms as can be provided within the "Protective Environment" parameters.

Phase 2 of the transformation continues Perkins Eastman's ongoing relationship with Stanford University Medical Center with more than eight additional projects including the expansion of Stanford's Lucile Packard Hospital to add several inpatient pavilions, renovation of the cancer hospital, the creation of a new 50,000 sf cardiovascular health center, the replacement of School of Medicine facilities, and an operating steam plant, among others.



“This building represents a whole new approach to health care, not just in design but in the patient experience. It will become a beacon of hope that will connect, treat, care and heal.”

AMIR DAN RUBIN, PRESIDENT AND CEO OF STANFORD HEALTH CARE



NEW MOUNT SINAI BETH ISRAEL / NYEE HOSPITAL

New York, New York



SIZE

210,000 sf new
(19,510 sm)

55,000 sf renovation
(5,110 sm)

SERVICES

Planning,
Architecture, Interiors

CLIENT

Mount Sinai
Medical Center

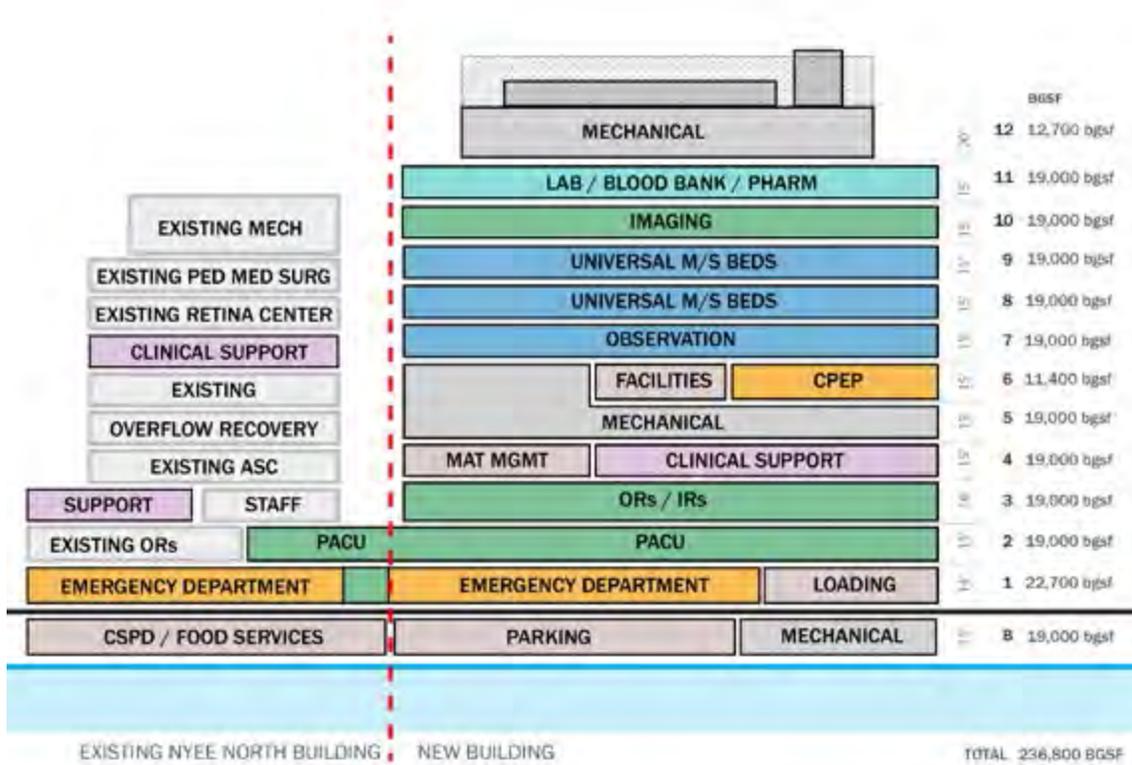
An 825-bed teaching hospital founded in 1889 on Manhattan's Lower East Side, Mount Sinai Beth Israel is notable for its unique approach to combining medical excellence with clinical innovation. The hospital has recruited world-class specialists to expand services in heart disease, cancer, neurology, and orthopaedics. In 2015, the hospital underwent plans to develop a brand new replacement hospital that would usher the hospital into the future of healthcare delivery.

The Mount Sinai Downtown Transformation renovated 55,000 sf in the North Building of the New York Eye and Ear Infirmary of Mount Sinai (NYEE) and integrated a new 210,000 sf facility designed to support the long tradition of excellence in medical specialties, including gastrointestinal disease, chemical dependency, psychiatric disorders, pain management and palliative care, and HIV/AIDS research and treatment.

In addition, the project advances their commitment to community-based ambulatory care and expanding patient access to primary and specialty care.



This new facility is designed to support the long tradition of excellence in medical specialties.



MARIN GENERAL HOSPITAL: REPLACEMENT HOSPITAL

Greenbrae, California



SIZE

380,000 sf
(35,300 sm)

SERVICES

Planning, Architecture,
Interior Design

CLIENT

Marin
Healthcare District

The impetus for the Marin General Hospital Replacement Project is the California Alfred E. Alquist Facilities Seismic Safety Act of 1973, and Senate Bill 1953, which expanded the scope of the Alquist Act and put hospitals on a fixed schedule for meeting seismic safety goals. In addition to Marin General Hospital meeting the required structural compliance issues mandated by the state, it is the hospital's goal to create a new, modern facility that meets the needs of the community.

The Marin General Hospital Replacement Project is comprised of three separate buildings necessary to replace the required acute care programs, provide adequate parking and provide necessary outpatient support for the community. These buildings include a 294,000 sf Acute Care Building, an 80,000 sf Ambulatory Services Building and a 415-space Parking Structure.

The acute care hospital replacement, entitled MGH 2.0, is four-stories plus a basement and houses most of the key diagnostic and treatment functions of the facility including Emergency, Diagnostic Imaging and the Interventional Platform (Surgery). Also included are private rooms which include 18 ICU beds, 7 NICU beds and 91 med/surg beds. The patient rooms, waiting areas and staff lounges are all organized around the exterior gardens and views to maximize the patient and staff experience. Patient interaction zones referred to as "lanterns" are provided on every nursing unit facing Mt. Tamalpais. These "lantern" spaces include indoor/outdoor patios for patient, visitor, and staff use.

MGH 2.0 is designed to support staff flexibility and efficiency. Adequate support space, staff areas and storage have all been right-sided to ensure maximum operational efficiency. These features will also have a positive impact on a goal of the hospital — patient safety. Waiting zones are designed as indoor/outdoor spaces views to the site gardens to take advantage of the Hospital's hillside location.



Patient rooms, waiting areas and staff lounges are all organized around the exterior gardens and views to maximize the patient and staff experience.

UC IRVINE MEDICAL CENTER: CHAO COMPREHENSIVE DIGESTIVE DISEASE CENTER

Orange, California



SIZE

22,400 sf Remodel
14,000 sf Expansion

SERVICES

Planning, Architecture

CLIENT

University of California,
Irvine Medical Center

Originally envisioned as a 12,000-square-foot interior remodel within an existing, three-story tiered building, the Chao Comprehensive Digestive Disease Center (CDDC) is now a prominent gateway building that defines the southern edge of UC Irvine Medical Center's campus core.

Adding much-needed additional clinical and support space, the expanded building includes a new entrance lobby, registration area, and waiting area on the first floor of the building. Previous reception and waiting space was converted into lecture and classroom space to support the teaching functions of the service line. The second floor is the new procedural hub of the department and houses both procedure and recovery space. The third floor addition and renovation provides expanded clinical functions and adds much needed staff offices and support space.

The new design of the procedure suites and prep and recovery areas provides two key benefits to staff and patients. The clinical staff benefits from the latest imaging and diagnostic technologies in the new procedure rooms, which are about 1.5 times the size and infrastructure of the previous rooms. Patients now experience complete privacy in their prep and recovery, replacing tight quarters separated only by curtains with the prior facility. Patients also benefit by the expansion of the clinic on the third floor to provide more convenient one-stop service for their doctor visits and procedures.

Biophilic design that supports human health and productivity was the major driver of design. Bringing the outdoors in, connecting to landscape elements, daylighting patient care spaces, creating elevated terraces with distant vistas, and bringing natural wood and stone materials within reach were strategies used to connect humans to nature.



The new Chao CDDC helps support human health and productivity through biophilic design.



NYU LANGONE MEDICAL CENTER: AMBULATORY CARE CENTER AT COBBLE HILL

Brooklyn, New York



SIZE

160,000 sf
(14,864 sm)

SERVICES

Architecture,
Interior Design

CLIENT

NYU Langone
Medical Center

Perkins Eastman developed a high-tech, mixed use ambulatory building in Cobble Hill, Brooklyn. This facility focuses on providing top medical services for a standalone Emergency Department, Surgical and Procedural Suite, Diagnostic Imaging Suite, Cancer Center services, and Physician Practices.

The facility is located on a main commercial thoroughfare in Brooklyn with excellent public access and adjacent parking. The complex programming requirements include a 797 Pharmacy, a rapid response lab, and other clinical and building support.

This facility is a robust outpost for the medical center and addresses the ongoing need for medical staff to team and work in diverse types of settings while enabling them to plug-in and work in both private and collaborative settings.

The patient experience is paramount to the design and programming of this facility. Through the implementation of a rigorous stakeholder engagement process, the building is designed to address all stakeholders' diverse needs. This process helps clarify salient design solutions by focusing on what patients and medical staff need on a day-to-day basis. These needs include the diverse array of technical and procedural requirements, but also consider the human experiential qualities that so deeply affect building usage.

The facility is a responsive "smart" building, tracking stakeholders locations in order to better support their needs for work, respite, social networking, information, and medical and technical support.

- Free-standing Emergency Department near street level
- Diagnostic Imaging Center and Multi-Speciality Physician Clinic.
- Shared Ambulatory and Office-Based Surgery Facility
- Cancer Center with Patient-Accessible Roof Terrace

HOSPITAL FOR SPECIAL SURGERY: AMBULATORY SURGERY CENTER

New York, New York



SIZE

205,000 sf
(1,858 sm)

Hospital for Special Surgery (HSS), founded in 1863, is the nation's oldest orthopedic hospital. More than 25,000 surgical procedures are performed annually; the institution performs more hip surgeries and more knee replacements than any other hospital in the nation.

SERVICES

Planning, Architecture,
Interior Design

Perkins Eastman is working closely with the institution on their Plan for 2015, a campus wide effort that will position HSS to continue providing the superior patient care they are known for. Currently, Perkins Eastman is providing the hospital with programming and design options for a new 205,000 sf facility, as well as assisting with BSA variances.

CLIENT

Hospital for
Special Surgery

The intent is to create a separate ambulatory surgery facility, consolidating all outpatient services, physician and medical practice offices, and a new surgical platform. Extracting outpatient services from the main campus allows for future inpatient growth and upgrades in the original hospital facility. Of utmost importance for HSS is offering flexible planning for future trends and advancements in medicine.

This project was unanimously approved by the community board and is awaiting BSA approval. Requested variances include zoning change, FAR increase, additional floor area for programmatic square footage, rear yard equivalent infill, and a parking increase.



The institution performs more hip surgeries and more knee replacements than any other hospital in the nation.

UNIVERSITY OF CONNECTICUT HEALTH CENTER: OUTPATIENT PAVILION

Farmington, Connecticut



SIZE

320,000 sf
(29,728 sm)

SERVICES

Planning,
Interior Design

CLIENT

University of
Connecticut
Health Center

AWARDS

U.S. Green Building
Council, Connecticut
Chapter Institutional
Award of Merit, 2015

The Bioscience Connecticut initiative includes the new 320,000 sf (29,728 sm) outpatient care center. The facility is the cornerstone of a new outpatient clinical zone composed of the Medical Arts and Research Building and the Administrative Services Building located on the lower campus of the Health Center. The building incorporates best practices for sustainability.

The fit-out houses existing clinical programs and support services from the Dowling North and Dowling South buildings and other clinical faculty practices from the main building of the health center, in addition to other programs relocated to the new building in an effort to consolidate all ambulatory services.

The new building incorporates modular clinical design for future flexibility, efficiency, and cost effectiveness, as well as the principles of evidence-based design, and patient and family-centered healing.

