

# GRADY HEALTH SYSTEM

## The Center for Advanced Surgical Services (CASS)

REQUEST FOR PROPOSAL  
ARCHITECTURAL AND ENGINEERING  
DESIGN SERVICES

ATLANTA, GEORGIA • APRIL 3, 2018

#F2017032\_AE



GRESHAM  
SMITH AND  
PARTNERS





G R E S H A M  
S M I T H   A N D  
P A R T N E R S

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April 3, 2018

George C. Smith  
Senior Architectural  
Project Manager  
Grady Health System  
Atlanta, Georgia  
404.616.3228  
gcsmith@gmh.edu

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**RE: Request For Proposal #F2017032\_AE, The Center for Advanced Surgical Services (CASS)**

Dear George,

Thank you for considering Gresham, Smith and Partners (GS&P) for the Center for Advanced Surgical Services (CASS). We look forward to partnering with you for the **creation of a state-of-the-art ambulatory center** that is designed for innovation, sustainability, flexibility and that offers comprehensive care to patients and promotes the overall wellbeing of patients, staff, and families. To accomplish your goals for the CASS, you need an A/E design partner that can guide you through the planning, design and CON processes. We also understand that **care delivery and culture in high-performing ambulatory environments is fundamentally different than in an academic medical center focused on the most acutely ill**. Our team will help Grady make that transition.

GS&P has proven to support our clients' visions, business models and financial parameters, and brings the following unique benefits to this project:

### **ATLANTA PRESENCE**

GS&P has been serving clients in and around Atlanta for more than 30 years, including on projects for Kaiser Permanente, Hartsfield-Jackson Atlanta International Airport, GDOT, the City of Atlanta, DeKalb County Department of Watershed Management, and Grady Health System. Our Atlanta clients are currently primarily supported by 85 professionals across three local offices—Midtown, Alpharetta, and Suwanee. GS&P has more than 230 technical staff dedicated to the healthcare planning and design practice, and brings expertise completing projects in Atlanta and the North Georgia market. Local healthcare clients for whom we are currently working include Piedmont Athens Regional Medical Center, Crisp Regional Hospital, Kaiser Permanente, and WellStar Health System. Our Midtown Atlanta office, which is less than two miles from the CASS site, will be the staging office for the project to ensure a quick response to any needs that may arise.

### **CORE VALUES ALIGNMENT**

Grady Health System's values are at the core of your services and the way you provide care. The values of "Be Patient Centered, Be Safe, Serve Others with Excellence, Do Right, Do Good" not only align with the project drivers you have outlined for this project, but also directly align with GS&P's commitment to Value-Added Design. Value-Added Design is our framework for every healthcare project, and focuses on six key components: Adaptability/Resiliency, Evidence-Based Design for Better Human Experience, Integration of Technology, Operational Efficiencies, Patient Safety and Sustainable Design.





G R E S H A M  
S M I T H   A N D  
P A R T N E R S

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April 3, 2018

George C. Smith  
Senior Architectural  
Project Manager  
Grady Health System  
Atlanta, Georgia  
404.616.3228  
gsmith@gmh.edu

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## OUR PEOPLE

We have combined our top experts in healthcare planning and design, as well as subconsultant partners who bring knowledge of this project type and the Atlanta market. Our understanding of the local market, project type expertise, and dedication to clinical planning success, will combine to set a new benchmark for successful project delivery for Grady Health. We look forward to starting this process with you.

We appreciate your consideration and look forward to hearing from you soon.

Sincerely,

Pat Burke, AIA, EDAC, NCARB  
Project Executive  
704.944.7983  
Pat\_burke@gspnet.com





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**25**

Office locations

**8**

Markets served

**8,395**

Healthcare projects completed

**400+**

Healthcare projects completed in GA

**230**

Healthcare professionals

**#15**

*Top Architectural/Engineering Firm,  
BD+C, 2017*

**100M+**

Square feet of healthcare space planned  
and designed, last 10 years

# 01

## ORGANIZATIONAL BACKGROUND



# Organizational Background

1. Provide a brief history of the organization with emphasis on any corporate registration that has occurred in the last three (3) years, office locations, and information documenting the company's financial position (i.e. financial statements, annual reports).
2. Indicate name and the business address of the entity, or individual that will be the party to the proposed contract and the Offeror's business telephone number, fax number, and e-mail address.
3. Indicate the type of ownership (sole proprietorship, corporation, joint venture, or limited liability company--list state in which incorporated) and parent company, if any.
4. Provide the name, address, and telephone number of the point of contact that will serve as the authorized negotiator(s) for the Offeror.
5. Please disclose any ownership and/or relationships with Grady Health System and/or the Grady Memorial Hospital Corporation d/b/a Grady Health System.
6. Disclose whether the proposing entity, or any shareholder, member, partner, officer or employee thereof, is presently a party to any pending litigation, or has received notice of any threatened litigation or claim directly or indirectly bearing on Grady Health System or The Fulton-DeKalb Hospital Authority.
7. Disclose the name and title of any of Grady Health System's and/or The Fulton-DeKalb Hospital Authority board members, officers, administration, employees, contracted employees or independent contractors that are employed by or affiliated with the Offeror's organization.

## Gresham, Smith and Partners

GS&P is one of the nation's leading client service firms with services ranging from architecture and engineering design to highly specialized planning and strategic consulting services. Over the years, we have successfully improved the healing environments for hundreds of nationally and internationally recognized healthcare systems and hospitals. In the past 10 years alone, we have planned and designed more than 100 million square feet of healthcare service space. With projects in 38 of the 48 continental states as well as China, Korea, Russia, the Middle East, and Central and South America, we have a keen understanding of the industry and continue to respond to the increasing demands on the healthcare business by growing our expertise and service specialties.

*GS&P has offices in Atlanta, Georgia; Baton Rouge, Louisiana; Birmingham, Alabama; Charlotte, North Carolina; Chipley, Florida; Cincinnati, Ohio; Columbus, Ohio; Dallas, Texas; Dubai, UAE; Ft. Lauderdale, Florida; Jackson, Mississippi; Jacksonville, Florida; Knoxville, Tennessee; Lexington, Kentucky; Louisville, Kentucky; Memphis, Tennessee; Miami, Florida; Nashville, Tennessee; Richmond, Virginia; Shanghai, China; St. Louis, Missouri; Tallahassee, Florida; and Tampa, Florida.*

As a firm founded on healthcare design, GS&P has been providing planning and design services for major national and international healthcare clients for more than 50 years. With more than 350 outpatient facilities completed similar to this project, GS&P consistently supports similar projects and understands the latest trends and requirements associated with this project type, as well as implications it has on the way you continue to deliver care.

### BUSINESS ADDRESS AND CONTACT

#### *Corporate Headquarters*

222 Second Avenue South  
Suite 1400  
Nashville, Tennessee 37204

#### *Local Office Serving Your Project*

201 South College Street  
Suite 110  
Charlotte, North Carolina 28244



#### *Authorized Negotiator*

David L. King, AIA, NCARB  
Division Vice President  
804.344.4221  
David\_king@gspnet.com



#### *Point of Contact*

Pat Burke, AIA, EDAC, NCARB  
Project Executive  
704.944.7983  
Pat\_burke@gspnet.com



## CORPORATE REGISTRATIONS

GS&P has attained the following corporate registrations in the last three (3) years:

State	Date	Type
South Carolina	2/25/2015	Engineering Branch Knoxville, TN
Tennessee	3/16/2015	Disclosure - Land Survey Nashville, TN
Oregon	7/21/2015	Architectural Business
New York	9/1/2015	Architectural, Engineering
Ohio	9/7/2015	Architectural Branch Dubai, UAE
Virginia	4/8/2016	Architectural Branch Tampa, FL
Tennessee	7/28/2016	Contractor
South Carolina	9/6/2016	Construction Manager
Louisiana	7/1/2017	Architectural Firm License

## OWNERSHIP

GS&P was established in 1967 as a privately held Tennessee partnership. Currently, more than 80 individuals indirectly have an ownership interest in the partnership through several Tennessee Subchapter "S" Corporations, which directly own the partnership. No individual by virtue of their ownership, in any of the corporations, owns more than an eight-percent ownership interest in the partnership. As privately held companies, both GS&P and its Subchapter "S" Corporations keep their ownership information private. All individuals with an ownership interest are employees of GS&P. With this structure and breadth of ownership, minor changes in ownership are not uncommon; however, the core of the Partnership's Board and Management Team (who are all senior owners) has been in place for more than 10 years.

## GRADY HEALTH SYSTEM

To the best of our knowledge, GS&P's response to Questions 5, 6 and 7 is N/A.

*Please find GS&P's Confidential Balance Sheet for 2016, with auditor's report, on pages 6-9.*

## Georgia Experience

GS&P has provided planning, architectural and engineering design services for clients in and around the metro Atlanta area for more than 30 years.

In 1994, GS&P established a physical presence in the Atlanta market by opening our first Georgia office location. As our client base and client needs have grown, so we have grown. GS&P now supports local clients through three office locations - all in or surrounding the City of Atlanta. In fact, **our Midtown office is less than two miles away from your project site.** Because of its proximity, we will use the Midtown office as the staging office for the Grady CASS project. Not only will your project benefit from having local support readily available within minutes, but it will benefit from professionals who have a deep understanding of the market and city, and who are truly rooted and invested in the continuous improvement of the community.

### HEALTHCARE

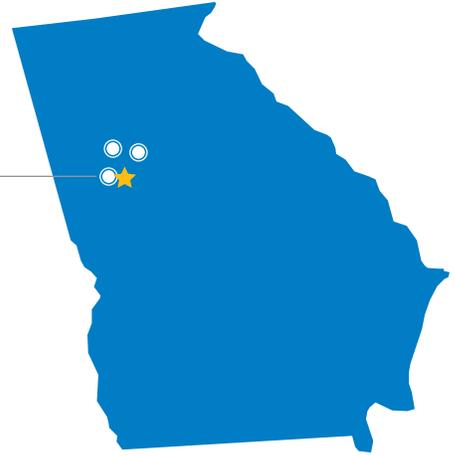
GS&P maintains solid relationships with healthcare clients across the state of Georgia, including Piedmont Athens Regional Medical Center, Kaiser Permanente, Wayne Memorial Hospital, Phoebe Sumter Medical Center, John D. Archbold Memorial Hospital, Adventist Gordon Hospital, and Crisp Regional Medical Center, to name a few. Our healthcare architects, planners, designers and engineers have supported more than 400 healthcare projects of varying sizes and complexities (including 65 large projects) for these clients.

### TRANSPORTATION

Throughout GS&P's long and successful history of delivering projects for transportation clients across the state of Georgia (for both state and local municipalities), GS&P has enjoyed working on many of the state's most important transportation projects. Our experience includes nearly 800 transportation projects, with 347 specifically for GDOT. GS&P is currently working with GDOT on the GDOT Roundabout at SR 33 / US 319 in Moultrie, Georgia. This project received the ACEC 2016 Preconstruction Award in the Traffic Safety and/or Intersection category of the Georgia Partnership for Transportation Quality (GPTQ). This project was one of the firsts in this area of Georgia, which proved to be an innovative solution to an intersection safety issue and is now a model for future elliptical roundabouts in the region. In addition, our Midtown Atlanta team serves as GDOT's management staff extension in a GDOT Program Management of Traffic Operations and Safety Program contract for which we are currently managing over 131 projects, with an additional 60 projects anticipated in the future.

GS&P ATLANTA  
(MIDTOWN)

600 West Peachtree  
Street NW  
Suite 1550  
Atlanta, GA 30308



### AVIATION

GS&P has been consistently involved on various projects at Hartsfield-Jackson Atlanta International Airport—the busiest airport in the world. Our experience includes 64 projects for the airport, including architecture, engineering, planning, interior design, engineering and wayfinding services for the new Maynard H. Jackson International Terminal; Automated People Mover Stations; and Terminal Modifications.