The departments include:

Level 1: Radiation, Oncology, Retail Pharmacy, Optical Shop

Level 2: Geriatrics, Internal Medicine, Endocrinology/ID, General Medicine, Occupational Medicine

Level 3: Rheumatology, Neuro-spine, Radiology, Phlebotomy, Neurology, Urology

Level 4: Cancer Center, Chemotherapy, Clinics, Infusion, Labs, Pharmacy, Phlebotomy

Level 5: Ophthalmology, Food Service

Level 6: Orthodontics, General Surgery, Otolaryngology

Level 7: Faculty offices

Level 8: REI/IVF, Faculty, and UMG offices



The facility is the cornerstone of a new outpatient clinical zone composed of the Medical Arts and Research Building and the Administrative Services Building.





Danbury Hospital: NICU Roof Garden

APPENDIX DOCUMENTS



White Plains Hospital: Modernization

APPENDIX A

REPRESENTATIONS, CERTIFICATIONS, AND OTHER STATEMENTS OF PROPOSERS
****REQUIRED INPUT WITH SUBMISSION****

CERTIFICATION

The undersigned certifies that he/she has read, understands, and agrees to be bound by the terms and conditions of the Request for Proposal (**RFP#F2017032_AE**). The undersigned further certifies that he/she is legally authorized by the Proposer to make the statements and representations on this form, and that said statements and representations are true and accurate to the best of his/her knowledge and belief. The undersigned understands and agrees that if the Proposer makes any knowingly false statements, or if there is a failure of the successful Proposer (i.e., contractor) to implement any of the stated agreements, intentions, objectives, goals, and commitments set forth herein without the prior approval of GHS, then the Proposer's act or omission shall constitute a material breach of the contract. The right to terminate shall be in addition to and not in lieu of any other rights and remedies GHS may have for defaults under the contract. Additionally, the Proposer may be prohibited from obtaining future contracts awarded by GHS. GHS reserves the right to terminate any contract where a material breach has occurred.

NAME: Jeffrey Brand, AIA

TITLE: Principal and Executive Director

COMPANY: Perkins Eastman

ADDRESS: 115 Fifth Avenue, New York, NY 10003

TELEPHONE: +1 212 353 7212

FACSIMILE: _____

E-MAIL: j.brand@perkinseastman.com



(SIGNATURE)

4/2/2018

DATE

Appendix B
BID FORM

To: Grady Health System

Project: **ARCHITECTURAL and ENGINEERING DESIGN SERVICES for THE CENTER FOR ADVANCED SURGICAL SERVICES**

RFP Number: **F2017032_AE**

Date: 4/3/18

Submitted by: Jeffrey Brand, AIA
(Full name)
(Full address) 115 Fifth Avenue
New York, NY 10003

1. OFFER

Having examined the Place of the Work, all matters referred to in the Invitation For Bids, and the sample General Conditions of Contract Between Owner and Architect including the Engagement Letter in Exhibit A prepared by Grady Health System Facilities Development for the above mentioned project, we, the undersigned, hereby offer to enter into a Contract to perform the professional services requested for:

ARCHITECTURAL AND ENGINEERING DESIGN SERVICES for THE CENTER FOR ADVANCED SURGICAL SERVICES (RFP#: F2017032_AE)

for the GMP of:

See separate cost proposal
.....dollars, and 00/100
in lawful money of the United States of America, \$.....00

2. ACCEPTANCE

This offer shall be open to acceptance [and is irrevocable] for sixty [60] days from the bid closing date.
If this bid is accepted by Grady Health System- Facilities Development within the time period stated above, we will:
-Execute the Agreement within two [2] days of receipt of Notice of Award.
-Furnish the required Insurance within two (2) days of receipt of Notice of Award.
-Commence work within five [5] calendar days after written Notice to Proceed of this bid.

3. CONTRACT TIME

All professional services will be completed in accordance with the Architectural Services Agreement EXHIBIT E including all due dates that will be set forth in the Engagement Letter upon project award.

4. ADDENDA

The following Addenda have been received, and the associated modifications considered and all costs are included in the Bid Lump Sum Price.

Addendum #..... Dated.....
Addendum #..... Dated.....
Addendum #..... Dated.....

5. APPENDICES

The following documents are attached to and made a condition of the Bid:

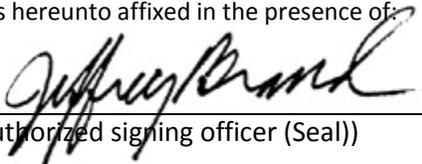
- Item 1:** Appendix A:
Representations, Certifications, and Other Statements of Proposers
- Item 2:** Appendix B:
Bid Form
- Item 3:** Appendix C:
Solicitation/Contract Form
- Item 4:** Appendix D:
Intent to Submit **RETURNED TO THE HEALTH SYSTEM BY 3:30 P.M. ON
THE DAY OF THE MANDATORY PRE-BID MEETING**
- Item 5:** Appendix E:
Supplier Diversity
- Item 6:** Experience, Approach, Work-plan, Staffing Plan and Credentials, and Previous Experience
- Item 7:** Proof of ability to provide specified insurances
- Item 8:** Cost Proposal including work plan
- Item 9:** Technical Design, Conceptual Design, Project Approach and Innovation
- Item 10:** Design Schedule

6. BID FORM SIGNATURES

The Corporate Seal of

Perkins Eastman Architects DPC

(Bidder - print the full name of your firm)
was hereunto affixed in the presence of:


(Authorized signing officer (Seal))



Principal and Board Director
(Title)

If the Bid is a joint venture or partnership, add additional forms of execution for each member of the joint venture in the appropriate form or forms as above.

APPENDIX "B"

COST PROPOSAL AND ALL ASSOCIATED DOCUMENTATION MUST BE SUBMITTED UNDER SEPARATE COVER AS INSTRUCTED

APPENDIX C: SOLICITATION/CONTRACT FORM

REQUEST FOR PROPOSAL NUMBER: F2017032_AE

RFP DESCRIPTION: ARCHITECTURAL and ENGINEERING DESIGN SERVICES for THE CENTER FOR ADVANCED SURGICAL SERVICES

PROPOSAL RESPONSES MUST ARRIVE NO LATER THAN **12:00 p.m. EDT, April 3, 2018.**

NOTE: Mark the outside lower-left corner of your submission with the RFP number shown above.

Questions regarding RFP#F2017032_AEs should be directed to **George Smith no later than 3:00 p.m. EDT, March 15, 2018.**

You are invited to submit your Proposal for the services listed within this RFP.

Deliver responses to:

HAND DELIVERY/ COURIER ADDRESS

Grady Health System
Facilities Development
22 Piedmont Avenue | Suite 300
Atlanta, GA 30303

MAILING ADDRESS

Grady Health System
Facilities Development 80 Jesse Hill, Jr., Drive SE
Atlanta, GA 30303

***NOTE: FAXED OR E-MAILED RESPONSES WILL NOT BE ACCEPTED.**

Director, Facilities Development

Date: _____

PLEASE BE ADVISED: Proposers must **complete and return all pages** required with Proposal submission.

Failure to return these completed pages with responses may result in non-consideration of Proposal submission.

Please acknowledge receipt of the following Addenda to the solicitation documents below by entering the number and the date of each:

Addendum No.: 1

Date: March 7, 2018

Addendum No.: 2

Date: March 9, 2018

Addendum No.: 3

Date: March 13, 2018

Addendum No.: 4

Date: March 14, 2018

Addendum No.: 5

Date: March 19, 2018

Addendum No.: _____

Date: _____

Appendix D: INTENT TO SUBMIT

This letter serves as notification of intent to submit or not to submit a proposal for the Request for Proposal Number: F2017032_AE

Please scan a copy before 3:30 pm, the day of the mandatory pre-bid meeting on March 6, 2018 to:

George C. Smith
Senior Architectural Project Manager
Grady Health System
Facilities Development
22 Piedmont Avenue
Suite 300
Atlanta, Georgia 30303
e-dress: gsmith@gmh.edu

MARK D. SEARLS, AIA

(Name of Representative)

acting as representative of PERKINS EASTMAN

(Name of Firm)

hereby offer our intent to:

- Submit a response to the request for services in this RFP.
 Decline to submit a response to the request for services in this RFP.

Reason: _____

MARK D. SEARLS
(Print Name)

[Signature]
(Signature)

ASSOCIATE PRINCIPAL
(Title)

3/2/2018
(Date)

704.927.6503
(Telephone / Fax Numbers)

M.SEARLS@PERKINSEASTMAN.COM
(e-dress)

APPENDIX E

SECTION 7: SUPPLIER DIVERSITY

It is an overall objective of GHS to encourage involvement by Diverse Business Enterprises as contractors and suppliers in business activities generated by GHS, while assuring that such activities will be conducted in accordance with all applicable laws. It is the declared policy and intent of GHS to strive to maximize participation of Diverse Business Enterprises through all business contracting opportunities. GHS is committed to ensuring that Diverse Business Enterprises are given every opportunity to participate in contracting opportunities.

In adherence to GHS's commitment to Supplier Diversity, Solicitors of a GHS contract must clearly as defined by GHS herein, demonstrate good faith effort to achieve the Supplier Diversity goal set forth. By the documentation of Direct and/or Indirect Tier II goods and/or services to be purchased from Diverse Business Enterprises certified by one (1) or more of the third party certification agencies recognized by GHS. Such spend with Diverse Business Enterprises will be monitored. In connection with such monitoring, Contracted GHS Suppliers will be required to report Diverse Supplier Spend to GHS monthly in a manner in GHS's sole discretion. In addition, a copy of reported Diverse Supplier spend, must be attached with the submission of any invoices to GHS. Failure to demonstrate the defined Good Faith Effort to achieve GHS's Supplier Diversity goal, objectives, or to report in a manner prescribed by GHS, shall be a material breach of any controlling contract between GHS and Contractor or vendor.

GHS prohibits discrimination on the basis of race, color, gender, religion, national origin, or disability in connection with employment of any person, or the award of any contract. GHS will provide equal opportunities without regard to race, color, gender, religion, national origin, or disability, by requiring that any vendor doing business with GHS provide equal opportunity to persons and businesses employed by, or contracting with the supplier of products and services to GHS..

The Supplier Diversity Goal for this Solicitation is 10% of the contract value

GHS expects that the policies, programs and practices of its vendors/Contractors are carried out in an equitable fashion and that Certified Diverse Business Enterprises are afforded an equitable opportunity to share in contract/subcontract opportunities.

Vendors interested in doing business with GHS are required to sign the Certification below and complete the Supplier Diversity Section in its entirety and submit it with their bid response.

Past Performance: Offeror shall (1) summarize in writing its past performance for client healthcare institutions in actively fostering the participation of Diverse Business Enterprises utilized by the institution, (2) provide three (3) or more client references for this purpose for whom it has provided applicable service to within the past two (2) years, with the name, phone number and e-mail of a specific knowledgeable contact person for each such client reference.

Present Commitment: Offeror shall submit in writing its present commitment and business plan to facilitate and promote the participation of Diverse Suppliers by completion of the attached Diverse Supplier Subcontracting Plan (DSSP). Diverse Business Enterprises utilized as Tier II contractors and suppliers must be certified by one or more of the 3rd Party Certification Agencies recognized by GHS.

Post-award performance: The specific, measurable performance criteria included in the Proposal for present commitment to Diverse Suppliers shall, subject to negotiation and mutual consent, become part of the awarded contract as specific, measurable requirements of vendor performance for the duration of the contract. Such spend with Diverse Business Enterprises will be monitored. In connection with such monitoring Vendor will be required to report to GHS monthly, in a manner in GHS's sole discretion, all direct and/or indirect certified spend with Diverse Business Enterprises.

Definition: Diverse Business Enterprise's

(MBE) National Minority Supplier Development Council: A minority-owned business is a for-profit enterprise, regardless of size, physically located in the United States or its trust territories, which is 51% owned, operated and controlled by minority group members, defined from the following:

Asian-Indian - A U.S. citizen whose origins are from India, Pakistan or Bangladesh.

Asian-Pacific -A U.S. citizen whose origins are from Japan, China, Indonesia, Malaysia, Taiwan, Korea, Vietnam, Laos, Cambodia, the Philippines, Thailand, Samoa, Guam, the U.S. Trust Territories of the Pacific or the Northern Marianas.