### WATER RESOURCES

GS&P has completed 289 projects for Water + Environmental clients throughout the state of Georgia, including the City of Atlanta, DeKalb County Department of Watershed Management, Fulton County Department of Public Works, and Gwinnett County Department of Public Works, to name a few. GS&P was recently awarded 2018 Standby Engineering Services contract for Fulton County Department of Public Works. Under this contract, we are providing technical, professional, architectural, and engineering services for Public Works to support the water and wastewater systems and facilities maintained by Fulton County on an as-needed basis.

GS&P teams are invested in this community beyond daily project needs. GS&P's Senior Vice President, Srinivas Jalla, P.E., PMP recently co-authored *Building an Effective On-Call Delivery Model to Improve Equipment Availability*, a manuscript that provides a template for municipalities to build an adaptable on-call delivery model.

Our staff of 85 professionals offers abundant local capacity, with ability to tap into firmwide resources for additional support or expertise, allowing our firm to respond quickly in executing projects and keep them moving forward during critical times. **Our contributions include not only quality architecture, engineering design and planning, but also active industry leadership and participation that foster both economic and community development.**

**400+**

healthcare projects  
completed in Georgia



**64**

projects completed at  
Hartsfield-Jackson Atlanta  
International



**53**

projects completed for  
Fulton County Dept. of  
Public Works

**1.5**

miles from GS&P's Atlanta  
office to your project

**411**

projects completed in  
Atlanta market

**85**

Local GS&P professionals



**30+**

years supporting local  
clients



**798**

transportation projects  
completed throughout the  
state

**CONFIDENTIAL**

#### Statement of Confidentiality of Financial Statements and Related Financial Information

As a privately held company, Gresham, Smith and Partners considers its financial statements and related financial information confidential. We respectfully request that you keep our financial statements and related financial information confidential and limit your use of them to evaluating our ability to serve your needs related to your request for information and do not disclose them to other parties. Once your evaluation is complete, please dispose of these financial statements and related financial information in a manner that ensures the confidentiality is maintained. If you believe you can not adhere to this confidentiality request or if you have questions about any of our financial information please contact our Chief Financial Officer, Dwayne West at 615.770.8475.



**CONFIDENTIAL**

## INDEPENDENT AUDITORS' REPORT

The Partners  
Gresham, Smith and Partners:

We have audited the accompanying financial statements of Gresham, Smith and Partners (the "Partnership"), which comprise the balance sheet as of December 31, 2016, and the related statements of income, changes in partners' capital and cash flows for the year then ended, and the related notes to the financial statements.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these 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 financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditors' Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### *Auditors' Opinion*

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Gresham, Smith and Partners as of December 31, 2016, and the results of its operations and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

LBMC, PC

Brentwood, Tennessee  
May 5, 2017

**CONFIDENTIAL**



## GRESHAM, SMITH AND PARTNERS

## Balance Sheet

December 31, 2016

Assets

## Current assets:

Cash and cash equivalents	\$ 11,386,922
Certificates of deposit	1,619,971
Investments held to maturity	12,464
Marketable securities	393,733
Trade accounts receivable, less allowance for doubtful accounts of \$3,687,926	29,212,784
Costs and estimated earnings in excess of billings on uncompleted contracts	2,353,125
Prepaid expenses	2,448,437
Other receivables	<u>1,860,824</u>
Total current assets	49,288,260
Fixed assets, net	3,480,905
Certificates of deposit	1,028,841
Investments held to maturity	2,974,605
Other assets	<u>68,797</u>
Total assets	<u>\$ 56,841,408</u>

Liabilities and Partners' Capital

## Current liabilities:

Accounts payable	\$ 15,556,005
Accrued payroll and related expenses	2,359,663
Accrued vacation	2,794,756
Deferred rent	1,078,426
Other accrued liabilities	2,683,773
Billings in excess of costs and estimated earnings on uncompleted contracts	9,733,481
Partners' capital committed to shareholder withdrawals - current	<u>1,852,722</u>
Total current liabilities	36,058,826
Partners' capital committed to shareholder withdrawals - long term	<u>6,199,285</u>
Total liabilities	42,258,111
Partners' capital	<u>14,583,297</u>
Total liabilities and partners' capital	<u>\$ 56,841,408</u>

CONFIDENTIAL



Our goal is to successfully meet all Project Drivers and Guiding Principles outlined for this project to help you achieve **your goal**:

*Grady Health System will become the leading public academic healthcare system in the United States.*

# 02

## APPROACH AND WORK PLAN



# Approach and Work Plan

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**8.** Provide your approach for performing design, permitting, and construction administration as Architect/Engineer of Record for a design assist/design build delivery strategy. The response should be presented in a narrative format that the firm would typically use to deliver an offer and scope of services to a client. The response should contain a description of services, schedule, resources, and company terms and conditions and/or exceptions to RFP and the Architectural Services Agreement.

**9.** Describe your concept for deploying the required resources to the Project. Describe any on-site needs to be provided by Grady Health System.

**10.** Identify the best practices and conditions that should be applied in order to conduct and deliver a highly successful design assist/design build project.

**11.** Identify the practices and the factors that are most likely to impede producing a highly successful project.

**12.** Provide timeline for each phase and sub-phase of your work. Time is of the essence; proposed schedule shall not exceed schedule milestones identified in EXHIBIT E of the Architectural Services Agreement.

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## Humanity starts with how we treat our co-workers and colleagues.

At GS&P, we share your values and pledge to always:

- Be Patient-Centered
- Be Safe
- Serve Others with Excellence
- Do Right
- Do Good

**Our goal is to help you achieve yours:**  
*Grady Health System will become the leading public academic healthcare system in the United States.*

The Center for Advanced Surgical Services is a key part of your strategy to become the nation's leading healthcare system. The success of this project depends on your selected A/E partner's ability to meet all of the Project Drivers identified:

1. Provide State-of-the-art ambulatory Center for Advanced Surgical Services (CASS) to sustain Grady, serving the community well into the 21st century.
2. Design a high performance ambulatory services facility that delivers superior energy, material, maintenance, and economic efficiencies; and creates adjacencies, and processes that are innovative and patient centered.
3. Design flexible space to accommodate changes in medical science, medical practices and delivery, technology, market requirements, reimbursement, regulation, and teaching methodologies.
4. Create an innovative environment supporting collaboration of care, integration of support circles into care processes, and a team approach to the care pathway.
5. Develop spaces which promote wholeness of caregivers, spiritual renewal, and family support to alleviate the stress and anxiety of illness.
6. Create a world class destination for patient centered care which integrates the physical, emotional, and spiritual healing of patients and their families; and reflects the Grady mission.

To successfully realize these project drivers, GS&P proposes a collaborative approach involving key stakeholders who work in the environment, and with the patients and families who receive care in the environment. We have found that this type of approach yields creative design solutions that optimize the patient experience, workflow processes and building efficiencies. This approach incorporates expertise and experience, ideas and innovative suggestions, and promotes engagement and ownership of planning concepts and design solutions. Following your design assist/design build approach, the contractor and the design assist sub-contractors as our partners during the design process. We will work closely with the builder team to make sure that every design solution is a value-based decision.

Center for Advanced Surgical Services Guiding Principals:

**1. Patient Experience**

- » Create a consistent service delivery that exceeds expectations
- » Offer a one-stop shop experience, bringing services to the patient
- » Simplify touch-points along the patient and family journey
- » Deliver a high-tech and high-touch communication anticipating individual needs

**2. One Grady**

- » Present ourselves as a “One Grady” team
- » Welcome patients and providers to innovative care
- » Create a gateway and new specialty ambulatory “front door”
- » Collaborate on, align and develop best ambulatory practices

**3. Center of Excellence**

- » Create Center of Excellence models in strategic outpatient service lines
- » Foster collaboration to work as a multi-disciplinary team
- » Become nationally recognized for quality as an attending led outpatient care provider
- » Establish reliable processes and protocols for care

**4. Access to Ambulatory Care**

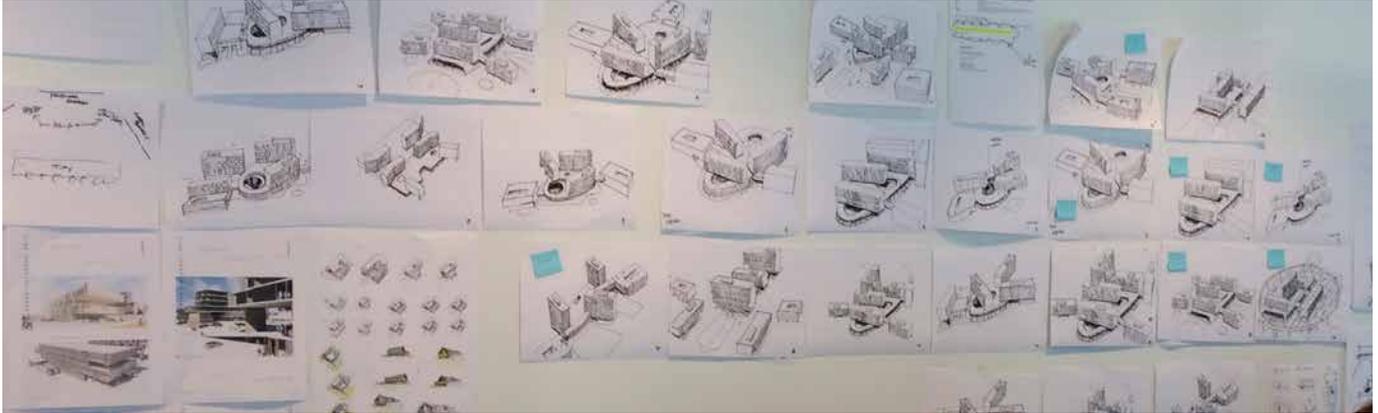
- » Enhance care coordination to deliver value for patients
- » Retain and increase patient and payer categories
- » Develop easy to understand and simple wayfinding
- » Co-locate services to minimize travel distances

**5. Sustainability and Flexibility**

- » Ensure flexibility and adaptability for daily use
- » Standardize spaces and processes to ensure flexibility
- » Design infrastructure that supports future growth
- » Establish an environment that promotes wellness – mind, body, soul

Simply put, your Project Drivers and Guiding Principles will be the project team’s compass, the road map, and the standard which we will use to inform every design decision for the project.

## Our Design Philosophy



We believe that meaningful design is the result of a concerted and rigorous integrated process between operations, planning and design. Each project is a synthesis of client goals, project program, budget, building systems, and context; making each project unique. Design excellence emerges from the orchestration of these constituent forces into dynamic, meaningful, and effective solutions. We realize that the physical environment significantly influences quality of life. Well-designed spaces improve how individuals perceive and utilize their surroundings.

Our emphasis is on bringing great design quality to your complex program-driven facilities. This requires a high level of technical experience to create these specialized facilities and a design approach which focuses on making this clinic renovation space hospitable, attractive and accessible for all.

Our facility planning team applies Lean principles in healthcare to guide our facility design solutions to improve clinical workflow, patient safety, staff efficiency, and increase clinical volume throughput. These Lean principles help the health system in navigating recent cuts in reimbursement for healthcare services by CMS and other commercial insurance providers.

One of the key successes of applying these planning and design approaches has been associated to the early involvement of key user groups (i.e. the clinical, IT, and support service staff, and the A/E design, with the contractor) during the initial planning and design phases.

### **LISTENING**

It is impossible to solve a problem without fully understanding the client's perspective. The design team works with key stakeholders to understand an institutions culture and functionality.

### **RESPONSIVENESS**

We address problems immediately as they arise because delayed responses can be costly.

### **CONSENSUS-BUILDING**

We obtain buy-in through informal and transparent design reviews with management and collective user-groups.

### **TEAMWORK**

We promote a collaborative partnership by working with our clients and consultants to resolve project issues.

### **CREATIVITY**

Brainstorming, imagination and expertise yield creative solutions to even the most complex problems.

### **CLINICAL DATA AND STRATEGY INTEGRATION**

Understanding our client's clinical operations, data and business strategy is critical. This guides our programing, planning and design with "what if" analysis.

## Value-Added Design

GS&P approaches every project with a deep appreciation for its unique goals, for existing constraints, and for the patient's and staff's perspectives. Our approach is to work very closely with the staff of each department to develop a right-sized program and planning solution that leans operations and provides for improved patient outcomes without increasing staff. GS&P has found that minimizing the scope of a project is the best strategy to reducing a project's capital costs.

We have completed volume and utilization projections, and demand analyses to right-size the space programs for recent projects at Tallahassee Memorial Hospital, Florida Hospital Altamonte, and Flagler Hospital, to name a few.

By engaging with staff at the onset of the project, our design team will maximize synergies to isolate real problems and develop creative solutions to the most vexing design challenges. GS&P is unique in its ability to design exceptional places for the treatment and healing of people for very affordable prices because we treat your money like it is our money, and strive to achieve the most value for every dollar spent—an approach we call “value added design”.



Value-Added Design is GS&P’s evolving, holistic framework where we explore and define what is important to our clients. While every client is different, most agree improving outcomes, reducing costs, and building/maintaining market share are crucial to an institution’s success. We have developed a design approach model specifically for Ambulatory facilities, which we will use to guide us throughout the CASS project, to help focus our work and provide best-in-class solutions. We focus on and measure our clients’ key success factors through six key performance indicators, including:



SAFETY



OPERATIONAL EFFICIENCY



ADAPTABILITY/ RESILIENCY



ADAPTABILITY/ RESILIENCY



SUSTAINABILITY



THE HUMAN EXPERIENCE



**SAFETY:**

While a health system’s strategic goals and missions may change, all seek to eliminate medical errors, patient injury, falls, and healthcare-associated infections to protect patients from harm.

There are two main approaches to safety—**reactive** and **resilient**. The reactive approach focuses on identifying errors/ adverse events and reducing them to an acceptably low level, while the resilient approach proactively seeks out opportunities to increase the likelihood that everyday activities go according to plan as often as possible.

Considering both approaches is necessary to address as many scenarios as possible.



**OPERATIONAL EFFICIENCY:**

Designing with efficiency in mind lowers costs for all involved parties. Employing Lean and Six Sigma principles to explore hospital operations reduces waste and builds efficiencies. A common feature of this focus area includes the use of process maps to provide a graphic operational model, particularly when complex interactions are involved. Computer simulation modeling is used in complex operations to right-size components and improve throughput.



### **INTEGRATION OF TECHNOLOGY:**

Integration of technology has three main components—interventional and diagnostic systems integration, patient access and outreach/informatics.

Clinical interventions/diagnostics focuses on the application and integration of new technologies in open, minimally invasive, robotic, image-directed and endovascular procedures.

Hospital information systems focus on informatics. Increasing the accessibility, integrating the information through clinical areas, and mining the information for improved practices continue to be key drivers.



### **ADAPTABILITY/RESILIENCY:**

Change is inevitable, so the goal of this focus area is to reduce future renovation costs by extending departmental life cycles through adaptable designs.

Resilience in systems is defined as the ability of a system to adapt and sustain key operations in the face of expected and unexpected challenges or opportunities.

Ways of improving adaptability/resiliency:

- Standardization
- Creating multifunction suites
- Removing barriers
- Sacrificial slabs
- Anticipating future projects
- Disaster preparedness
- Open-ended design



### **SUSTAINABILITY:**

Often sustainability is defined as having a triple dividend—social, environmental, and financial.

Committing to good stewardship and sustainable design yields solutions that are socially, environmentally, and financially sustainable, and are fine-tuned depending on a client's needs and goals.

Today's market demands reduced costs. The financial dividend of sustainability can improve an institution's bottom line.



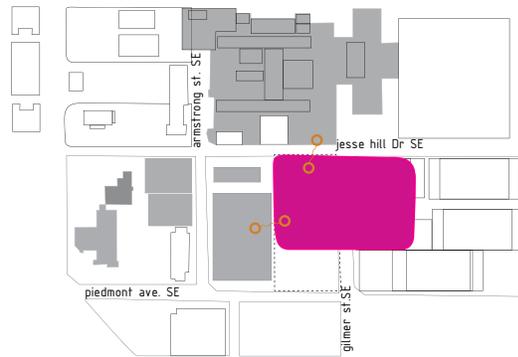
### **THE HUMAN EXPERIENCE:**

Healing environments lead to positive patient experience, so before considering the building's image, this focus area defines the human experience FIRST by reviewing the following:

- First impressions
- A building's message
- A sense of place
- Spatial sequences
- Furnishings
- Finishes
- Recognition of site context



split tower and plinth



rotated program

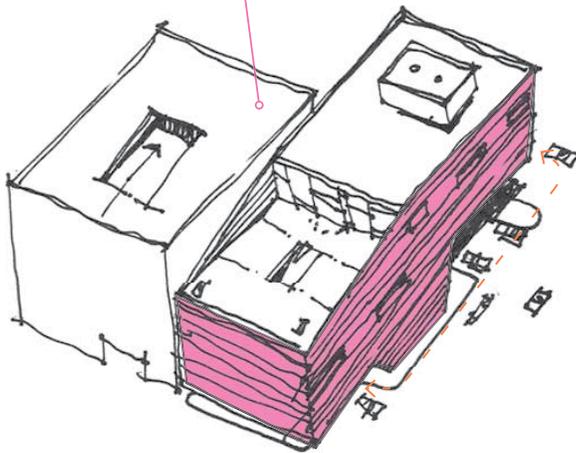


adjacent parking garage option

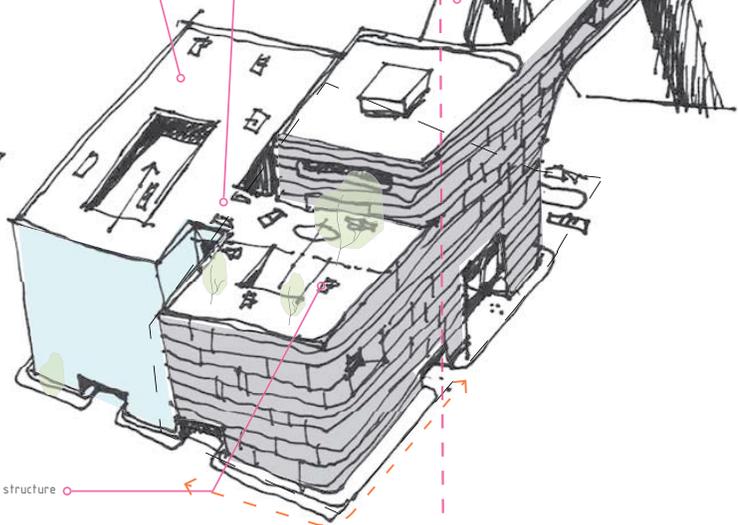


conventional diagram

existing parking structure  
park 1600 spots.  
can we move additional parking  
above this structure.



existing parking structure



new parking structure

parking structure    program

4

SKETCH BEGINNING Conceptual design graphics for Grady CASS project. For details on conceptual design options, please refer to **Section 08 - Conceptual Design.**

*"It is clear through the design that a huge value was placed on supporting the needs of our customers and their families. This facility makes it easier for our staff to 'walk the talk' when it comes to promoting healthy living and prevention, and it is a great example of how design professionals can create healthier places."*

Dr. William S. Paul, Director, Lentz Public Health Department

## Design Innovation

Having designed many similar projects in the past five years, GS&P has unrivaled knowledge of state-of-the-art, cost-saving design attributes as follows:

- Operating room designed to accommodate the latest technology and innovations without extensive renovation result in long term cost savings. Key programming and design strategies include room and equipment standardization, minimization of built-ins and using carts and moveable equipment to maximize flexibility, and the use of technology to enhance communication.
- GS&P is currently completing a seven-year surgery modernization project at Baptist Medical Center in Jacksonville, where 11 operating rooms are being updated and three new robotic rooms are being added, all while keeping surgery fully functional. By proper phasing, the surgery department is able to continue to function and continues to generate significant revenue.

Throughout design, GS&P seeks to bring technology into the design to accomplish two goals: eliminate expensive staff time while improving the patient experience, which results in fewer required full-time employees and associate labor costs; and eliminate unnecessary energy costs by designing the most efficient MEP systems available for a reasonable return on investment. We have successfully designed facilities that provide enhanced patient care with lower staff costs, and lower energy costs that achieved a 100-percent increase to annual operating profit margins.

By working closely with GHS staff, GS&P will identify process improvements and evidenced-based design attributes specifically for this facility to reduce hospital acquired infections, to strengthen HCAHPS scores, reduce length of stays, and to improve staff well-being and retention.

In the clinics, our focus will be on reducing throughput times, including door-to-doctor and door-to-check-out times. We will work with your staff to delineate distinct tracks for each patient and implement best practices geared to each patient population.

**Every aspect of the patient visit must include a Value-Added experience.**

Surgical services have a different set of challenges and opportunities. In surgery, communications, room turnover, the availability of supplies, reduction of wrong-site surgeries, and reduced infections are just a few of the focus areas that must be maintained throughout by applying design best practices. GS&P will seek to standardize operating rooms for maximum flexibility to improve room utilization with an industry goal of 75-percent. We will devote serious thought to reducing travel distances for patients, staff, surgeons, instruments, and supplies. Technology will also be considered to improve every aspect of the surgical environment from communications, room turnover, patient and staff tracking, to finishes that resist or kill bacteria.

Design of new care delivery space is ripe with opportunities for incorporating best practices. There is an industry-wide body of evidence-based design research that continues to grow, which focuses on creating healing environments and enhancing the patient and family experience. Providing a space where patients and family members are comfortable significantly impacts satisfaction scores. GS&P employs design solutions that respond to or support best practices wherever feasible. These include noise reduction, increased nurse interaction, accommodations for family members, enhanced technology in the rooms, and daylight and views to nature.

GS&P integrates clinical design best practices by bringing our experience to the table and by engaging GMH staff to explore the attributes and features of best practices that are most appropriate and cost-effective for the staff, and the patients and families served.

## Our Work Plan

GS&P has developed the following plan to expand on the efforts of your pre-design team, and to bring the Center for Advanced Surgical Services from concept to concrete.

It is impossible to solve a problem without fully understanding the client's perspective. The design team works with key stakeholders to understand an institutions culture and functionality.

### **EXECUTIVE-LEVEL PROJECT STRATEGY**

Excellent communication is the cornerstone to project success. It is essential that the planning team understands your vision. An initial interview or partnering meeting is conducted with key administrative leaders who will be involved throughout the life of the project. The purpose of the meeting is to validate understanding of hospital strategic goals and project scope as well as identify key stakeholders and their potential level of involvement in planning and design. A review of the NBBJ engagement and its findings is a crucial aspect of this meeting so that we can move forward in the best direction.

### **COMMUNICATION PLAN**

A communication plan is established that is mutually beneficial to the client and the design team. By defining roles and responsibilities, as well as the appropriate lines of communication and methods for delivery, information is distributed in a manner that facilitates understanding, keeping the project on track.

A project liaison will be identified as the primary point of contact for the planning team. To ensure immediate response to your needs, the principal-in-charge will be the sole point of contact for all information and requests of the GS&P planning team.

We begin integrating user input immediately. Even before functional space planning, we usually engage a steering committee of hospital stakeholders--including physicians, nurses, selected technical, ancillary personnel and other support personnel such as administration, financial, accounting, insurance and house-keeping. This steering committee will be the sounding board for tough design decision, using the projects guiding principles as the standard.