African American - A U.S. citizen having origins in any of the Black racial groups of Africa.

Hispanic - A U.S. citizen of Hispanic heritage, from any of the Spanish-speaking areas of the following regions: Mexico, Central America, South America or the Caribbean Basin only.

Native American - A person who is an American Indian, Eskimo, Aleut or Native Hawaiian, and regarded as such by the community of which the person claims to be a part.

(WBE) Women's Business Enterprise National Council: A Woman-Owned Business Enterprise is an independent business concern that is at least 51% owned and controlled by one or more women who are U.S. citizens or Legal Resident Aliens; whose business formation and principal place of business are in the US or its territories; and whose management and daily operation is controlled by one or more of the women owners.

(LGBTBE) National Gay and Lesbian Chamber of Commerce: Includes businesses physically located in the United States or its trust territories that are at least 51 percent unconditionally owned and operated by at least one lesbian, gay, bisexual and/or transgender (LGBT) person or persons who are either U.S. citizens or lawful permanent residents. In addition, they must exercise independence from any non-LGBT business enterprise.

U.S. Small Business Administration:

(DBE) Small Disadvantaged Business - A small business that is at least 51 percent owned, operated and controlled by one or more individuals who are both socially and economically disadvantaged.

HUB Zone Business - A small business operating in a "Historically Underutilized Business Zone." HUB zones are defined at <http://map.sba.gov/hubzone/init.asp>

Veteran Business Enterprise:

(VBE) Veteran-Owned Business - A small business that is at least 51% owned, operated and controlled by one or more veterans.

(DVBE) Service-Disabled Veteran-Owned Business - A small business that is at least 51% owned, operated and controlled by one or more veterans with a service-connected disability.

Supplier Diversity Program Required Forms

In order for the bid package to be considered complete Bidders must submit the following completed documents:

- o Business Identification and Nondiscrimination
- o Diverse Supplier Subcontracting Plan
- o Certification of Efforts
- o Statement of Intent
- o Supplier Diversity Certification

These documents are considered a part of and should be submitted with the Bid. Failure to provide the information on the part of the Bidder will result in the bid being determined non-responsive.

BUSINESS IDENTIFICATION AND NONDISCRIMINATION

(TO BE SUBMITTED WITH BID)

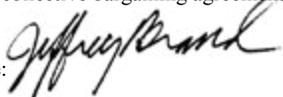
	Yes	No												
Small Business as defined by the US. Small Business Administration (DBE, SBE, HubZone)		X												
Minority Business Enterprise (MBE) If yes, please indicate the percentage of minorities who own, control or operate your company:														
<table border="1"> <tr> <td>African American</td> <td align="center">%</td> <td>Asian American</td> <td align="center">%</td> </tr> <tr> <td>Hispanic/Latino</td> <td align="center">%</td> <td>Pacific Islander</td> <td align="center">%</td> </tr> <tr> <td>Native American</td> <td align="center">%</td> <td>Other</td> <td align="center">%</td> </tr> </table>	African American	%	Asian American	%	Hispanic/Latino	%	Pacific Islander	%	Native American	%	Other	%		
African American	%	Asian American	%											
Hispanic/Latino	%	Pacific Islander	%											
Native American	%	Other	%											
WOMAN-OWNED BUSINESS ENTERPRISE (WBE)														
DISABLED VETERAN BUSINESS ENTERPRISE OR VETERAN BUSINESS ENTERPRISE (DVBE, VBE)														
IS YOUR COMPANY CERTIFIED AS ONE OF THE BUSINESS DESIGNATIONS ABOVE? If yes, please give the certifying agency and include a copy of your current certification with your bid response. The 3 rd party certifying agencies recognized and accepted by GHS are included.														
LOCAL SMALL BUSINESS If yes, please indicate in which county your company is located? <input type="checkbox"/> DeKalb <input type="checkbox"/> Fulton <input type="checkbox"/> Business location in both counties <input type="checkbox"/> Other														

PART II - NONDISCRIMINATION POLICIES AND PROCEDURES

	Yes	No
Are you an individual and do not employ anyone? If yes, you do not need to complete the remainder of the questions.		X
Does your company have an Equal Employment Opportunity/Affirmative Action statement posted on company bulletin boards?	X	
Do you notify all recruitment sources in writing of your company's Equal Employment Opportunity/Affirmative Action employment policy?	X	
Do your company advertisements contain a written statement that you are an Equal Employment Opportunity/Affirmative Action employer?	X	
Do you belong to any unions? If yes, have you notified each union in writing of your commitments to non-discrimination?		X
Does your company have a collective bargaining agreement with workers? If yes, do the collective bargaining agreements contain non-discrimination clauses and/or your Equal Employment Opportunity policy covering all workers?		X
Does your company, at least annually, maintain a written record of and review the Equal Employment Opportunity policy and Affirmation Action obligations with all employees including those having any responsibility for employment decisions?	X	
Do you conduct, at least annually, an inventory and evaluation of minority and female personnel for promotional opportunities and encourage these employees to seek, train and prepare for such opportunities?	X	
Do you conduct, at least annually, a review, of all supervisors' adherence to and performance under the vendors, and Contractor's Equal Employment Opportunity policies and Affirmative Action obligations?	X	
Is there a person in your company who is responsible for Equal Employment Opportunity? If yes, please give name, phone and email address. Jean Warren, PHR - Senior Associate Director of Human Resources (212) 353-7225 j.warren@perkinseastman.com	X	

Please explain any no answers, use additional paper as necessary: We are not an individual, we are a company that employs; we don't belong to any unions; we don't have collective bargaining agreements with workers.

Authorized Representative Signature:



Date: April 3, 2018

DIVERSE SUPPLIER SUBCONTRACTING PLAN (PROGRAM MANAGEMENT)

(TO BE SUBMITTED WITH BID)- SUPPLIER DIVERSITY

The following are questions concerning the efforts your company will make to ensure that Diverse Supplier's will have an equitable opportunity to compete for lower tier subcontracts associated with the Grady Health System agreement:

What product/service areas do you envision the inclusion of Diverse Suppliers and how is this determined? We evaluate each opportunity and determine the consultants to perform the work. For this submission, we will be utilizing the services of multiple MBE and WBE firms (MEP/FP Engineer, Structural Engineer, Civil Engineer, Cost Estimator, Landscape Architecture and Irrigation, Medical Equipment Planner and Vibration / Acoustics Consultant).

How are Diverse Supplier capabilities determined by your company? Evaluating the qualifications of their work.

How will you ensure the maximum possible inclusion of Diverse Suppliers in all of your purchasing solicitations (i.e. Request for Proposals, Request for Information, and Request for Quotes, etc.)? By evaluating the need for consultants and evaluating their qualifications and abilities to complete the project scope.

How will your company ensure that Diverse Suppliers are made aware of upcoming subcontracting opportunities and how will you prepare them to respond appropriately? By reaching out to them directly via phone or e-mail.

How will you monitor your company's Diverse Supplier subcontracting performance to this agreement and make any adjustments to achieve the subcontracting plan goals? This question and the following group of questions are geared towards a General Contractor. Based on the project scope of work, we will exceed the subcontracting plan goals for this project with multiple local M/WBE firms.

Will your Diverse Supplier subcontracting administrator:

Yes / No

N/A Develop and maintain bidders' lists of Diverse Suppliers from all possible sources

Yes Oversee the establishment and maintenance of your company's contract and subcontract award records associated with this Grady Health System agreement?

Yes Conduct or arrange the training of your company's purchasing personnel on the Grady Health System agreement goals and processes to achieve this goal?

Yes Review purchasing solicitation documents to remove statements, clauses, etc. which may tend to prohibit Diverse Supplier participation

Yes Screen proposed purchasing solicitation documents for subcontracting opportunities and implement appropriate procurement policies and procedures to improve and increase opportunities to Diverse Suppliers

N/A Introduce Diverse Suppliers to company purchasing personnel based on commodity or service in which these vendors may have a mutual or potential concern

Yes Maintain records demonstrating that procedures have been adopted and implemented to comply with the reporting requirements and supplier diversity goals within the Grady Health System

Yes Prepare and submit monthly, required Diverse Supplier reports to Grady Health System?

DIVERSE SUPPLIER SUBCONTRACTING PLAN (DSSP) PG.2

(DIRECT SUPPLIER DIVERSITY REPORTING - TO BE SUBMITTED WITH BID)

In adherence to GHS’s commitment to Supplier Diversity, GHS suppliers must clearly as defined herein demonstrate good faith effort, for Tier II direct goods and/or services to be purchased from Diverse Business Enterprises certified by one or more of the 3rd party certification agencies recognized by GHS. Such spend with Diverse Business Enterprises will be monitored. In connection with such monitoring Contracted GHS Suppliers will be required to report to GHS monthly, in a manner in GHS’s sole discretion, all direct spend with Certified Diverse Business Enterprises. The Supplier Diversity Goal for this Solicitation is 10% of the total contract value.

Company Name: Perkins Eastman Architects
 GHS Business Unit: Facilities Development
 Phone Number: (704) 940-0501

Agreement Term: May 2018 – September 2021
 GHS Business Unit Contact Name: George C. Smith
 Vendor Contact e-mail: gcsmith@gmh.edu

Description of goods/services provided under this primary agreement (include name of project if applicable):
Full AE Services for new Center for Advanced Surgical Services (CASS) and parking structure (#F2017032 AE)

Who will be responsible for coordinating your company’s Diverse Supplier subcontracting activities during the period of this contract?

Name/Title: Mark Searls - Associate Principal
 Address: 520 West Sixth Street, Charlotte, NC 28202
 Fax: (704) 362-4602

Company: Perkins Eastman Architects
 Phone: (704) 940-0501
 E-Mail Address: m.searls@perkinseastman.com

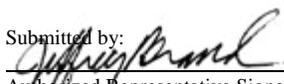
State the total dollar value planned to be subcontracted associated with this GHS agreement:
\$837,409 (11.7% of total fee)

Please list all of the GHS Accepted 3rd Party Certified Diverse Suppliers you have identified that will serve as Direct Tier 2 Subcontractors associated with this GHS project and the projected spend amounts with each company:

Vendor Name	Address	Contact	Phone	E-Mail	Certification Type	Business Classification (Product/Service)	Direct Projected Spend in Dollars	Direct Projected Spend by Percentage
Long Engineering, Inc. (WBE)	2550 Heritage Court SE, Suite 250, Atlanta, GA 30339	J. Ellen Long, P.E., LEED AP	(770) 951-2495	elong@longeng.com	WBE	Service (Civil Engineering)	\$115,100	1.6%
Palacio Collaborative (MBE)	400 Galleria Pkwy SE, Suite 1500 Atlanta, GA 30339	Michael D. Palacio	(404) 609-9006	mpalacio@palaciocollaborative.com	MBE	Service (Cost Estimating)	\$150,000	2.1%
R. Powell & Associates (MBE)	1312 Killian Way, Lilburn, GA 30047	Roosevelt Powell, P.E.	(770) 806-0143	rosie@rpowell.com	MBE	Service (MEP/FP Engineering for Parking Structure)	\$92,000	1.3%
Sykes Consulting Inc. (MBE)	1175 Peachtree Street N.E. 100 Colony Square, Suite 2300, Atlanta, GA 30361	Darien M. Sykes, P.E.	(404) 249-1538	dsykes@sykesconsulting.com	MBE	Service (Structural Engineering)	\$157,000	2.2%
Chau Wall and Associates (MBE)	741 Monroe Drive, NE Atlanta, GA 30308	Chau Wall, PLA	(404) 456-7071	cwall@chauwallassociates.com	MBE	Services (Landscape Architecture and Irrigation)	\$89,000	1.2%

Shen Milsom & Wilke * (MBE)	417 Fifth Avenue New York, NY 10016	Meredith Lovejoy	(212) 725-6800	mlovejoy@s mwllc.com	MBE	Services (Medical Equipment Planner and Vibration / Acoustics)	\$233,373	3.3%
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(*) Shen Milsom & Wilke is currently in the process of obtaining their MBE certification and has filed all necessary paperwork.