After space planning, user input continues weekly through schematic design and design development and only begins to wane during construction documents, the technical finalizing of drawings. GS&P approaches user input during these phases in a

very organized fashion. We establish a number of multidisciplinary study teams (MDSTs) depending on the size and complexity of the project. The teams are made up of the same individuals we interview during functional space planning: key service line representatives such as physicians, administrators, nurses, IT and facilities staff. GS&P leads these meetings, actively involving stakeholders in the design of the facility. The true design of the hospital will materialize during these sessions. GS&P will present decisions and recommendations from MDST sessions to the steering committee for final approval.

*Please see project approach graphic on the following pages.*

### **DISCOVERY AND EDUCATION**

Defining state-of-the art in the context of a complex project can be overwhelming and even somewhat illusive. Harnessing the very latest research in the rapidly-evolving healthcare industry requires a continual focus on future advancements in technology and treatment. We implement a two-step approach of assessments and learning labs to capture as much information as possible while also educating our client. This has been found to create a more efficient facility while also empowering our client in the decision-making process.

We understand that healthcare design is a discovery process that begins with acquiring a deep understanding of Grady—your vision, your mission and your guiding principles.

As you review the GS&P Healthcare Planning and Design Process, note that this is an all-encompassing approach and will be tailored to your needs. You are the stakeholders. You are integral to the planning and design process. By offering a glimpse our planning process, we hope that you have a better grasp of your role in the design of this unique, community-focused facility.



 **Grady**

# COMMUNICATE

# EXPLORE AND VALIDATE

# IDEATE, PROTOTYPE, AND ITERATE



OBJECTIVE	<b>FORMALIZE THE PROJECT TEAM AND COMMUNICATION PLAN</b>	<b>PROGRAMMING, PROCESS IMPROVEMENT AND MASTER PLAN VALIDATION</b>	<b>DEVELOP AND DESIGN SOLUTION THAT MEETS GHS'S VISION FOR THE FUTURE</b>
PROJECT TASKS	<ul style="list-style-type: none"> <li>• Our first step in any project is to collectively set expectations to ensure team members are in alignment regarding an over-arching project vision, approach, responsibilities, deliverables, schedule and budget . We will suggest hosting a one-day workshop to formalize the flow of information between Grady, your caregivers, the design team, and the construction team</li> </ul>	<ul style="list-style-type: none"> <li>• We love to listen. We also understand that a lot of hard work has already been done but it needs to be validated and finalized . We believe the best way to accomplish complete this phase of the process is to bring you a highly specialized team that is made up of medical-planners, programming and market share experts, clinicians, designers and engineers. Our pre-design team will spend a very intense period getting to know the Grady/NBBJ solution, while offering avenues to optimize the plan in terms of program, efficiency, and the patient experience . We believe that leveraging the experience and expertise will be fundamental in laying the foundation for a successful project.</li> </ul>	<ul style="list-style-type: none"> <li>• Our team of planners, architects, and engineers will rely on our value-added design approach to ensure the goals of the finalized pre-design study are carried through schematic design. Our approach relies on a dialog between our design team and your staff within the framework of patient safety, operational efficiencies, integration of technology, adaptability/resiliency, sustainability, and the patient experience. We will evaluate each of the project components relative to this framework to ensure delivering you a physical environment that supports the best practices in healthcare .</li> </ul>
AGREEMENT DELIVERABLES	<ul style="list-style-type: none"> <li>• Communication and Coordinating with the Owner's Project Manager</li> <li>• Application of established Grady Standards</li> </ul>	<ul style="list-style-type: none"> <li>• Architectural Services                             <ul style="list-style-type: none"> <li>» Programming</li> </ul> </li> <li>• Building Engineering                             <ul style="list-style-type: none"> <li>» System Analysis</li> </ul> </li> <li>• Ambulatory Care Expertise                             <ul style="list-style-type: none"> <li>» Provided specialized expertise in the planning and design of multi-specialty care clinics, with a special focus on surgery and oncology. Grady is especially focused on incorporating national, best operational and design practices into the new Center for Advanced Surgical Services.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Architectural Services                             <ul style="list-style-type: none"> <li>» Schematic Design</li> <li>» Design Development</li> </ul> </li> <li>• Interior Design Services</li> <li>• Building Engineering                             <ul style="list-style-type: none"> <li>» Preliminary Design</li> </ul> </li> <li>• Building Information Modeling (BIM) utilized to quickly investigate numerous design options.                             <ul style="list-style-type: none"> <li>» 3D visualization and virtual reality options will be available to help staff understand and experience their environment before moving to a physical mock-up.</li> </ul> </li> </ul>

## DOCUMENT

## BUILD

## EVALUATE AND TEST



<b>FULL SERVICE DELIVERY THAT MAXIMIZES COLLABORATION AND COORDINATION</b>	<b>ON-SITE REPRESENTATION TO ENSURE DESIGN INTENT IS MAINTAINED</b>	<b>PERFORM POST-OCCUPANCY EVALUATIONS TO CONFIRM PROJECT METRICS ARE BEING ACHIEVED</b>
<ul style="list-style-type: none"> <li>• Our team will work diligently to put together a set of construction documents that builds upon and incorporates the ideas that were developed during the early stages of design. GS&amp;P will utilize BIM to minimize unknowns, maximize coordination and provide you with a reliable and buildable set of drawings and specifications. By providing real-time design models and consistent communication with the contractor, our team will ensure we are delivering the project on time and in budget. GS&amp;P will work closely with the construction team to determine ways to prioritize and accelerate portions of the work to ensure you are meeting the needs of your patients and the community.</li> </ul>	<ul style="list-style-type: none"> <li>• We will ensure the design intent that GS&amp;P and your staff worked so hard to formulate is realized in brick mortar. The design-assist approach that Grady has come to embrace is squarely in our wheelhouse. We are excited about the opportunity to truly partner with the contractor. In addition to the partnering concept we would also offer that the same design professionals that helped you establish a project vision, lead user group meetings and assembled the documents will be our point person for construction administration. We believe our approach will help everyone deliver a smooth, seamless, and exceptional project.</li> </ul>	<ul style="list-style-type: none"> <li>• Finishing strong is always important. After each portion of the project is completed and turned over to your staff we want to be there to help you learn how to use it, adapt it to best practices, and ultimately test it against the simulation modeling that will be done as part of the explore and validate phase. We believe that research, analysis and the continuous quest for improvement are fundamental to our practice and the deliver of healthcare and our work should support you past opening day.</li> </ul>
<ul style="list-style-type: none"> <li>• Permit and Bid Document Production</li> <li>• Compliance with the requirements of all federal, state and local codes</li> <li>• Activities necessary for the preparation of a complete and fully coordinated set of Construction Documents</li> <li>• Exterior Design                             <ul style="list-style-type: none"> <li>» Envelope, roof, and engineering design</li> </ul> </li> <li>• Structural Engineering                             <ul style="list-style-type: none"> <li>» Design of the building's structural support system</li> </ul> </li> <li>• Site Design                             <ul style="list-style-type: none"> <li>» Design of all landscape/hardscape areas on the associated site including grading, site utilities, and storm water management.</li> </ul> </li> <li>• Helipad coordination, design, and regulatory needs as required.</li> <li>• Medical Equipment Planning Inventory, measurement and coordination of all new and existing equipment inclusive of construction documents.</li> </ul>	<ul style="list-style-type: none"> <li>• Construction Administration Services                             <ul style="list-style-type: none"> <li>» Architect responsible for CA services during the construction duration and coordinating with the Owner's Project Manager throughout the process</li> </ul> </li> </ul>	

## CONCEPTUAL DESIGN

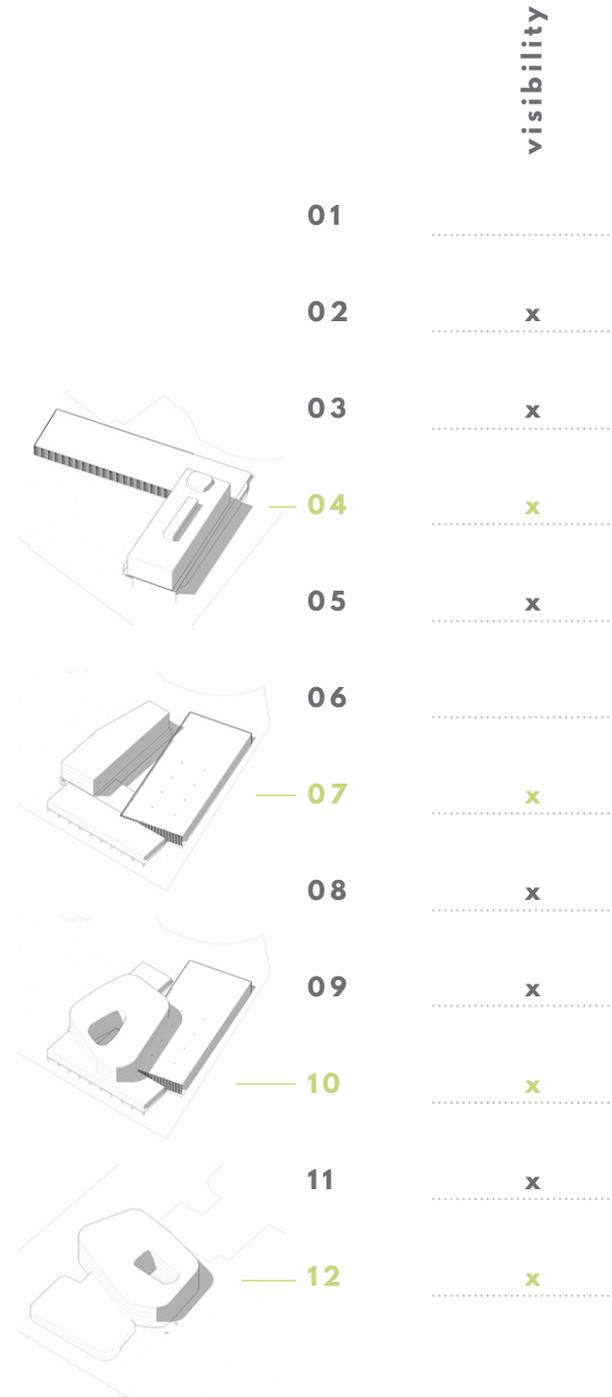
We will focus first on project organization, confirmation of project scope, expectations, and consensus around the project workplan, schedule and deliverables. We will establish a schedule for project status updates with the project leadership team. These updates typically occur bi-weekly and provide an opportunity to communicate progress, next steps, action items or issues requiring a decision.

While the team organization is being set in place, we will also begin our review of documentation supporting the programming and planning efforts performed to date. GS&P will review the current and approved program and planning report along with any other available information stemming from the NBBJ study. We will validate the existing project descriptions, functional and space programming and advanced planning work for adequacy and relevance for the next phases; conceptual design followed by full design and construction activities.

As we work towards our project kick-off session, our efforts focus on identifying and inviting stakeholders to participate in the design process. Our collaborative process that seeks input from each of the stakeholder groups, physicians, staff, patients, families, and administrative leadership is key to the successful programming of the new facility.

Throughout the process there will be numerous opportunities for stakeholder input including:

- Visioning session
- Stakeholder interviews
- Questionnaires
- Project leadership meetings
- Conference calls



Past project example:  
Comparative matrix of conceptual design options

clear circulatn. pattern	views (from facility)	expansion capability	solar orientation	exterior amenity area	
x	x			x	major take-away highly visible garage, requires property line re-adjustment
			x		confusing circulation, requires property line re-adjustment
		x	x		confusing circulation
x	x	x		x	ensure entrance from Caton Road doesn't feel like after-thought
			x	x	surface parking disconnected from main entrance, may add to congested Minnieville Rd.
x			x	x	highly visible garage, limited expansion
x	x	x		x	building obscurs garage, excellent presence on Minnieville, good expansion
x			x	x	limited expansion
		x		x	confusing circulation, minimized visual effect of parking
x	x	x		x	building obscurs garage, excellent presence on Minnieville, explore above-grade parking alternative
	x		x	x	confusing circulation, minimized visual effect of parking
x	x		x	x	clear circulation and good presence. limited expansion, image may suffer if budget limits quality of garage fenestration

## THE PROJECT KICK-OFF AND VISIONING SESSION

During this session we will meet with full leadership and stakeholder team, reviewing the process and schedule for the design effort. We seek to understand the Grady vision for the experience of the patient, the vision for the care delivery model that integrates patient care services and overall staff experience. Your vision for how the design of the facility will achieve the care and experience goals and objectives in conjunction with supporting the mission, vision and values of Grady Health System will be confirmed.

We will explore critical factors to consider when designing a specialty outpatient facility. These outpatient facilities are unique and require an understanding of the inter-relationship of all services in the building, how patients access those services and how the experience at the front door can be designed operationally and physically to promote an emotionally positive and streamlined patient experience. As an outcome of the visioning session we will collaboratively develop the vision for the facility, goals, objectives and design drivers to guide the design process.



## VERIFICATION

Our verification tasks focus on confirming the conclusions and recommendations of the predesign study completed by GHS and NBBJ.

We will confirm demand and volume forecasts to update space requirements. Our analytics team will check updated volumes to determine key planning unit capacities for all clinical departments. Capacities will be translated to DGSF recommendations using GS&P programming benchmarks and compared to the DGSF recommendations in the current plan. The project size will be determined and compared to the current plan. Basic configurations will be developed based on validated workloads, capacity requirements, and departmental sizing.

During user team meetings and interviews GS&P work with clinical staff and providers to gain stakeholder buy-in for organizational and operational descriptions, flows, and spatial adjacencies. Stakeholders will develop current and improved flows of patients, staffing, and materials flow.

While the project will result in a new home for outpatient surgery and many diverse clinics, it will be crucial for our team to understand your current work place. The GS&P team will do a Lean GEMBA walk to understand your current operations so that we might better respond and support the operational goals and vision of the clinic.

Our team will then verify that the optimal clinical and support processes based on best practices have been developed. User team's meetings will be devoted to verification of the operational recommendations, improved processes, and content for the functional program as provided by NBBJ.

Our clinical programming experts will guide stakeholder discussions and interviews to propose /refine operations improvement opportunities. The teams will consider how the clinic's vision and objectives align with their departmental operational philosophies. Stakeholders will develop recommendations for how the new design can promote a patient centered environment that incorporates family members and significant others in the care of the patient. Ideas for creating a healing environment and optimal patient experience will be developed and incorporated in the planning documents. As part of the user team discussions, the groups will review evidence-based literature and designs to stimulate discussions around safety, quality, and therapeutic environments, and identify design recommendations for the new facility.

We will work with stakeholders to develop future state flow documents and patient journey maps. Key patient flows including

registration and cashiering will be discussed. Flows of people, materials and information will be discussed and opportunities for improvements identified. Scheduling and utilization of capacity will be assessed. Issues, challenges, and bottlenecks will be identified. Future flow recommendations will be documented in the functional program. Together the teams will refine operations to streamline processes and improve performance (i.e. utilization of capacity, throughput times, wait times, scheduling and access, etc.).

Technology trends will be discussed. Stakeholder teams will explore emerging technologies and information systems technologies to identify potential opportunities to improve access to care, streamline communications, and improve integration of wrap around services. Plans for technology and major equipment needs will be included in the functional planning documents. Our team will leverage the assets and expertise or SHR for medical equipment planning and EDI for technology consulting. Their work will include current state assessments, future state recommendations based on the information gathered at our user group meetings, and narratives to be used to aid in developing project cost estimates.

After the first rounds of stakeholder meetings GS&P will have reviewed the functional program and space programs for each department for agreement and consensus to move ahead with conceptual planning and design.

The approved functional program will be translated to a detailed room by room space program detailing the room types, number of rooms, net square footage room sizes, total net square footage by room type, total department net square footage and departmental gross square footage based on department specific grossing ratios.

The space program will include comments to inform conceptual and later schematic design. These comments will reflect the critical functionality of the space in relation to other spaces in the department. Location of the rooms, minimum dimensions, requirements to accommodate operational work flows are described in the planning comments.

All critical design principles and considerations as they relate to specific rooms or functional areas within the department (i.e. public, administrative, clinical, clinical support, etc.) should be communicated in the space program.

GS&P will begin the budget validation by collaborating with the GHS project manager to ensure services and operations are within the proposed project budget. GS&P has retained Costing Services Group, a highly experienced conceptual cost estimating firm, to provide the costing estimating services for budget validation.

## FAILURE MODES EFFECTS ANALYSIS

In order to create a facility that responds to the future demands of healthcare, it is important that functional and architectural elements be rigorously tested for potential failures at each phase of design. We have adopted a robust quality tool known as Failure Modes Effects Analysis (FMEA). Patterned after industries such as aviation and manufacturing, FMEA provides the design team with valuable feedback regarding the function and safety of building configuration. The tool has been deemed so effective that as of January, 2004, the Joint Commission on Accreditation of Hospitals (JCAHO) has required a minimum of one process in acute care hospitals be evaluated using the FMEA format. At GS&P, we utilize FMEA to test departmental adjacencies, traffic flows and repetitive room features for safety and efficiency during the planning phase of design.

## MOCK-UP ROOMS

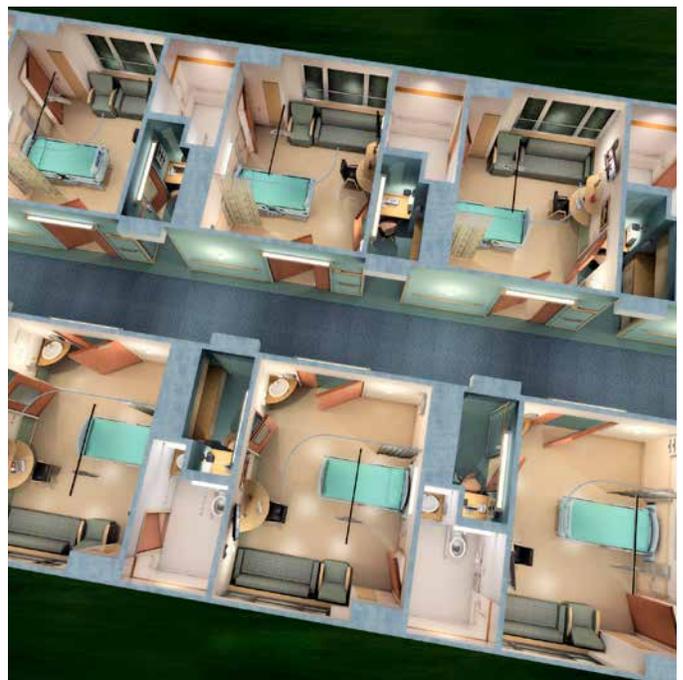
There is no substitute for actually experiencing the environment. We will work with you to create a physical prototype specimen for key repetitive patient care rooms to allow team participants to evaluate the design first-hand. Plan adjustments are made according to staff feedback after simulating patient care tasks in the mock-up rooms, preventing costly mistakes.

## EVIDENCE-BASED DESIGN

GS&P sets the standard for an architectural firm's commitment to research.

## UTILIZING EXISTING RESEARCH IN DESIGN

GS&P employees are skilled at applying existing research in planning and design. Based on client goals and budgets, we maximize opportunities to incorporate design solutions with demonstrated positive relationships to patient and staff well-being. Some examples include gardens and access to nature for stress reduction, reduced pain and quicker patient recovery; quiet environments to reduce stress and improve sleep; appropriate lighting to reduce errors; excellent wayfinding to minimize confusion and staff time providing directions; sufficient and easily located hand-washing stations to reduce infections; and providing family zones with comfortable accommodations to enhance patient- and family-centered care.



## SCHEMATIC DESIGN/DESIGN DEVELOPMENT/CONSTRUCTION DOCUMENTS

### SCHEMATIC DESIGN

As the project moves forward, the verified functional and space program information, block level departmental adjacencies and operational concepts are transformed into the visual medium. With the project budget closely managed, the many design components must be considered. The plans are developed, and they incorporate image, interior design elements, equipment and furnishings, engineering system needs and specific site implications. The planning and design team sculpts the unique shape and form that becomes the exterior façade and massing to blend seamlessly within the community and campus context.

The developing floor plans are continually evaluated to guarantee that intended operational concept intent is met by the design.

### DESIGN DEVELOPMENT

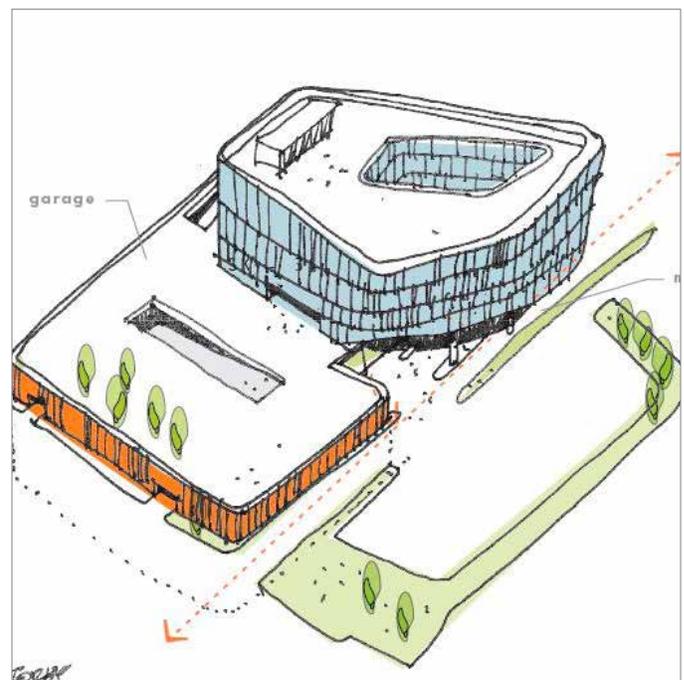
Just as in the schematic design phase, the design development phase is just a continuation of the process resulting in more detail as you go along. During design development, the project team focuses on describing the intricate components associated with the new environment in the final floor plans. Detailed plans are created through a series of interactive discussions with the client leadership and the process design teams to match operational needs with the built environment. Everything from lighting to

cabinetry details must be determined. Mechanical and electrical systems are finalized. Interior spaces are examined to reflect the client's aesthetic vision and operational goals for the project. The exterior building appearance and shape become well defined.

The planner and healthcare strategist continue to monitor the drawings to assess connection to the operational concept. As a participant in the multidisciplinary group meetings, they facilitate discussions between the architect and nurses, physicians and support personnel in regard to the detailed environmental needs, supporting project objectives.

### CONSTRUCTION DOCUMENTS

With architectural details thoroughly examined and addressed, construction documents can be created. Behind the scenes, the project team is working hard to prepare for construction. The construction document phase transforms design decisions into very detailed documents suitable for agency approval, bidding and/or negotiation. The documents will eventually become the construction team's instruments of service for constructing the new building environment.





## **PERMITTING**

The project team's coordination with the AHJ from the start of the project is intended to lead to a smooth review process. If required, a third-party plan review expeditor may be utilized.

## **CONSTRUCTION**

Our involvement during the construction phase is critical to the successful implementation of the design.

Our approach to the CA phase is to provide continual support to the construction administration effort. This approach puts architects and engineers in the field who are intimately knowledgeable about the design, and can make informed decisions when issues arise. The approach also leads to less time to turn around RFIs and submittals, and can contribute to a shortened time to build as well as a higher quality overall product.

Our representative will accompany client stakeholders during regular walk-through tours of construction as needed.

Construction activity is observed for compliance with the plans and specifications. Reviews are conducted of contractors' submittals, pay applications and change orders. Finally, the close-out process includes certificates of substantial completion, punch lists, final payment applications and all close-out documents required by the project manual. Our team is available to assist with building start-up and training activities for maintenance personnel.