Submitted by: 
 Authorized Representative Signature
 April 3, 2018
 Date

Principal and Executive Director
 Title

STATEMENT OF INTENT

TO BE COMPLETED BY ALL KNOWN JOINT VENTURE PARTNERS/ SUBCONTRACTORS/CONSULTANTS
(TO BE SUBMITTED WITH BID)- SUPPLIER DIVERSITY

Vendor: Perkins Eastman Architects
Solicitation Name: Center for Advanced Surgical Services (CASS) Solicitation Number: 17017032_AF

Perkins Eastman Architects agrees to enter into a contractual agreement with
Prime Supplier
Long Engineering, Inc., who will provide the following goods/services
Joint Venture Partner/Subcontractor/Consultant

in connection with the above referenced Solicitation as a certified diverse business enterprises:

Civil Engineering Design Services

for an estimated amount of \$ 115,100 or _____ % of the total contract value.

Perkins Eastman Architects Prime Supplier
Long Engineering, Inc. Joint Venture Partner /Subcontractor/Consultant

Intend to work together in accordance with this Contract Compliance Section of the bid, contingent upon award and execution of a contract with Grady Health System with to the aforementioned Prime Supplier.

I hereby certify that this statement is true and correct:

Prime Supplier Signature:

Jeffrey Brand

Print Name:

Jeffrey Brand AIA, EDAC

Title:

Principal and Executive Director

Date:

April 3, 2018

Joint Venture/Subcontractor/Consultant Signature: 1

J. Ellen Long

Print Name, Title and Date:

J. Ellen Long, PE President. 3.30.18

Address:

2550 Heritage Ct. Suite 250, Atlanta, GA 30337

Phone

770.951.2495

Fax:

770.951.2496

SUPPLIER DIVERSITY CERTIFICATION:

I certify that the statements made by me in this Supplier Diversity Section are complete and true to the best of my knowledge and belief, and are made in good faith. I understand that if I knowingly make any misstatements of facts, I am subject to disqualification and debarment from participation in future GHS contracting opportunities, held liable for breach of contract and subject to the enforcement of any remedies available under the contract or as a matter of contract law. I agree that no changes shall be made to this section without the written consent of GHS.

Authorized Representative Signature

J. Ellen Long
Title _____ Date 3.30.18



Office of Contract Compliance

Rholanda M. Stanberry, CPPB, MCA
Contract Compliance Administrator

Suite #1168
100 Peachtree Street, SW
Atlanta, GA 30303
www.fultoncountyga.gov

Main: (404) 612-6300

May 9, 2017

Ms. Ellen Long
LONG ENGINEERING, INC.
2550 Heritage Ct., SE
Suite #100
Atlanta, GA 30339

Dear Ms. Long:

Fulton County Office of Contract Compliance has reviewed your application for Minority/Female Business Enterprise ("M/FBE") certification. Based on our evaluation of the information submitted, your firm has met the requirements for certification.

Your firm's certification will last for a period of two (2) years beginning with the effective date of this letter. You may apply for recertification as an M/FBE three (3) months prior to the certification expiration date May 9, 2019.

Failure to recertify your company within six (6) months after certification has expired will require your company to repeat the certification process in its entirety. If at any time during your certification period there is a change in location, management, ownership or control of your firm, you are required to update your firms' profile online. Failure to maintain accurate information on your firm may result in removal of your firm from the Minority/Female Business Enterprise Directory.

If you have any questions or require further assistance, please feel free to contact 404-612-6300.

Your firm is certified under the following commodity code description(s): Architects, Construction Management, Engineers, Urban Planning.

Sincerely,

Rholanda M. Stanberry

STATEMENT OF INTENT

TO BE COMPLETED BY ALL KNOWN JOINT VENTURE PARTNERS/ SUBCONTRACTORS/CONSULTANTS

(TO BE SUBMITTED WITH BID)- SUPPLIER DIVERSITY

Vendor: Palacio Collaborative, Inc.

Solicitation Name: RFP FOR ARCHITECTURAL and ENGINEERING DESIGN SERVICES for

THE CENTER FOR ADVANCED SURGICAL SERVICES (CASS) **Solicitation Number:** F2017032_AE

Perkins Eastman agrees to enter into a contractual agreement with

Palacio Collaborative, Inc., who will provide the following goods/services in connection with the above referenced Solicitation as a certified diverse business enterprises:

Construction Cost Management to include Concept Design Estimate, Design Phase Estimates, and Design Phase Update Estimates with tasks to include estimate production, pre/post review, estimate revisions, alternates/value engineering pricing, comparison of current estimate to previous estimate at each phase, and CM-at-risk estimate review & reconciliation

for an estimated amount of \$150,000.00.

Perkins Eastman

Palacio Collaborative, Inc.

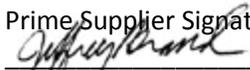
Prime Supplier

Subcontractor/Consultant

Intend to work together in accordance with this Contract Compliance Section of the bid, contingent upon award and execution of a contract with Grady Health System with to the aforementioned Prime Supplier.

I hereby certify that this statement is true and correct:

Prime Supplier Signature:



Print Name:

Jeffrey Brand AIA, EDAC

Title:

Principal and Executive Director

Date:

April 3, 2018

Subcontractor/Consultant Signature:



Print Name, Title and Date:

Michael D. Palacio, President, 03/20/2018

Address:

400 Galleria Parkway SE, Suite 1500

Atlanta, GA 30339

Phone

(404) 609-9006

Fax

N/A



CITY OF ATLANTA

SUITE 1700
55 TRINITY AVENUE, SW
ATLANTA, GA 30303
(404) 330-6010 Fax: (404) 658-7359
Internet Home Page: www.atlantaga.gov

OFFICE OF CONTRACT COMPLIANCE
Larry Scott
Director
larry.scott@atlantaga.gov

Kasim Reed
Mayor

October 5, 2016

Mr. Michael Palacio
Palacio Collaborative, Inc.
400 Galleria Parkway, Suite 1500
Atlanta, GA 30339

ANNIVERSARY DATE: April 22

Dear Mr. Palacio:

Your firm has been certified as a(n) **Hispanic American Business Enterprise (HABE)** with the City of Atlanta's Equal Business Opportunity Program (EBO). Your company's certification will last for a period of five (5) years from the date of your original certification letter. Certification entitles your firm to be included in EBO plans submitted by contractors bidding on City of Atlanta projects.

Your company's certification lasts five (5) years; however, it is contingent upon the company maintaining its eligibility every two years through this office. You will receive a notice to submit an **Affidavit of No Change** approximately six (6) weeks prior to the deadline for submission. **The Affidavit of No Change must be completed, signed, and returned to our office before your anniversary date in order to continue your company's eligibility as an HABE.**

As a certified firm, you are required to notify the Office of Contract Compliance if the ownership or control of your firm changes or if your office relocates outside of the twenty-county Atlanta Regional Development Commission (ARDC) area. Failure to provide this notification, in writing, may result in your firm being removed from the Equal Business Opportunity Register.

We welcome you to the City of Atlanta's Equal Business Opportunity Program.

Sincerely,


Larry Scott, Director
Mayor's Office of Contract Compliance

LS/mp

Certification #: 2014-163

Supplier ID #: 805376

Phone #: (404) 609-9006

Fax #:

Business: Construction management & cost management services

STATEMENT OF INTENT

TO BE COMPLETED BY ALL KNOWN JOINT VENTURE PARTNERS/ SUBCONTRACTORS/CONSULTANTS
(TO BE SUBMITTED WITH BID)- SUPPLIER DIVERSITY

Vendor: R.Powell & Associates

Solicitation Name: Center for Advanced Surgical Services Solicitation Number: F2017032 AE

Newcomb & Boyd, LLP agrees to enter into a contractual agreement with
Prime Supplier

R.Powell & Associates, who will provide the following goods/services in
Joint Venture Partner/Subcontractor/Consultant

connection with the above referenced Solicitation as a certified diverse business enterprise:

HVAC, Plumbing, Fire Protection, Fire Alarm, and Electrical design and contract administration services
for the Parking Deck.

for an estimated amount of \$ 92,000 or _____ % of the total contract value.

Newcomb & Boyd, LLP

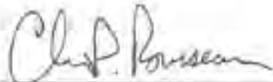
R.Powell & Associates

Prime Supplier

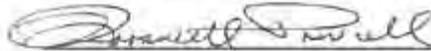
Joint Venture Partner/Subcontractor/Consultant Signature:

Intend to work together in accordance with this Contract Compliance Section of the bid, contingent upon award and execution of a contract with Grady Health System with to the aforementioned Prime Supplier.

I hereby certify that this statement is true and correct:



Prime Supplier Signature:



Joint Venture/Subcontractor/Consultant Signature:

Chris P Rousseau

Print Name:

Roosevelt Powell, President, March 20, 2018

Print Name, Title and Date:

Partner

Title:

1312 Killian Way

Ilburn, GA 30047

Address:

March 20, 2018

Date:

Phone: 770-806-0143

Fax: 770-925-9162

e-dress: rosie@rpowell.com



CITY OF ATLANTA

SUITE 5100
68 Mitchell Street
ATLANTA, GA 30303
(404) 330-6010 Fax: (404) 658-7359
Internet Home Page: www.atlantaga.gov

OFFICE OF CONTRACT COMPLIANCE

Larry Scott
Director
lscott@atlantaga.gov

Kasim Reed
Mayor

August 7, 2017

Mr. Roosevelt Powell
R. Powell & Associates, Inc.
1312 Killian Way
Lilburn, GA 30027

ANNIVERSARY DATE: September 18

Dear Mr Powell:

Your firm has been certified as a(n) **African American Business Enterprise (AABE)** with the City of Atlanta's Equal Business Opportunity Program (EBO). Your company's certification will last for a period of five (5) years from the date on your original certification letter. Certification entitles your firm to be included in EBO plans submitted by contractors bidding on City of Atlanta projects.

Your company's certification lasts five (5) years; however, it is contingent upon the company maintaining its eligibility every two years through this office. You will receive a notice to submit an **Affidavit of No Change** approximately six (6) weeks prior to the deadline for submission. **The Affidavit of No Change must be completed, signed, and returned to our office before your anniversary date in order to continue your company's eligibility as an AABE.**

As a certified firm, you are required to notify the Office of Contract Compliance if the ownership or control of your firm changes or if your office relocates outside of the twenty-county Atlanta Regional Development Commission (ARDC) area. Failure to provide this notification, in writing, may result in your firm being removed from the Equal Business Opportunity Register.

We welcome you to the City of Atlanta's Equal Business Opportunity Program.

Sincerely,

Larry Scott, Director
Mayor's Office of Contract Compliance

LS/mp

Certification #: 2015-407

Supplier ID #: 1601280

Phone #: (770) 935-6140

Fax #: (678) 935-1880

Business: Engineering service; utilities management consulting services

STATEMENT OF INTENT

TO BE COMPLETED BY ALL KNOWN JOINT VENTURE PARTNERS/ SUBCONTRACTORS/CONSULTANTS
(TO BE SUBMITTED WITH BID)- SUPPLIER DIVERSITY

Vendor: Perkins Eastman Architects

Solicitation Name: CASS

Solicitation Number: F2017032_AE

Uzun + Case, LLC agrees to enter into a contractual agreement with Prime Supplier

Sykes Consulting, Inc., who will provide the following goods/services Joint Venture Partner/Subcontractor/Consultant

in connection with the above referenced Solicitation as a certified diverse business enterprises:

Structural Engineering

for an estimated amount \$157,000 or % of the total contract value.

Uzun + Case, LLC
Prime Supplier

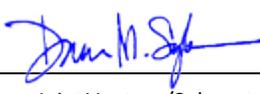
Sykes Consulting, Inc.
Joint Venture Partner /Subcontractor/Consultant

Intend to work together in accordance with this Contract Compliance Section of the bid, contingent upon award and execution of a contract with Grady Health System with to the aforementioned Prime Supplier.