## **PROJECT CLOSE-OUT**

GS&P will develop a punch list of items to be corrected. We will prepare record documents to incorporate revisions issued and the Contractor's field marks of substantial changes. A complete set of the approved submittals will be provided as PDFs to describe final product selections and changes in shop drawings.

## **POST-OCCUPANCY**

GS&P strongly recommends that we be able to perform a post-occupancy operational review to monitor operational effectiveness and suggest opportunities for improvement. The post-occupancy operational review is one of our firm's most valuable quality improvement tools. The information gained is shared with the entire organization through quality improvement training sessions. These evaluations are performed to better understand which design strategies are working well and what aspects may need improvement. Post-occupancy reviews can also be used as part of GS&P's quest to provide original research to the healthcare design field. These assessments utilize a multi-method approach involving interviews and observation.

## Project Delivery

### **COST CONTROL AND EARLY CONTRACTOR INVOLVEMENT**

Design and construction costs account for less than 7-percent of the total cost of ownership of a hospital over its useful life. While capital costs are certainly important, GS&P strives throughout our projects to help clients find ways to reduce operational costs which can have a much more significant impact on the financial viability of a hospital over its useful life.

Early contractor involvement is extremely important for controlling costs. When we can work with the contractor early in the process to develop real-time pricing of conceptual drawings, we are able to make better informed decisions for the design—not only saving money, but time to the schedule. This strategy has been employed on most of our recent projects including Tallahassee Memorial Surgery and Critical Care Tower and the UF Health North campus, where the general contractor was selected and engaged at the start of Schematic Design.

The very best way to ensure a project is on budget and on schedule is to involve the CM from the beginning. We start this process with a partnering session to get to know each other and discuss project goals, process and benchmarks. With the full team working together from the beginning, there is a clear understanding by all of what the vision, goals and design intent are for the project. With this shared knowledge, all analyses and decisions can be focused on achieving the established vision, goals and design intent. Including the CM in the design process from the very beginning is a win-win, for the project and the entire team.

GS&P has successfully used pull scheduling and early award packages to fast-track projects that resulted in shorter construction durations, thus lowering general condition costs.

#### *VALUE MANAGEMENT AND LIFE-CYCLE COST ANALYSIS SKILLS*

Throughout the design and documentation phase, Perkins Eastman uses every opportunity for internal pin-up and critiques to verify our planning and design work. This process benefits our entire internal design team and external consultant team, providing insights and suggestions which improve our collective work. With the recent usage of BIM, other live meeting software enables us to communicate and collaborate more effectively with our design partners in an integrated format.



### **BUILDING INFORMATION MODELING**

GS&P's standard project delivery platform for building information modeling is Revit. BIM offers the opportunity to coordinate, visualize and produce quality designs, documents and projects.

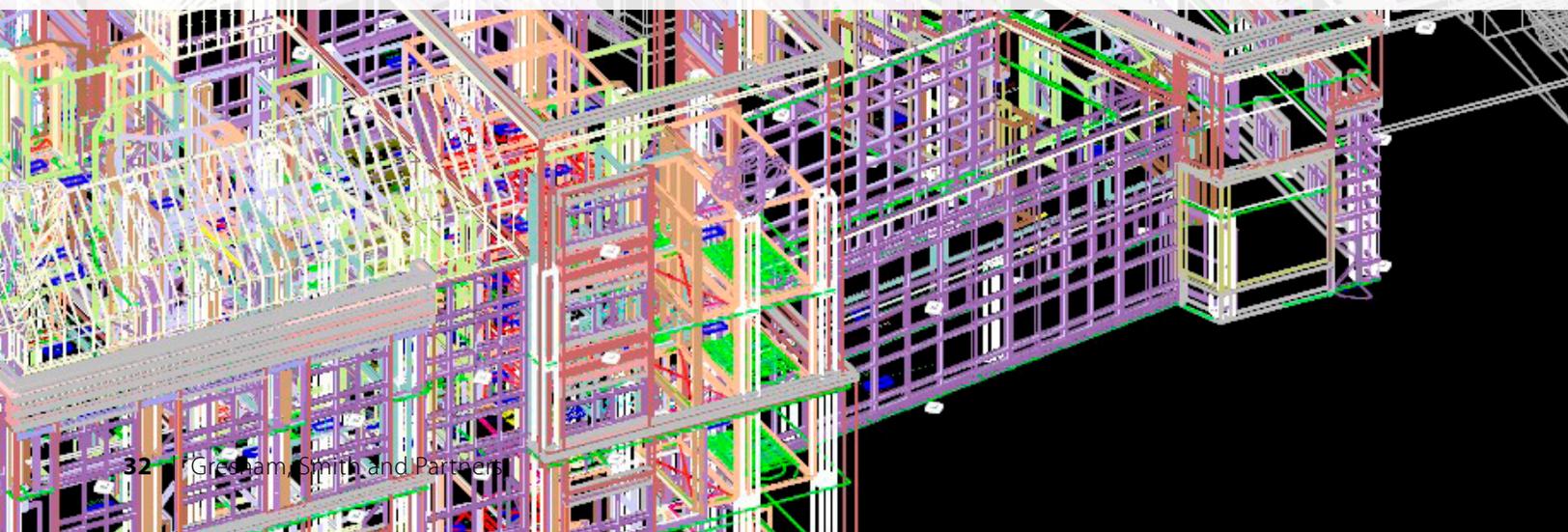
GS&P develops a BIM Execution Plan during a BIM Execution Planning Workshop to align the owner, construction manager and design team with standards, processes and deliverables. The BIM plan will establish the Level of Detail to meet GMH's BIM goals. This plan defines the various uses of the BIM models such as visualization, clash detection and computer-aided facility management.

The use of BIM, as agreed upon in the BIM Execution Plan, is to extend throughout the construction process. With the use of software such as BIM 360 Field and Glue, the project team can continue collaboration throughout.

Fabrication models can be coordinated to allow for prefabrication of utility runs. Facilities management information can be captured as equipment is installed. These strategies have proven successful on similar two-story, greenfield outpatient facilities.

## BIM APPROACH BY PHASE

SCHEMATIC DESIGN	DESIGN DEVELOPMENT	CONSTRUCTION DOCUMENTS	CONSTRUCTION ADMINISTRATION
<ul style="list-style-type: none"> <li>• BIM execution plan</li> <li>• Building mass</li> <li>• Building layout/orientation</li> <li>• Identification and documentation of all existing conditions and sub-grade utilities</li> <li>• Column grids</li> <li>• Floor-to-floor heights</li> <li>• Identification of vertical circulation systems</li> <li>• Exterior design</li> <li>• Development of interior partitions, doors, walls and windows</li> <li>• Initial furniture and equipment</li> <li>• Initial site layout, parking, and landscape concepts</li> <li>• Major horizontal and vertical chases and raceways identified</li> <li>• Coordination workshop to include cross-disciplinary review of integrated systems via NavisWorks</li> </ul>	<ul style="list-style-type: none"> <li>• Development of preliminary MEP engineering model including sizes and locations of ductwork, rooftop equipment, preliminary lighting and electrical systems layout</li> <li>• Development of structural model, structural analysis, footing systems identified, slabs and columns begin to replace architectural placeholders</li> <li>• Development of architectural elements: exterior building envelope, interior finishes, and systems integration</li> <li>• Refinement of site work including paving, landscaping and site clearing</li> <li>• Coordination workshop to include cross-disciplinary review of integrated systems via NavisWorks</li> </ul>	<ul style="list-style-type: none"> <li>• All MEP engineering fully detailed to LOD established in BIM execution planning workshop</li> <li>• All architectural building systems selected and detailed</li> <li>• All interior finish systems detailed</li> <li>• Vertical circulation systems detailed</li> <li>• Sitework design complete</li> <li>• All furniture and equipment clash detection and constructability review</li> <li>• Coordination workshop to include cross-disciplinary review of integrated systems via NavisWorks</li> </ul>	<ul style="list-style-type: none"> <li>• Furnish BIM model to CM to allow subcontractors to produce shop drawings</li> <li>• Revise the BIM model as field conditions require</li> <li>• Provide final as-builts in REVIT format to GHS</li> </ul>



## BUDGETING/COST CONTROL METHODOLOGY

Cost control methods, like other project controls, depend first and foremost upon an overarching attitude and approach that puts GHS's interest first. We respect the project budgets and schedules that safeguard our clients' livelihoods and place these requirements at the forefront of our approach. Our firm leadership promotes this attitude and these efforts are reflected in consistent, budget-conscious project work. Of equal importance as our client-centered perspective is establishing a mutual understanding of your expectations, both in terms of design level and budget parameters. Once we have established this understanding, we will continuously present design and construction materials in keeping with that expectation.

The quality and precision of the construction documents also play a critical part in maintaining cost control. We produce clear and complete sets of working drawings and design details that are constructible according to widely accepted standards of construction practice. We also conduct a line-by-line evaluation of each element of the budget to identify methods of added value for our client. This evaluation includes specifying materials that are durable, easily maintained, and appropriate for their use as well as designing in a "timeless" or "classic" style that remains relevant for the future and blends with your vernacular.

We view our role as designers beyond just design solutions, but also to offer solutions within our clients' budgets. As GHS's advocates, we take responsibility to deliver value from each supplier of goods or services, and we exercise our utmost professional effort to guarantee our team's performance.

### BUDGETING/COST CONTROL

Most of our healthcare clients are non-profit or public institutions with tight, fixed budgets and schedules and the ability to forecast cost is critical to the success of the project. The team recognizes the importance of correctly establish budgets and then to monitor costs throughout each phase of the work.

As a result, we have developed cost management techniques to maintain and respect a project budget. Our budget control approach for this renovation project includes following:

- Proper project scoping, and elimination of scope creep
- Ensure the initial budget estimate accurately reflects the scope. We often suggest that two professional estimates are completed at this stage to set a realistic cost framework.
- Understand that project budget control is much more than

construction cost control, but also includes cost controls for medical equipment, IS elements, furnishings, special infrastructure, and administrative cost related to testing, balancing, and other elements.

- We work closely with the client and the construction manager to evaluate any cost savings, value engineering, or other recommendations to help keep the project within budget.
- We strongly believe that one of the keys to maintaining a budget is to produce quality, well-coordinated and enforceable construction documents.

### ADHERENCE TO SCHEDULE

Over the last decade we have met project schedules on virtually every project. We routinely prepare critical path schedules for our projects to help both our clients and our teams plan and monitor progress toward milestones. The project schedule is an integral part of the overall project management system. It is updated and reviewed at appropriate intervals and widely distributed to assure all milestones are understood by all project participants.

We will utilize following management approach:

- Establish a clear understanding of responsibilities between GHS, GS&P, and other team members
- Assign specific tasks to individuals
- Communicate expected weekly deadlines
- Define project requirements to meet local/state/federal regulation standards and codes that govern the design
- Coordinate and lead bi-weekly meetings to stay on schedule and resolve any discrepancies
- Maintain and distribute clear communication among team members through documentation, correspondence, meeting records and contract records
- Continuous follow up on completed work to ensure it meets project standards



A photograph of a conference room with wood-paneled walls and a whiteboard. The whiteboard is partially visible, showing some faint lines and text. The room has a professional and collaborative atmosphere.

## GS&P fully supports the Design-Assist approach to design and construction.

Historically, master architects served as architect, engineer, and builder, assuming responsibility for every aspect of a project. With time, responsibilities for design and construction separated. Today work is often hindered by trying to connect many small, isolated processes together. Owners, designers, and contractors struggle with inefficiency, high costs, schedule overruns, differing goals, and uncoordinated work. This struggle causes antagonism and sometimes invites claims and litigation.

The search of a better way continues today.

Design-build is a response to these concerns. In this process the design is executed by a cohesive team comprised of the owner, builder, architect and design consultants and sub-contractors. Each with distinctive roles and responsibilities, but are all working in-sync towards a common pre-defined role. The key to a successful design-build project is teamwork through an integrated work process: key decisions are vetted by the team on an on-going basis; constructability and cost issues are analyzed concurrently as the design progresses; scheduling is factored into the design

to assure the design can be built within time limits; fast tracking is streamlined as the builder and architect work together to issue early bid packages allowing construction to commence while the design is still progressing. This differs from the more traditional design-bid-build approach in that 'teamwork' never really exists. It is a system that controls cost, controls schedule, works out problems before they occur, and even allows for exemplary design.

We have found the Design Build/Design Assist delivery model to be most beneficial, offering numerous benefits to all parties, particularly on complex healthcare projects. While GS&P is fully committed to Design Assist, we know from experience that finding truly committed partners is critical to the success of this approach. An extra effort must be made to select Construction Managers and trade partners committed to and capable of contributing to the design assist effort.

## Concept for Deploying Resources and On-Site Needs

Our team will base our activities from our Atlanta office, approximately one mile from the CASS project site. We will work together there every week when we have project meetings with the Grady team. Our schedule indicates these will occur bi-weekly, and on off weeks our teams will redeploy to their home offices and engage with supporting staff to develop the work further in advance of forthcoming meetings. We work seamlessly across offices, using a cloud based design platform, and leveraging communication tools so collaborate and coordinate when we are not side by side.

We request that Grady provide adequate meeting space for our stakeholder meetings and other presentations that might be required. Our team will need access to all areas of the building for field survey activities (to be coordinated to avoid clinic disruptions).



### GS&P Atlanta Midtown

600 West Peachtree Street NW  
Suite 1550  
Atlanta, GA 30308

## Potential Review/Representation Role During Building Design

Per the RFP, GS&P understands that should we be selected for this Assessment, Planning and Programming effort, it will not preclude our pursuit of the design and construction project which may follow. In the event GS&P performs the assessment, planning and programming but is not selected for the AOR role, we will provide representation services on GHS's behalf during that project. That effort is to evaluate the AOR's effectiveness in implementing the updated Master Plan and Space Utilization Plan into the final design and built condition.

The extent of representation and effort is not clear at this time; however, we anticipate that it will consist of direct participatory support during project initiation, and document review during the SD and DD phases of the work. The actual effort might vary widely from this, though, and therefore we recommend that these services be negotiated later, when the scope definition is more clear, or that they be provided on an hourly basis. We have included an allowance for this effort in our fee proposal as a recommended amount to cover this effort.

## Best Practices

Highly successful projects have at least two things in common – a total commitment to team and project, and a project that seeks aspirational goals.

GS&P fosters a sense of duty to our colleagues and our partners as well as to our clients, because we know how successful well-made teams will be. Grady has presented us with highly aspirational goals which excite and motivate our team to give you our best and not stop there.

As we consider how to make sure this is a highly successful project, we turn first to our knowledge and skills and consider how to best deploy them for you. GS&P understands that the healthcare environment is constantly evolving, but there are some things that do not change. Caregivers seek to improve outcomes, systems seek to improve operations to reduce cost, and patients seek the best care, provided affordably and in a timely fashion.

How can these disparate goals come together, especially an environment where technology, regulatory oversight and reimbursement are so fluid?

To better serve our clients, GS&P, together with our selected broader team of consultants, will work within an established framework of 6 key performance indicators, which we have defined as Value-Added Design - previously described on pages 16-17.

These key indicators include:



**SAFETY**



**OPERATIONAL EFFICIENCY**



**INTEGRATION OF TECHNOLOGY**



**ADAPTABILITY/RESILIENCY**



**SUSTAINABILITY**



**THE HUMAN EXPERIENCE**

## Successful Project Considerations

Our approach is always to focus on what practices will help make a project highly successful, but we have observed a few common themes that connect projects that are less successful. Simply stated, these are:

- Failure to plan the project adequately,
- Failure to communicate clearly and consistently across the team,
- Failure of commitment of any key team member or stakeholder.

Recognizing these common traits reinforces for our team how important it is to plan properly, to make sure that communication channels are clear and understood and that information is received and understood by the right people at the right time for them to act or react with complete information in a timely fashion. And most importantly, that everyone on the team is all in. It's a big part of who we are and how we work.

"It is clear through the design that a huge value was placed on supporting the needs of our customers and their families. This facility makes it easier for our staff to 'walk the talk' when it comes to promoting healthy living and prevention, and it is a great example of how design professionals can create healthier places."

---

Dr. William S. Paul, Director, Lentz Public Health Department

10' SIDEWALK CLEAR ZONE (RED)

5' STREET FURNITURE AND TREE PLANTING ZONE (GREEN)

GILMER STREET (APPARENT 60' PUBLIC R/W)

ARMSTRONG STREET (APPARENT 60' PUBLIC R/W)

TRACT 2 N/F FULTON-DEKALB HOSPITAL AUTHORITY DB 2274 PG 376 AREA = 1.862 ACRES OR 81,103 SQ. FT. TIN: 1400520003035 ZONED SPI-1 SA1

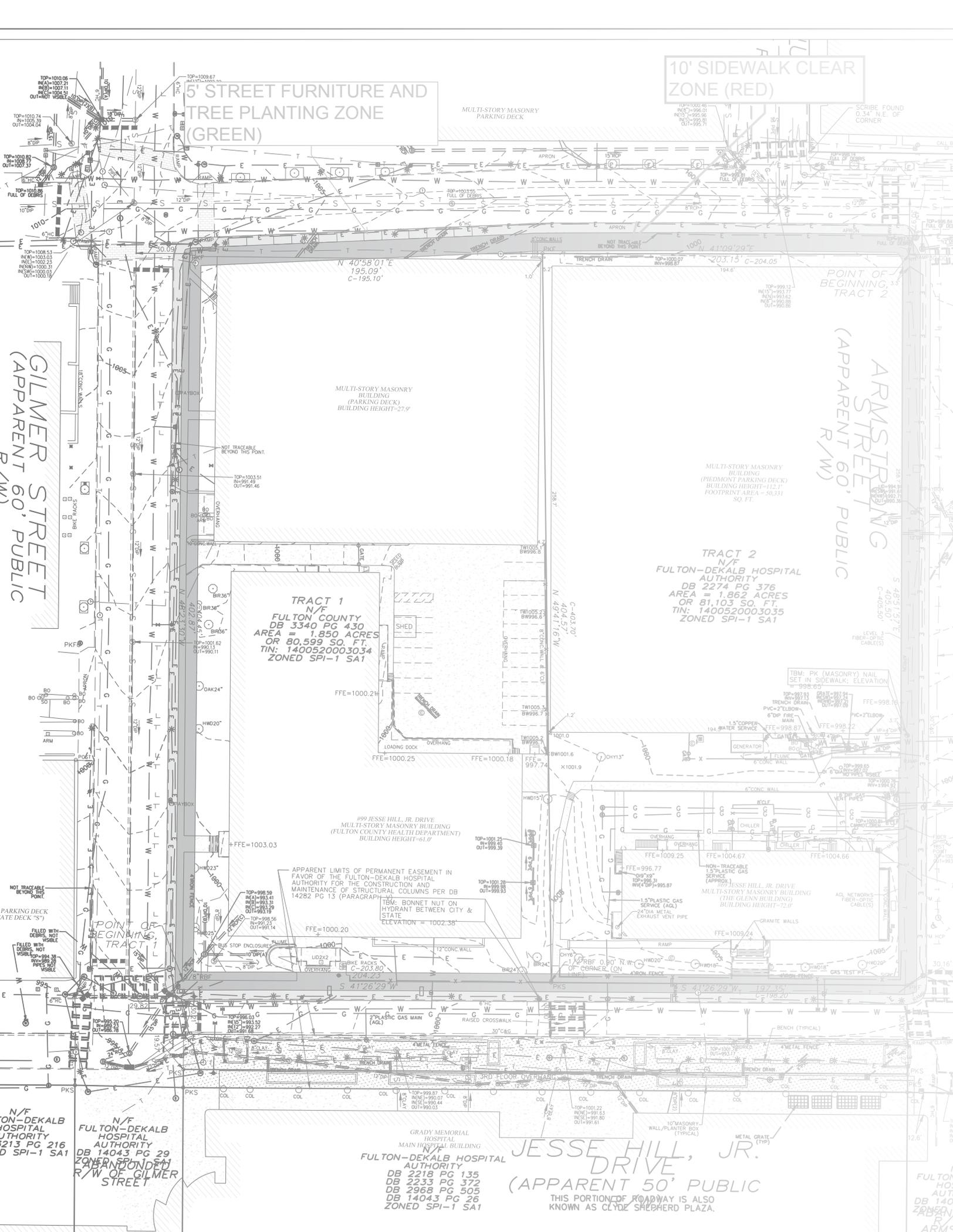
TRACT 1 N/F FULTON COUNTY DB 3340 PG 430 AREA = 1.850 ACRES OR 80,599 SQ. FT. TIN: 1400520003034 ZONED SPI-1 SA1

#99 JESSE HILL, JR. DRIVE MULTI-STORY MASONRY BUILDING (FULTON COUNTY HEALTH DEPARTMENT) BUILDING HEIGHT=61.0'

APPARENT LIMITS OF PERMANENT EASEMENT IN FAVOR OF THE FULTON-DEKALB HOSPITAL AUTHORITY FOR THE CONSTRUCTION AND MAINTENANCE OF STRUCTURAL COLUMNS PER DB 14282 PG 13 (PARAGRAPH 1)

GRADY MEMORIAL HOSPITAL MAIN HOSPITAL BUILDING N/F FULTON-DEKALB HOSPITAL AUTHORITY DB 2218 PG 135 DB 2233 PG 372 DB 2968 PG 505 DB 14043 PG 26 ZONED SPI-1 SA1

JESSE HILL, JR. DRIVE (APPARENT 50' PUBLIC) THIS PORTION OF ROADWAY IS ALSO KNOWN AS CLYDE SHEPHERD PLAZA.



## Project Timeline

The schedules included within this proposal have been used to schedule the anticipated design activities as we understand them based on the information provided within the RFP.

We expect them to be revised as we learn more about the project, and as it develops, particularly when the design assist team is brought on board.

Generally, our plan is to aggressively ramp up our team's engagement quite rapidly; our intent is to build progressive momentum of the entire team immediately on award of the project.

The first weeks are critical to onboard everyone that will be engaged, to quickly verify the work accomplished with NBBJ and move into conceptual design.

As the project transitions from conceptual design to Schematics, and more so in Design Development and Construction Documents, we will work in teams focused on specific components of the project.

There will be three teams:

- The first will work on the parking deck and early packages to be released for permitting and construction.
- The second, on the building core and shell.
- And the third team will be engaged on medical planning, clinic operations, and our interior architecture.

This approach works for us quite well; our teams work together continuously and collaboratively, and the project will develop in a comprehensive way. The staffing plan indicated on the project work plan schedule is indicative of this approach.