I hereby certify that this statement is true and correct:



Prime Supplier Signature:



Joint Venture/Subcontractor/Consultant Signature:

James W. Case

Print Name:

Darien M. Sykes, President 3/20/2018

Print Name, Title and Date:

Principal

Title:

1175 Peachtree Street, 100 Colony Square, Ste 2300

Address

03/20/2018

Date:

Atlanta, GA 30361

Address
Phone: 404-249-1538
Fax: 404-249-9712



CITY OF ATLANTA

SUITE 1700
55 TRINITY AVENUE, SW
ATLANTA, GA 30303
(404) 330-6010 Fax: (404) 658-7359
Internet Home Page: www.atlantaga.gov

Kasim Reed
Mayor

OFFICE OF CONTRACT COMPLIANCE

Larry Scott
Director
lscott@atlantaga.gov

August 23, 2016

Mr. Darien M. Sykes
Sykes Consulting, Inc.
1175 Peachtree St. 100 Colony Square, Ste. 2300
Atlanta, GA 30361

ANNIVERSARY DATE: September 23

Dear Mr. Sykes:

Your firm has been certified as a(n) **African American Business Enterprise (AABE)** with the City of Atlanta's Equal Business Opportunity Program (EBO). Your company's certification will last for a period of five (5) years from the date of your original certification letter. Certification entitles your firm to be included in EBO plans submitted by contractors bidding on City of Atlanta projects.

Your company's certification lasts five (5) years; however, it is contingent upon the company maintaining its eligibility every two years through this office. You will receive a notice to submit an **Affidavit of No Change** approximately six (6) weeks prior to the deadline for submission. **The Affidavit of No Change must be completed, signed, and returned to our office before your anniversary date in order to continue your company's eligibility as an AABE.**

As a certified firm, you are required to notify the Office of Contract Compliance if the ownership or control of your firm changes or if your office relocates outside of the twenty-county Atlanta Regional Development Commission (ARDC) area. Failure to provide this notification, in writing, may result in your firm being removed from the Equal Business Opportunity Register.

We welcome you to the City of Atlanta's Equal Business Opportunity Program.

Sincerely,

Larry Scott, Director
Mayor's Office of Contract Compliance

LS/mp

Certification #: 2014-400

Supplier ID #: 107974

Phone #: (404) 249-1538

Fax #: (404) 249-9172

Business: Engineering services including structural engineering consulting

STATEMENT OF INTENT

TO BE COMPLETED BY ALL KNOWN JOINT VENTURE PARTNERS/ SUBCONTRACTORS/CONSULTANTS
(TO BE SUBMITTED WITH BID)- SUPPLIER DIVERSITY

Vendor: Perkins Eastman Architects
Solicitation Name: Center for Advanced Surgical Services (CASS)

Solicitation Number: F2017032 AE

Perkins Eastman Architects to enter into a contractual agreement with
Prime Supplier
Chau Wall and Associates, LLC who will provide the following goods/services
Joint Venture Partner/Subcontractor/Consultant

in connection with the above referenced Solicitation as a certified diverse business enterprises:

Landscape architectural services

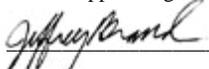
for an estimated amount of \$89,000

Perkins Eastman Architects Prime Supplier
Chau Wall and Associates, LLC Joint Venture Partner /Subcontractor/Consultant

Intend to work together in accordance with this Contract Compliance Section of the bid, contingent upon award and execution of a contract with Grady Health System with to the aforementioned Prime Supplier.

I hereby certify that this statement is true and correct:

Prime Supplier Signature:



Print Name:

Jeffrey Brand

Title:

Principal and Executive Director

Date:

April 3, 2018

Joint Venture/Subcontractor/Consultant Signature:



Print Name, Title and Date:

Chau Wall, Principal, 04.03.18

Address:

741 Monroe Drive, Atlanta, GA 30308

Phone

404-456-071

Fax:

N/A

SUPPLIER DIVERSITY CERTIFICATION:

I certify that the statements made by me in this Supplier Diversity Section are complete and true to the best of my knowledge and belief, and are made in good faith. I understand that if I knowingly make any misstatements of facts, I am subject to disqualification and debarment from participation in future GHS contracting opportunities, held liable for breach of contract and subject to the enforcement of any remedies available under the contract or as a matter of contract law. I agree that no changes shall be made to this section without the written consent of GHS.

Authorized Representative Signature 

Principal and Executive Director April 3, 2018
Title Date

Russell R. McMurry, P.E., Commissioner



GEORGIA DEPARTMENT OF TRANSPORTATION

One Georgia Center, 600 West Peachtree Street, NW
Atlanta, Georgia 30308
Telephone: (404) 631-1000

March 3, 2016

Chau Wall, Principal Member
Chau Wall and Associates, LLC
2820 Red Rocks Trail
Cumming, GA 30041

ANNIVERSARY DATE: Annually on March 3

Chau Wall:

The Georgia Department of Transportation has reviewed your Georgia Uniform Certification Disadvantaged Business Enterprise (DBE) application. Our evaluation of the information submitted with your request for certification indicates that your firm has met the criteria outlined in Federal Regulations 49 CFR, Part 26.

DBE Certification will be continuous; however, it is contingent upon the firm maintaining its eligibility annually through this office. You will receive an Annual Affidavit for Continuing Eligibility (AACE) and request for Personal Financial Statement (PFS) approximately thirty days prior to your firm's certification anniversary date. **The Annual Affidavit for Continuing Eligibility document must be completed, signed and returned to our office before your anniversary date in order to continue your firm's eligibility as a DBE.**

Your firm will be listed in Georgia's UCP DBE Directory which can be accessed through the Department's website: www.dot.ga.gov. Prime contractors and consultants can verify your firm's DBE certification status and identify the work area(s) for which the firm is DBE eligible through this Directory.

Your Vendor ID Code is: 14036

Your firm has been certified to provide the following services as outlined in the North American Industry Classification System (NAICS):

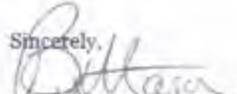
NAICS Codes: 541320 Landscape Consulting Services

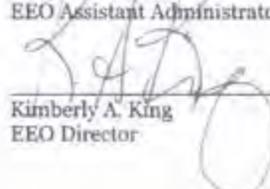
It is your obligation to notify GUCP of any changes in ownership and/or control of your company. If at any time during the year there is a change in ownership and/or control of your firm, you are required to notify this office of such change in writing by sworn affidavit and with supporting documents within thirty (30) days. Changes also include but are not limited to officers, directors, management, key personnel, scope of work performed, daily operations, ongoing business relationships with other firms or individuals, or the physical location of your firm.

Failure to do so will be deemed a failure, on your part, to cooperate and will result in immediate actions to remove DBE certification in accordance with **49 CFR Part 26, Section 26.83 (j)** of the Federal DOT Regulation.

Questions and concerns should be directed to this office by mail or telephone. Our telephone number is (404) 631-1972. Our fax number is (404) 631-1943.

Sincerely,


Betty C. Mason
EEO Assistant Administrator – External


Kimberly A. King
EEO Director

KAK/cm

TRANSMITTAL: Request for Qualifications

To:	Architect or Interior Design Firm	Sent Via:	N/A
From:	David Yoo	Date:	N/A
Re:	Request for Architect or Interior Design Qualification	Pages:	(47) Pages

Grady Health System Facilities Development (GHS-FD) appreciates your interest in providing architectural and/or interior design services and our intention is to qualify your firm for project design involvement.

GHS-FD provides services for maintenance, engineering and construction operations for all the GHS facilities. GHS-FD typically manages projects that have dollar values ranging from \$2,000 to \$20,000,000. GHS-FD manages approximately 150-200 projects annually. New design and construction, light and heavy interior and exterior renovation, equipment replacements, engineering studies, commissioning of existing utility systems, asbestos abatement, and cosmetic upgrades are the types of projects GHS-FD is involved with annually.

GHS-FD is soliciting a qualification package in order to add your firm to our bid list for future project work. We are looking for favorable experience, size, services offered, insurance, bonding capacity, references, financial strength, and safety records.

Per your expressed interest, GHS-FD is requesting the completion of the *Qualification Form* attached. Please be sure to include the requested back-up documentations including signature of acceptance of GHS-FD **General Conditions of Contract** for Architectural Services (form attached). The **W-9 Form** is also required. Feel free to send any additional documents such as brochures, business cards, etc.

Please send the qualifications package to:

Grady Health Systems
Attn: David Yoo, Facilities Development
80 Jesse Hill Jr. Drive, S.E.
P.O. Box 26083
Atlanta, GA 30303

GHS-FD encourages the participation of local, small, minority, women, and disadvantaged businesses.

GHS-FD is excited and looks forward to possibly working with your firm. Please do not hesitate to call me at 404-616-3872 or by email at dyoo@gmh.edu if you have any questions or concerns. We look forward to hearing from you.

Sincerely,

David Yoo

Project Manager
GHS-FD

Professional Services Qualification Form

Name: Perkins Eastman Date: April 3, 2018
 Address: 115 Fifth Avenue Contact: Rory McMahon
 City/State/Zip: New York, NY 10003 Phone No. (212) 353-7457
 Email: r.mcmahon@perkinseastman.com
 President: J. David Hoglund, FAIA Type of Firm: Corporation
 Vice President: Mary-Jean Eastman, FAIA, MRAIC Partnership
 Sec/Treas: Mary-Jean Eastman, FAIA, MRAIC Other

Year Founded 1981 Years under present name: 23 years Years Performing Work Specialty: 37 years
 Work now under Contract: \$170,000,000 (Net) Percentage of Work Performed by Own Forces: 65%
 Average Contract Amount: \$150,000 (Net) Contract Range: N/A to N/A
 Work in Place Last Year: \$215,000,000 (Gross) Average Annual Sales last Three Years: \$177,000,000
 Average Work in Place Last 3 Years: \$200,000,000 (Gross) Number of Employees in the Office: 1,000 employees in 15 offices
 Georgia Architectural/Engineering License Number: GA Board of Architects licenses individuals, not firms. Lawrence Bradford Perkins license (# RA005076) is in good standing and expires 6/30/2019.

Fundamental Services Offered by Your Firm:

- Planning/Programming Master Planning: _____
- Architectural Design: _____
- Interior Design: _____
- Engineering (Specify): _____
- Landscape Architecture/Design: _____
- Construction Management: _____
- Other (Specify): Signage and Display Systems, Web Design and Print Design

Is your firm presently using CAD? Yes No System: AutoCAD 2017 | Revit 2018 | 3dsMax 2016

Current Work (Health Care, Commercial, Hospitality, Other)	Quality of Work Performed References:
	Institution Contact Phone
<u>Healthcare</u> <u>55</u> % Volume	<u>Grady Health System</u> <u>Shannon Sale</u> <u>(404) 616-7029</u>
<u>Commercial</u> <u>15</u> % Volume	<u>St. Lukes Hospital</u> <u>Ray Midlam</u> <u>(610) 954-4000</u>
<u>Hospitality</u> <u>15</u> % Volume	<u>Weill Cornell Medical College</u> <u>Bill Cunningham</u> <u>(212) 746-2283</u>
<u>Other</u> <u>15</u> % Volume	

Submit a list of relevant projects and references with this form

Insurance Company: Lockton Companies Contact: Krista Yoder Phone: (816) 960-9000
 General Liability Policy Number: 680004H988884 Limit: \$2,000,000 Effective Period: 12/1/2017
 Automotive Liability Policy Number: BA-6791L398 Limit: \$1,000,000 Effective Period: 12/1/2017
 Workers Compensation Policy Number: UB000K468078 Limit: \$1,000,000 Effective Period: 12/1/2017
 Excess Liability Policy Number: ZUP-91M46903 Limit: \$10,000,000 Effective Period: 12/1/2017

Submit a copy of your latest Certificate of Liability Insurance with this form. - See Attached

Bank: Bank of America Merrill Lynch Phone No.: (646) 855-2829 | edwin.m.lyons@bamf.com
 Address: One Bryant Park, 36th Floor Contact: Edward (Ted) Lyons - Senior Vice President
 City/State/Zip: New York, NY 10036

General Conditions of Contract Acceptance Form

Firm: Perkins Eastman
115 Fifth Avenue
New York, NY 10003

To whom it may concern:

Type of General Conditions of Contract Accepted (Circle all that Apply) Architect Contractor Engineer Consulting Services

I certify that the terms and General Conditions of Contract Between Owner and our firm have been specifically noted and that I have taken them into consideration in the submission of this Qualifications Package. I agree to abide by the General Conditions of Contract Between Owner and Architect and certify that I am authorized to sign this acceptance form.

The undersigned certifies under oath that the information provided herein is true and sufficiently complete so as not to be misleading.

By:

NAME: Jeffrey Brand AIA, EDAC

TITLE: Principal and Executive Director

PHONE: () (212) 353-7212

FAX: () (212) 353-7676

SIGNATURE: 

DATE: April 3, 2018

Note: this form may, at the firm's discretion, be replaced by another document to the same effect.

NOTE: As per Addendum #4 and #5, changes to the agreement will not be addressed as part of the RFP process. Perkins Eastman reserves the right to review and negotiate terms in the contract upon award.

GHS-FD

Request for Taxpayer Identification Number and Certification

Give Form to the
 requester. Do not
 send to the IRS.

Go to www.irs.gov/FormW9 for instructions and the latest information.

Print or type. See Specific Instructions on page 2.	1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. PERKINS EASTMAN ARCHITECTS, D.P.C.	
	2 Business name/disregarded entity name, if different from above	
	3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes. <input type="checkbox"/> Individual/sole proprietor or single-member LLC <input checked="" type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) in _____ <small>Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.</small> <input type="checkbox"/> Other (see instructions) in _____	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) <u>5</u> Exemption from FATCA reporting code (if any) _____ <small>(applies to accounts maintained outside the U.S.)</small>
	5 Address (number, street, and apt. or suite no.) See instructions. 115 FIFTH AVENUE	Requester's name and address (optional)
	6 City, state, and ZIP code NEW YORK, NY 10003-1004	
	7 List account number(s) here (optional)	

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number										
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; border: 1px solid black;"> </td> </tr> </table>										
OR										
Employer identification number										
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 12.5%; border: 1px solid black;">1</td> <td style="width: 12.5%; border: 1px solid black;">2</td> <td style="width: 12.5%; border: 1px solid black;">-</td> <td style="width: 12.5%; border: 1px solid black;">3</td> <td style="width: 12.5%; border: 1px solid black;">0</td> <td style="width: 12.5%; border: 1px solid black;">4</td> <td style="width: 12.5%; border: 1px solid black;">4</td> <td style="width: 12.5%; border: 1px solid black;">0</td> <td style="width: 12.5%; border: 1px solid black;">0</td> <td style="width: 12.5%; border: 1px solid black;">5</td> </tr> </table>	1	2	-	3	0	4	4	0	0	5
1	2	-	3	0	4	4	0	0	5	

Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here Signature of U.S. person Date 1/3/2018

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following:

- Form 1099-INT (interest earned or paid)
- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.

**Consolidated Financial Statements and Report of
Independent Certified Public Accountants**

**PERKINS EASTMAN ARCHITECTS, D.P.C.
SUBSIDIARIES AND AFFILIATES**

December 31, 2016

PERKINS EASTMAN ARCHITECTS, D.P.C. SUBSIDIARIES AND AFFILIATES
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REPORT OF INDEPENDENT CERTIFIED PUBLIC ACCOUNTANTS

Executive Committee of
Perkins Eastman Architects, D.P.C.

We have reviewed the accompanying consolidated financial statements of Perkins Eastman Architects, D.P.C. (a New York corporation) and subsidiaries and affiliates (the "Company"), which comprise the consolidated balance sheet as of December 31, 2016, and the related consolidated statements of income, changes in equity, and cash flows for the year then ended, and the related notes to the consolidated financial statements. A review includes primarily applying analytical procedures to management's financial data and making inquiries of company management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the consolidated financial statements as a whole. Accordingly, we do not express such an opinion.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of the consolidated financial statements that are free from material misstatement whether due to fraud or error.

Accountant's responsibility

Our responsibility is to conduct the review engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the American Institute of Certified Public Accountants. Those standards require us to perform procedures to obtain limited assurance as a basis for reporting whether we are aware of any material modifications that should be made to the consolidated financial statements for them to be in accordance with the accounting principles generally accepted in the United States of America (or, identify the special purpose framework). We believe that the results of our procedures provide a reasonable basis for our conclusion.

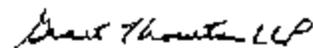
Grant Thornton LLP
57 7th Avenue, 9th Floor, New York, NY 10017

Accountant's conclusion

Based on our review, with the exception of the matter described in the following paragraph, we are not aware of any material modifications that should be made in the accompanying consolidated financial statements in order for them to be in accordance with accounting principles generally accepted in the United States of America.

Known departure from accounting principles generally accepted in the United States of America

As described in Note 1 to these consolidated financial statements, the Company has recognized revenue for domestic arrangements based on actual amounts invoiced. Accounting principles generally accepted in the United States of America, require revenues for long term contracts be recognized under percentage completion method. The effects of this departure from accounting principles generally accepted in the United States of America on the accompanying consolidated financial statements have not been determined.



New York, New York

July 13, 2017

PERKINS EASTMAN ARCHITECTS, D.P.C. SUBSIDIARIES AND AFFILIATES
Consolidated Balance Sheet
As of December 31, 2016

ASSETS

CURRENT ASSETS

Cash and cash equivalents	\$ 2,646,634
Accounts receivable, net of allowance for doubtful accounts	87,865,951
Costs and estimated earnings on contracts in progress in excess of related billings	5,409,333
Receivables from a related party	666,438
Prepaid expenses	2,274,735
Employee advances	143,731
Other current assets	<u>1,234,986</u>

Total current assets 95,241,828

Property and equipment, net	14,720,040
Goodwill, net	1,814,962
Deposits	465,564
Deferred expenses, net	<u>1,536,859</u>

Total assets \$ 113,779,253

The accompanying notes are an integral part of this consolidated financial statement

PERKINS EASTMAN ARCHITECTS, D.P.C. SUBSIDIARIES AND AFFILIATES
Consolidated Balance Sheet
As of December 31, 2016

LIABILITIES AND STOCKHOLDERS' EQUITY

CURRENT LIABILITIES

Accounts payable and accrued expenses	\$ 20,666,892
Accrued consultant fees	22,348,635
Accrued employee compensation - current	22,492,238
Line of credit	5,000,000
Amounts billed in excess of costs and estimated earnings on contracts in progress	317,674
Income taxes payable	234,380
Deferred taxes, net	8,841,815
Deferred rent - current	992,888
Equipment lease payable	5,293,743
Contingent consideration - current	157,500
Notes payable - shareholders	<u>1,604,092</u>
Total current liabilities	<u>85,949,857</u>

Notes payable - shareholders - long term	3,737,327
Deferred rent	2,509,786
Equipment lease payable - long term	2,932,239
Accrued employee compensation - long term	2,650,225
Other liabilities	<u>2,550,158</u>
Total liabilities	<u>100,329,592</u>

STOCKHOLDERS' EQUITY

Common stock	2,846
Paid-in capital	16,507,679
Subscriptions receivable	(8,701,803)
Treasury stock	(5,324,164)
Retained earnings	10,164,436
Accumulated other comprehensive loss	<u>(96,265)</u>

Total Perkins Eastman Architects, D.P.C. Subsidiaries
and Affiliates stockholders' equity

12,552,729

Noncontrolling interest

896,932

Total stockholders' equity

13,449,661

Total liabilities and stockholders' equity

\$ 113,779,253

The accompanying notes are an integral part of this consolidated financial statement.

PERKINS EASTMAN ARCHITECTS, D.P.C. SUBSIDIARIES AND AFFILIATES
Consolidated Statement of Income
For the year ended December 31, 2016

Gross fees	\$ 205,790,896
Less: Consultants expense and direct costs	<u>(63,932,218)</u>
Net fees	141,858,678
Direct personnel expenses	<u>54,296,590</u>
Gross profit	<u>87,562,088</u>
General and administrative expenses	82,652,194
Selling and marketing expenses	3,098,753
Other operating income	<u>(2,029,683)</u>
Total operating expenses (income)	<u>83,721,264</u>
Operating income	<u>3,840,824</u>
OTHER INCOME/(EXPENSES)	
Interest income	967
Interest expense	<u>(458,979)</u>
Total other income and (expenses)	<u>(458,012)</u>
Income before income taxes and noncontrolling interests	3,382,812
Less: provision for federal tax	<u>1,423,260</u>
Net income	<u>1,959,552</u>
Less: Net income attributable to the noncontrolling interest	<u>(262,869)</u>
Net income attributable to Perkins Eastman Architects D.P.C. Subsidiaries and Affiliates	<u>\$ 2,222,421</u>

The accompanying notes are an integral part of this consolidated financial statement.

PERKINS EASTMAN ARCHITECTS, D.P.C. SUBSIDIARIES AND AFFILIATES
Consolidated Statement of Changes in Equity
For the year ended December 31, 2016

	Common Stock	Paid-In Capital	Subscription Receivable	Treasury Stock	Accumulated Comprehensive Loss	Retained Earnings
Equity as of December 31, 2015	\$ 3,337	\$ 15,464,637	\$ (8,168,042)	\$ (5,775,281)	\$ -	\$ 5,743
Correction of prior period misstatements (see Note 1)	(236)	807,362	-	(807,362)	-	1,158
Stock issued acquisition	43	-	-	671,380	-	-
Sale of stock to stockholders	-	235,660	(4,487,144)	4,307,216	-	-
Purchase of stock from stockholders	-	-	-	(1,920,317)	-	-
Receipts of subscription receivable	-	-	3,873,584	-	-	-
Foreign currency translation adjustments	-	-	-	-	(96,265)	-
Net income (loss)	-	-	-	-	-	2,322
Equity as of December 31, 2016	\$ 2,845	\$ 16,307,679	\$ (8,731,803)	\$ (5,324,164)	\$ (96,265)	\$ 10,264

The accompanying notes are an integral part of this consolidated financial statement.

PERKINS EASTMAN ARCHITECTS, D.P.C. SUBSIDIARIES AND AFFILIATES
Consolidated Statement of Cash Flows
For the year ended December 31, 2016

CASH FLOWS FROM OPERATING ACTIVITIES	
Net income	\$ 2,222,421
Adjustments to reconcile net income to net cash provided by operations	
Depreciation and amortization	6,025,535
Provision for doubtful accounts	3,096,539
Deferred taxes	(175,798)
Deferred rent	1,592,819
Noncontrolling interest	(262,869)
Changes in operating assets and liabilities	
Accounts receivable	(6,104,760)
Costs and estimated earnings on contracts in progress in excess of related billings	(5,409,334)
Receivable from a related party	687,436
Prepaid expenses	(946,502)
Employee advances	(52,067)
Other current assets	(1,212,012)
Deposits	486,840
Deferred expenses, net	134,615
Accounts payable and accrued consultant fees, employee compensation and other expenses	8,357,484
Amounts billed in excess of costs and estimated earnings on contracts in progress	317,674
Income taxes payable	(90,259)
Other liabilities	<u>1,287,592</u>
Net cash provided by operating activities	<u>9,955,184</u>
CASH FLOWS FROM INVESTING ACTIVITIES	
Purchases of equipment	<u>(5,321,959)</u>
Net cash used in investing activities	<u>(5,321,959)</u>
CASH FLOWS FROM FINANCING ACTIVITIES	
Proceeds from line of credit	5,000,000
Payment of line of credit	(7,700,000)
Payments on note payable - shareholders	(4,439,169)
Collections of subscription receivable	1,423,429
Payments of equipment lease payable	<u>(1,525,404)</u>
Net cash used in financing activities	<u>(4,241,144)</u>
Net increase in cash and cash equivalents	392,281
Cash and cash equivalents, beginning of year	<u>2,254,353</u>
Cash and cash equivalents, end of year	<u>\$ 2,646,634</u>
SUPPLEMENTAL DISCLOSURE OF NON-CASH FINANCING ACTIVITIES:	
Fixed asset acquisitions financed by capital leases	\$ 3,883,223
Note payable issued for sale of stock by stockholder	2,920,317
Stock issued for stock subscription receivable	4,742,876
Stock issued acquisition	671,625
SUPPLEMENTAL CASH FLOW INFORMATION - CASH PAID DURING THE PERIOD FOR:	
Interest, net	\$ 458,979
Income taxes	1,488,440

The accompanying notes are an integral part of this consolidated financial statement.

PERKINS EASTMAN ARCHITECTS, D.P.C. SUBSIDIARIES AND AFFILIATES
Notes to Consolidated Financial Statements
December 31, 2016

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Nature of Business

Perkins Eastman Architects, D.P.C. ("PEA") is an international architectural firm that provides licensed professional architectural and drafting services to various industries and government agencies in the United States, Canada, South America, Middle East, and Asia.

Perkins Eastman Architects International, PLLC ("PEAI-USA"), Perkins Eastman Architectural Design Consulting (Shanghai) Co., Ltd. ("PEA-DC, LTD"), Perkins Eastman Architects International-UAE ("PEAI-UAE"), and Perkins Eastman Design Consultants India Private Limited ("PE-India") provides professional architectural and drafting services in the Middle East and Asia.

Buckhurst, Fish & Jacquemart, Inc. ("BFJ") provides city planning to various industries in the United States and overseas.

RGR Landscape Architecture and Architecture, PLLC ("RGR") performs architectural and landscape architectural services for government agencies, institutional, and private clients in the New York Metropolitan area.

Russell Graphic Design, Inc. ("RGD") performs interior design work for government agencies, institutional, and private clients in the New York Metropolitan area.

Correction of Prior Period Misstatements

PEA recorded adjustments as of January 1, 2016 within the statement of changes in equity to correct the cumulative impact of prior period misstatements in accounting for common stock, treasury stock, paid-in capital and allowance for doubtful accounts, straight-line rent expenses and income taxes. The misstatements were due to improper application of the cost method in accounting for treasury stock transactions amounting to \$807,632; the recording of excess accruals of \$4,999,365 against the allowance for doubtful accounts; improperly accounting for certain entities within the Company's income tax provision with total impact of \$3,476,094; and non-recognition of straight-line rent expense for certain operating leases of a total of \$319,660. The total net impact to retained earnings as of January 1, 2016 of the misstatements totaled \$1,198,074.

Principles of Consolidation

In 1999, PEA acquired a 55% interest in BFJ. In 2004, PEA acquired a 60% interest in RGR. In 2007, PEA acquired a 100% interest in RGD and started PEA-USA and PEA-DC LTD. In 2008, PEA started PEA-UAE and PEA-SA. In 2009, PEA started PE-India.

The accompanying consolidated financial statements include the amounts of PEA, BFJ, RGR, RGD, PEA-USA, PEA-DC LTD, and PE-India, and Perkins Eastman DC, PLLC (collectively referred to as the "Company" hereafter). Intercompany transactions and balances have been eliminated in consolidation.

In addition, the consolidated financial statements include the accounts of PEA's variable interest entities, Perkins Eastman DC, PLLC ("PEA-DC PLLC"), Perkins Eastman S.A. ("PEA-SA"), and Perkins Eastman Architects Partnership ("PEAP"). These entities are affiliated by common ownership. All intercompany transactions and balances have been eliminated upon consolidation.

PERKINS EASTMAN ARCHITECTS, D.P.C. SUBSIDIARIES AND AFFILIATES
Notes to Consolidated Financial Statements
December 31, 2016

It has been concluded that all other equity investments do not require consolidation as either they are not VIEs or, in the event that they are VIEs, the Company is not the primary beneficiary.

Use of Estimates

The preparation of consolidated financial statements in conformity with accounting principles generally accepted in the United States of America ("US GAAP") requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenue and expenses during the reporting period. Significant estimates and assumptions made by management include, but are not limited to: (1) impairment of long-lived assets; (2) depreciable lives of assets; (3) allowance for doubtful accounts; (4) revenue recognition under percentage of completion. Actual results could differ from those estimates.

Revenue Recognition

Domestic arrangements

The Company records revenues on contracts when the client is invoiced. Revenue earned that could not be billed, unbilled revenue, are not included in the consolidated financial statements until time of billing. This revenue recognition is not in accordance with the U.S. generally accepted accounting principles.

International arrangements

Revenue from fixed-price, long-term contracts is recognized on the percentage-of-completion method, measured by the percentage of costs incurred to date to estimated total costs for each contract, less reimbursable expenses and services not stipulated in the basic contract (additional services). It is at least reasonably possible that estimated total costs to complete will exceed current projections. Revenues from time-and-material contracts are recognized as the work is performed.

Contract costs include all direct material and labor, consultants' fees and those indirect costs related to contract performance, such as indirect labor, supplies, occupancy expenses and depreciation costs. Selling, general and administrative costs are charged to expense as incurred. Provisions for estimated losses on uncompleted contracts are made in the period in which such losses are determined. The accompanying consolidated financial statements reflect estimated losses on contracts in progress.

The asset, "Costs and estimated earnings on contracts in progress in excess of related billings," represents revenues recognized in excess of amounts billed. The liability, "Amounts billed in excess of costs and estimated earnings on contracts in progress," represents billings in excess of revenues recognized.

Cash and Cash Equivalents

The Company considers all cash accounts which are not subject to withdrawal restrictions or penalties, and all highly liquid debt instruments purchased with a maturity of three months or less to be cash equivalents. As of December 31, 2016, cash and cash equivalents consists of deposits with banks in checking accounts with high credit-quality financial institutions.

PERKINS EASTMAN ARCHITECTS, D.P.C. SUBSIDIARIES AND AFFILIATES
Notes to Consolidated Financial Statements
December 31, 2016

Accounts Receivable and Allowance for Doubtful Accounts

Accounts receivable are stated at the amount management expects to collect from outstanding balances. Management provides for probable uncollectible amounts through a charge to earnings and a credit to a valuation allowance based on its assessment of the current status of individual accounts. Balances that are still outstanding after management has used reasonable collection efforts are written off through a charge to the valuation allowance and a credit to trade accounts receivable.

The Company has provided an allowance for doubtful accounts of \$12,999,368 as of December 31, 2016. Bad debt expense recorded during the year was \$3,096,539.

Equity Method of Accounting for Investment in Affiliates

Investments in affiliated companies in which the Company exercises significant influence over the investee is carried at cost and adjusted for the Company's proportionate share of their undistributed earnings or losses. The equity method of accounting is used when the Company has a 20% to 50% interest in other entities. Non-marketable investments in which the Company has less than a 20% interest and in which it does not have the ability to exercise significant influence over the entity are initially recorded at cost, and periodically reviewed for impairment.

Buckhurst, Fish & Jacquemart has a 49% interest in Urbanomics, Inc. and uses the equity method for this investment. The Company reviews the value of its equity method investment and records impairment charges in the consolidated statements of income for any decline in value that is determined to be other-than-temporary. As of December 31, 2016, the total investment in Urbanomics, Inc. is immaterial.

Property and Equipment

Property and equipment is stated at cost. All property and equipment with acquisition costs of at least \$2,500 and a useful life of over one year are capitalized. The cost of assets sold, retired, or otherwise disposed of and the accumulated depreciation are eliminated from the accounts, and gain or loss is included in the consolidated statement of income. Expenditures for maintenance and repairs are charged against operations. Renewals and betterments that materially extend the life of an asset are capitalized.

Depreciation of property and equipment is provided utilizing the straight-lined method over the estimated useful lives of the respective assets as follows:

	<u>Years</u>
Computer software	3
Computer equipment	5
Automobiles	5
Furniture, fixtures and equipment	5 - 10

Amortization of leasehold improvements is provided utilizing the straight-lined method over the shorter of the lease term and economic life of the asset.

PERKINS EASTMAN ARCHITECTS, D.P.C. SUBSIDIARIES AND AFFILIATES
Notes to Consolidated Financial Statements
December 31, 2016

Goodwill

The Company records businesses acquired in accordance with Accounting Standards Codification (“ASC”) 805, *Business Combinations*, and accordingly, the excess of the acquisition purchase price over the fair value of tangible and identifiable intangible assets acquired and liabilities assumed is recorded as goodwill. In accordance with ASC 350, *Intangibles – Goodwill and Other*, under the private company’s alternative, a private company can elect to amortize goodwill on a straight-line basis over a maximum period of 10 years and impairment of goodwill is assessed only upon the occurrence of triggering events. In addition, private companies continue to have the option to first assess qualitative factors to determine whether a quantitative impairment test is necessary. However, if a quantitative impairment test is required, a one-step impairment test, rather than a two-step impairment test, would be performed. In 2016, the Company assessed that there are no relevant events and circumstances that indicate that it is more likely than not that the fair value of the Company is less than its carrying amount. Accordingly, there are no impairment charges on goodwill in 2016.

Impairment of Long-Lived Assets

The Company reviews long-lived assets held and used for possible impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. In that regard, the Company assesses the recoverability of such assets based upon estimated nondiscounted cash flow forecasts. In 2016, the Company assessed that there are no events or changes in circumstances which indicate that the asset’s carrying value may not be recoverable over its estimated useful life. Accordingly, there are no impairment charges on long-lived assets in 2016.

Concentration of Credit Risk

Financial instruments that potentially subject the Company to concentrations of credit risk consist primarily of cash, cash equivalents and accounts receivable. The Company maintains its cash and cash equivalents with high credit quality domestic financial institutions. The Company performs periodic evaluations of the relative credit standing of these institutions. Balances of money market funds are not Federal Deposit Insurance Corporation (“FDIC”) insured. Balances in excess of the FDIC limits were approximately \$9,697,079 at December 31, 2016.

The Company extends credit to its clients in the normal course of business. The credit worthiness of its clients is evaluated on an ongoing basis and collateral is not required. The Company normally requires a 10% to 15% retainer on work performed for foreign countries. No customer had total revenues or accounts receivable balances that exceeded 5% of the respective total.

Advertising and Promotional Expenses

Advertising and promotional expenses have been charged to operations as incurred. For the year ended December 31, 2016, advertising and promotional expenses were \$3,098,753.

Noncontrolling Interest

Noncontrolling interest in results of operations of consolidated variable interest entities (“VIE’s”) represents the noncontrolling stockholder’s share of the income or loss of the consolidated VIE’s. The noncontrolling interest, included in minority interest in the consolidated balance sheet, reflects the original investment by the noncontrolling stockholder in the consolidated VIE’s, along with their proportional share of the earnings or losses of the VIE’s.

PERKINS EASTMAN ARCHITECTS, D.P.C. SUBSIDIARIES AND AFFILIATES
Notes to Consolidated Financial Statements
December 31, 2016

Treasury Stock

Treasury stock is recorded at cost. Sales of treasury stock are recorded under the first-in, first-out ("FIFO") method. The excess of the sales amount over the cost of the shares is credited to paid-in capital.

Income Taxes

Income taxes are accounted for under the asset and liability method. Deferred tax assets and liabilities are recognized for the future tax consequences attributable to differences between the financial statement carrying amounts of existing assets and liabilities and their respective tax basis and operating loss and tax credit carryforwards. Deferred tax assets and liabilities are measured using enacted tax rates expected to apply to taxable income in the years in which those temporary differences are expected to be recovered or settled. The effect on deferred tax assets and liabilities of a change in tax rates is recognized in income in the period that includes the enactment date.

The Company recognizes the effect of uncertain income tax positions only if those positions are more likely than not of being sustained. Recognized income tax positions are measured at the largest amount that is greater than 50% likely of being realized. Changes in recognition or measurement are reflected in the period in which the change in judgment occurs.

The Company records interest and penalties related to income taxes in the income tax expense.

Foreign Currency Translation

The functional currencies of several of the Company's foreign operations are the local currencies. The financial statements of the Company's foreign subsidiaries have been translated into U.S. dollars. All balance sheet accounts have been translated using the exchange rates in effect at the balance sheet date. Income statement amounts have been translated using the same rate. Foreign currency transaction adjustments for 2016 were not material and were included in accumulated comprehensive income on the equity statement.

Fair Value of Financial Instruments

ASC 820, Fair Value Measurement, requires the disclosure of fair value information about financial instruments, whether or not recognized in the balance sheet, for which it is practicable to estimate that value. The Company follows a fair value measurement hierarchy to measure financial instruments. The fair value of the Company's financial instruments is measured using inputs from the three levels of the fair value hierarchy as follows:

- Level 1 - Inputs are unadjusted quoted market prices in active markets for identical assets or liabilities that the Company has the ability to access at the measurement date.
- Level 2 - Inputs are directly or indirectly observable, which include quoted prices for similar assets and liabilities in active markets, quoted prices for identical or similar assets or liabilities in markets that are not active, inputs other than quoted prices that are observable for the asset or liability and inputs that are derived principally from or corroborated by observable market data by correlation or other means.
- Level 3 - Inputs are unobservable inputs that are used to measure fair value to the extent observable inputs are not available.

PERKINS EASTMAN ARCHITECTS, D.P.C. SUBSIDIARIES AND AFFILIATES
Notes to Consolidated Financial Statements
December 31, 2016

The Company's contingent consideration is a Level 3 liability and is measured at fair value at the end of each reporting period.

The carrying amounts reported in the balance sheet for cash and cash equivalents, accounts receivable, costs and estimated earnings on contracts in progress in excess of related billings, accounts payable, bank borrowings, accruals and other current liabilities approximate fair value based upon the short-term maturity of these instruments. The fair value of receivable from a related party cannot be determined based upon the related party nature of the transaction.

2. SUBSCRIPTIONS RECEIVABLE

The Company issues stock to Associate Principals and Principals within the Company, with minimum ownership requirements by title. The purchasing stockholders are allowed to pay for the shares purchased over a five year period. Subscriptions receivable as of December 31, 2016 totaled \$8,701,803.

3. POST EMPLOYMENT COMPENSATION PAYABLE

In 2005, the Company agreed to pay a retiring stockholder \$50,000 per year for 15 years. The total liability accrued on the financial statements as of December 31, 2016 was \$150,000 of which \$50,000 is classified in accrued employee compensation – short term and the remaining \$100,000 is classified in accrued employee compensation – long term.

In addition, the Company agreed to pay deferred compensation to two previous stockholders. The total liability accrued on the financial statements as of December 31, 2016 was \$3,065,787 of which \$515,562 is classified in accrued employee compensation – short term and the remaining is classified in accrued employee compensation – long term.

4. NOTES PAYABLE – SHAREHOLDERS

In 2016 and prior years, the Board of Directors authorized the Company to repurchase common stock. The Company owes stockholders \$5,341,419 for the repurchase of these stock shares, of which \$3,737,327 is long term in nature.

5. STOCKHOLDERS' EQUITY

The Company has 200,000, \$0.02 par value, common shares authorized. As of December 31, 2016, the Company had 156,600 shares issued and outstanding. Additional paid-in capital totaled \$16,507,679 in 2016.

At the end of 2016, treasury stock cost value was \$5,324,164. Treasury stock shares may be cancelled upon the Board of Directors approval.

In accordance with Section 1503 of the Business Corporation Law, New York State licensed architects must own at least 75% of the Company's stock. The shareholders' agreement restricts the sale of stock by shareholders to the Company or to another architect approved by the Board of Directors.

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6. DEFINED CONTRIBUTION PLAN

The Company maintains a 401(k) Profit Sharing Plan for all eligible employees. For each plan year, the Company's management determines the amount of the 401(k) employer contribution. The expense for 2016 was \$696,383.

7. BUSINESS COMBINATIONS AND GOODWILL

On December 31, 2015, the Company acquired substantially all the assets of ForrestPerkins LLC ("FP LLC"), a company that is engaged in the business of providing interior design services to hotels and luxury residential projects, for a total purchase price of \$2,286,625, consisting of cash of \$460,000, a total of 2,250 shares with a total value of \$671,625 and contingent consideration of \$1,155,000.

The contingent consideration can range up to \$3,500,000 and is based on 35% of net profits of FP LLC through December 31, 2020. The fair value of the contingent consideration that had been determined using a probability assessment based on forecasted cash flows is \$1,155,000. Such contingent consideration has been classified as a liability and will be subject to remeasurement at the end of each reporting period. The Company has assessed that the fair value of this obligation as of December 31, 2016 did not materially change.

The fair value of the net assets acquired from FP LLC was \$460,000 resulting in the recognition of goodwill in the amount of \$1,826,625.

The following table reflects the goodwill as of December 31, 2016.

Balance as of December 31, 2015 (Restated - See Footnote 1)	\$ 2,016,625
Amortization	(201,663)
Balance as of December 31, 2016	<u>\$ 1,814,962</u>

8. PROPERTY AND EQUIPMENT, NET

The following is a summary of property and equipment at cost, less accumulated depreciation as of December 31:

Furniture, fixtures and equipment	\$ 19,265,698
Leasehold improvements	7,929,687
Computer software and equipment	7,805,057
Automobiles	<u>96,483</u>
Subtotal	35,096,925
Less, accumulated depreciation	<u>(20,376,885)</u>
Property and equipment, net	<u>\$ 14,720,040</u>

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Depreciation and amortization recorded in 2016 amounted to \$5,823,872.

9. BANK BORROWINGS

Pursuant to a borrowing arrangement with its financial institution, the Company has available a \$11,000,000 line of credit. All bank borrowings bear interest at the LIBOR rate plus 2.25%. The bank borrowings are collateralized by substantially all of the Company's assets. The bank borrowing contains certain restrictive covenants, which include maintenance of various financial and borrowing ratios. The line expires October 31, 2018. At December 31, 2016, the Company has drawn \$5,000,000 on its credit facility.

10. EQUIPMENT LEASE PAYABLE

The Company leases much of its fixed assets under various capitalizable lease obligations. These leases are collateralized by the fixed assets. These leases are generally three years in length and each lease encompasses a group of fixed assets designated by the Company to be purchased by the leasing entity and leased to the Company. The Company retains the fixed assets at the end of the lease. The outstanding lease obligations, as of December 31, 2016 were \$6,225,982. As of December 31, 2016, the long term portion of equipment leases payable was \$2,932,239.

11. COMMITMENTS AND CONTINGENCIES

The Company rents various offices throughout the United States and overseas with varying expiration dates. The lease agreements provide for escalation clauses and additional rent based on the Company's proportionate share of the landlord's excess operating expenses and real estate taxes.

The minimum future rental payments under these leases having remaining terms in excess of one year are as follows:

2017	\$ 8,356,361
2018	8,954,042
2019	8,400,538
2020	8,169,375
2021	8,114,541
Thereafter	<u>48,646,237</u>
	<u>\$ 90,641,094</u>

Rent expense is calculated on a straight-line basis for the life of the lease. The Company also has entered into various small sublease agreements with subtenants. During 2016, rent expense totaled \$9,394,508, with offsetting sublease receipts of \$425,200 which is included as net amount of \$8,969,308 in rent expense in 2016.

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The Company has entered into various operating leases for certain minor office equipment. The term and amounts of these leases vary, and are secured by their related equipment. The minimum future rental payments under these leases having remaining terms in excess of one year are as follows.

2017	\$ 1,206,878
2018	768,993
2019	<u>-</u>
Total	<u>\$ 1,975,871</u>

The Company is generally required by contract to warrant that the work done is free of defects in material and workmanship for a period of one year or two years from completion. While the Company warrants its own work to be free from defects, the Company does not warrant against failures that may occur prematurely due to design deficiencies. Management has not accrued a contingent liability for warranty claims from its customers, as it believes the probability of such claims having a material impact on the financial statement are remote.

The Company is a defendant in several legal actions from the normal course of business. Management believes the Company has meritorious defenses to such actions and, such legal actions are immaterial to the consolidated financial statements.

12. INCOME TAXES

The provision for income taxes for the year ended December 31, 2016 consists of the following:

Current tax expense	
Federal	\$ 1,244,343
State and local	413,125
Foreign	<u>(58,410)</u>
	1,599,058
Deferred tax expense	
Federal	(38,306)
State and local	(10,804)
Foreign	<u>(126,688)</u>
Total	<u>\$ 1,423,260</u>

The effective tax rate differs from the federal statutory rate of 35% mainly due to permanent differences and state and local taxes.

U.S. income tax has not been recognized on the excess of the amount for financial reporting over the tax basis of investments in foreign subsidiaries that is indefinitely reinvested outside the United States. This amount becomes taxable upon a repatriation of assets from the subsidiary sale or liquidation of the subsidiary. The Company is currently in deficit as of December 31, 2016.

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The components of deferred tax assets and liability as of December 31, 2016 is primarily made up of the cash to accrual adjustment.

We have net operating losses related to our foreign operations of approximately \$361,965. A deferred tax asset has been recorded and the losses will begin expiring 2023.

The Company has not recorded any amounts related to uncertain tax positions and therefore has recorded any penalty or interest in the related financial statements.

The Company files tax returns in federal, state and foreign jurisdictions. The Company believes that the open years are December 31, 2014 and forward.

13. FOREIGN OPERATIONS

Operations outside the United States include subsidiaries in Dubai, India, Ecuador and China. Foreign operations are subject to risks inherent in operating under different legal systems and various political and economic environments. Among the risks are changes in existing tax laws, possible limitations on foreign investment and income repatriation, government price or foreign exchange controls, and restrictions on currency exchange. Net assets of foreign operations are less than 20% of the Company's total net assets.

Results of operations for the Company's foreign operations are translated from the local currencies to the U.S. dollar using the exchange rate as of the consolidated balance sheet date. Resulting gains or losses from translating foreign currency financial statements are immaterial and are included in gross fees on the income statement. The Company experienced a net foreign currency transaction loss of \$96,265 in 2016.

14. RELATED PARTY TRANSACTIONS

The table below encompasses billings of an affiliate as of December 31, 2016:

	Revenue	Expenses	2016
BFJ		Urbanomics, Inc.	\$ 9,500
RGD		Urbanomics, Inc.	500
Urbanomics, Inc.		BFJ	78,675
Urbanomics, Inc.		PEA	7,200

The table below encompasses receivable and payables of the unconsolidated subsidiary as of December 31, 2016:

	Receivable	Payable	2016
PEA		Urbanomics, Inc.	\$ 109,047
Urbanomics, Inc.		BFJ	49,559
Urbanomics, Inc.		PEA	2,834

In November 2015, the Company entered into a purchase and sale agreement to sell its 51% investment in S9 Architecture and Engineering P.C. ("S9") for \$400,000 to its minority shareholders. As part of the

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purchase and sale agreement the parties also entered into a service agreement. The service agreement calls for the Company to permit S9 the use of the space they occupied prior to the sale of the investment for \$228,642 per month. The term of this agreement shall be for two years, ending in October 2017. Both parties have the right to terminate the agreement without cause providing they give the other party 180 days written notice or with cause providing they give the other party 30 days written notice. During 2016, the Company recognized \$2,029,599 income from S9, which is reflected in other operating income.

The Company had receivables outstanding from employees amounting to \$143,731 as of December 31, 2016, which is presented as Employee advances in the consolidated balance sheet. In addition, the Company has outstanding receivable from Brad Perkins of \$666,438 as of December 31, 2016, presented as Receivable from a related party in the consolidated balance sheet.

15. CONSOLIDATION OF VARIABLE INTEREST ENTITIES

Generally accepted accounting principles require that a company that holds variable interests in an entity consolidate the entity if the Company has the power to direct the most significant activities of the entity and the obligation to absorb losses or right to receive benefits of the entity that could be significant to the entity. In such cases, the Company is the *primary beneficiary* of the VIE.

The following variable interest entities have been consolidated in accordance with US GAAP:

Perkins Eastman DC, PLLC "PEA-DC PLLC," a domestic architecture firm, Perkins Eastman S.A. "PEA-SA," an architecture firm domiciled in Ecuador, and Perkins Eastman Architects Partnership "PEAP," an architecture firm domiciled in Canada, are owned by three principal stockholders of PEA. PEA-DC PLLC, PEA-SA and PEAP perform a substantial portion of its architectural services for PEA in the respective regions and PEA provides all back office support for these entities. PEA has no ownership interest in PEA-DC PLLC, PEA-SA and PEAP; however, PEA is the primary beneficiary of these entities. Therefore, PEA consolidates the results of PEA-DC PLLC, PEA-SA and PEAP's operations, consisting primarily of gross fees, direct costs, and operating expenses. As of December 31, 2016, the combined assets and liabilities of PEA-DC PLLC and PEA-SA are as follows.

	<u>PEA-DC PLLC</u>		<u>PEA-SA</u>
Cash and cash equivalents	\$ 17,433	\$	\$2,212
Accounts receivable	4,980,541		484,419
Costs and estimated earnings in contracts in progress in excess of related billings	447,931		-
Other assets	172,966		168,837
Accounts payable	1,211,071		314,944
Accrued expenses	2,870,613		83,250
Other liabilities	704,510		1,294,949

The combined assets and liabilities of PEAP are not material.

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16. SUBSEQUENT EVENTS

Management has evaluated subsequent events through July 13, 2017, which is the date the consolidated financial statements were available to be issued and determined no adjustments to the consolidated financial statements or additional disclosures are necessary.

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