*For detailed breakout of schedule information, please refer to our Work Plan provided in the Business Deal Structure.*

### PHASE SCHEDULE

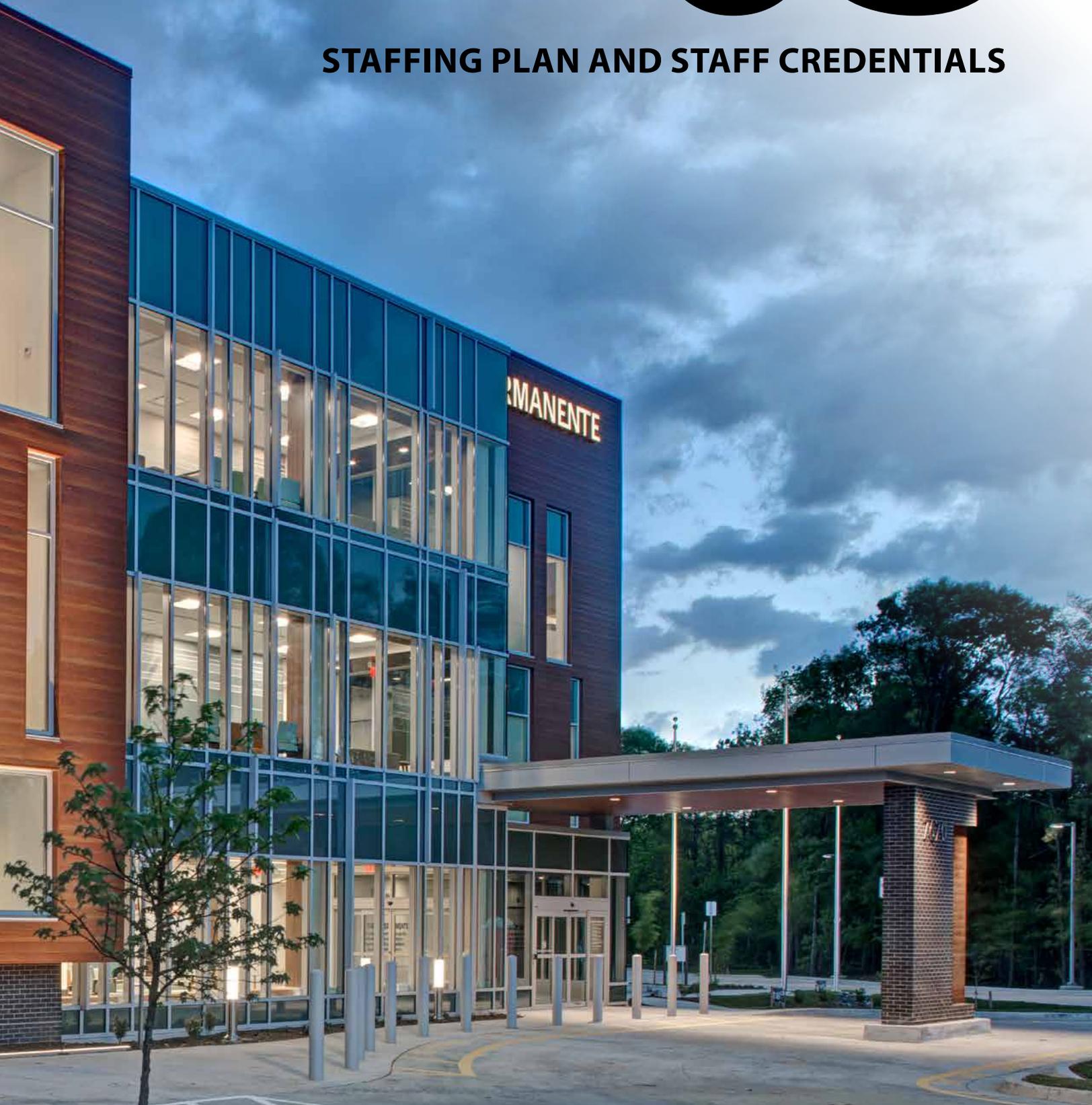
2018										2019										
APR	may	jun	jul	aug	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
	Schematic Design																			
			NOI	CON																
			Design Development																	
									Construction Documents											
															Permitting					
																	Construction			



The GHS CASS project will be led by GS&P, and staged from our Midtown Atlanta office—less than two miles from your site. Our team of subconsultants was carefully selected based on experience working with GS&P, **proven successes in the Atlanta market, and knowledge of Grady Health System.**

# 03

## STAFFING PLAN AND STAFF CREDENTIALS



# Staffing Plan and Staff Credentials

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**13.** Provide proposed staffing plan. Include description of job accountabilities for each key position.

**14.** Provide resume for the project executive proposed for this Project. Include the person's name, title, authority and responsibilities in the Project, past project experiences, education, licenses, professional affiliations, and/or qualifications including creativity, leadership, organizational skills, etc.

**15.** Provide resumes or business service descriptions for other key personnel, associates, subcontractors, services, etc. proposed for this Project. Each resume should include the person's name, title, authority and responsibilities in the Project, past project experiences, education licenses, and professional affiliations.

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Grady Health System's vision is to become ***the leading public academic healthcare system in the United States***; this is an aspirational goal for your team and your community.

As GS&P considered our internal and external team, we focused on those we felt best capable to fulfill this vision with you. The Atlanta community is home to best-in-class consultants living and working as your neighbors, our intent is to leverage these local contacts to the fullest extent possible.

At the same time, we support your ambitions to solicit small and disadvantaged businesses, and have recruited those best positioned to support the project's vision to join our team.

**GS&P is excited to partner directly with Knight Architects**, a local architectural firm with significant experience working with GHS. Knight will be an integral part of our team, and will assist with design, local and state AHJ reviews, and lead our direct construction administration activities.

Similarly, our Atlanta-based MEP and structural engineering firms (Newcomb & Boyd and Walter P Moore) are partnering with local diversity partners to assist on the project.

Wherever possible, we turned to the small and disadvantaged business community to support us with specialty services.

We are pleased to have significantly exceeded your target of 10% Diversity participation and know that each of our selected team members will move the needle towards GHS's vision to be the best in your class.



**Gresham, Smith and Partners**  
 ARCHITECTURE, INTERIOR DESIGN,  
 PLANNING, ENVIRONMENTAL GRAPHICS

**DIVISION VICE PRESIDENT**  
 David L. King, AIA, NCARB

**PROJECT EXECUTIVE**  
 Pat Burke, AIA, EDAC, NCARB  
 \*MAIN POINT OF CONTACT

**PROJECT MANAGER**  
 Julie A. Mullen, AIA, ACHA, LEED AP

**BASIC SERVICES TEAM**

**Gresham, Smith and Partners/  
 Knight Architects, Inc.**  
 ARCHITECTURE, PLANNING

**Newcomb & Boyd/R. Powell &  
 Associates**  
 MEP ENGINEERING

**Eberly & Associates**  
 CIVIL ENGINEERING

**Walter P Moore/CSF Consulting**  
 STRUCTURAL ENGINEERING

**EDI, Ltd.**  
 LOW VOLTAGE/IT

**ADDITIONAL SERVICES TEAM**

**Gresham, Smith and Partners**  
 INTERIOR DESIGN

**Gresham, Smith and Partners**  
 ENVIRONMENTAL GRAPHICS/WAYFINDING

**Gresham, Smith and Partners**  
 FF&E

**SHR Home**  
 MEDICAL EQUIPMENT PLANNING

**Lerch Bates**  
 VERTICAL TRANSPORTATION

**Foodesign Associates**  
 FOOD SERVICE CONSULTING

**Thorburn Associates**  
 ACOUSTICS

**Eberly & Associates**  
 LANDSCAPE ARCHITECTURE

**Eberly & Associates**  
 TRAFFIC ENGINEERING

**Walter P Moore/CSF Consulting**  
 PARKING ENGINEERING

**Costing Services Group, Inc.**  
 COST ESTIMATING

# Staffing Plan and Staffing Credentials

## Basic Services Team



### **Knight Architects, Inc.** **ARCHITECTURE, PLANNING**

Knight Architects is an architectural and interior design firm located in Atlanta, Georgia. Knight Architects has been working with state and federal clients for more than 22 years, and offers experience in new and renovation projects for healthcare, office renovations, university and Federal projects. This **experience includes working on the GHS campus** for the NICU medical/lab renovation. In the past 12 years, Knight Architects has completed 21 federal Design-Build projects, totaling over \$275 million. Additionally, the firm has won 13 multi-year design services contracts, totaling over \$48 million in design fees.

Newcomb & Boyd



### **Newcomb & Boyd/R. Powell & Associates** **MEP ENGINEERING**

Newcomb & Boyd is a multidiscipline consulting and engineering firm providing innovative solutions for facility design, construction and maintenance. Services offered include: MEP/fire protection; commissioning, retrocommissioning, and operations; energy and sustainability; intelligent buildings; acoustics, A/V, communications, security; lighting design; and specialty technology. **Newcomb & Boyd has completed more than 145 projects for Grady Health System**, including the Campus Master Plan, Center for Advanced Surgical Services Programming, ED Addition and Renovation, and the Pete and Ada Lee Correll Cardiac Center Renovation. The CASS project will be led by the firm's Atlanta, Georgia office location.

R. Powell & Associates, has provided engineering and business consulting services to a variety of clients since 1994, and specializes in engineering systems analysis and design and business analysis for: MEP systems, natural gas transmission and distribution facilities, wastewater treatment facilities, underground pipeline facilities, analysis of management organization/operation, economic feasibility studies, utility cost-of-service studies, and utility load research/load forecasting.

R. Powell & Associates, a certified Diversity supplier, will serve as part of the MEP team under Newcomb & Boyd, and will provide HVAC, plumbing, fire protection, fire alarm, electrical design and contract administration services for the Parking Deck scope of work.



### **Eberly & Associates** **CIVIL ENGINEERING, LANDSCAPE AR- CHITECTURE, TRAFFIC ENGINEERING**

Eberly & Associates (Eberly) is a civil engineering, land planning and landscape architecture firm with a reputation for solid engineering and landscape design solutions which demonstrate environmental and aesthetic awareness. This integrated approach combines the design capabilities and experience of the firm's engineers and landscape architects. The result is a comprehensive site solution that uniquely responds to clients' and building requirements. Specializing in healthcare facilities, Eberly provides comprehensive planning, design, and construction administration services including: master planning and site design, surveying and field data, site selection analysis, landscape design, and construction administration. Founded in 1982, Eberly is located in Atlanta, Georgia.

WALTER P MOORE



### **Walter P Moore/ CSF Consulting** **STRUCTURAL ENGINEERING, PARKING ENGINEERING**

Walter P Moore (WPM) is an international company providing structural, diagnostics, civil, traffic, parking, transportation, enclosure and construction engineering services that are cost-efficient and forward-thinking to communities worldwide. Founded in 1931, WPM's 600+ professionals serve clients from 18 U.S. offices and five international locations. WPM's Atlanta office opened in 1989, and provides full-service structural engineering and parking services to public and private-sector clients. The Atlanta office has delivered millions of square feet of healthcare projects, and has subcontracted structural engineering work to local M/WBE firms on major healthcare projects in excess of \$200 million in the last five years alone.

CSF Consulting is a professional civil, structural, and forensic engineering and land surveying firm with offices in Atlanta, Georgia and Houston, Texas. CSF is certified as a: HUB, MBE, DBE, HUBE, SBE, POHA, TxDOT firm.



**EDI, Ltd.**  
**LOW VOLTAGE/IT**

EDI, Ltd. (EDI) is a leading technology consulting and design firm supporting projects nationwide and around the world. Headquartered in Atlanta, Georgia, EDI provides advisory services, technology system design, datacenter specific services, and technology program management services for various projects in the healthcare, corporate and education markets. With over 30 years of experience, EDI leads healthcare clients through the clinical transformation process by providing a holistic, collaborative, and visionary approach to every project.

*(Subconsultant partners continued on the following page.)*

**\$275M**

construction value of (federal)  
Design-Build projects completed  
since 2006 - ***Knight Architects***

**145**

number of projects completed for  
Grady Health System - ***Newcomb &  
Boyd***

**27**

licensed engineers/landscape  
architects/EIT in Atlanta office -  
***Eberly***

**45+**

ambulatory healthcare facility  
projects completed - ***Walter P  
Moore***

**31**

years of experience supporting  
healthcare clients - ***EDI***

# Staffing Plan and Staffing Credentials

## *Additional Services Team*



### **Strategic Hospital Resources (SHR)**

#### **MEDICAL EQUIPMENT PLANNING**

Strategic Hospital Resources (SHR) is a global medical equipment planning, procurement, and move management firm incorporated in 2003, and headquartered in Atlanta, Georgia. SHR is a privately-owned women's business (WBE), with Debbie Heitzman as the CEO. SHR is proud to assist hospitals, architects, and developers with clinical knowledge and integrity required to design and construct healthcare facilities. SHR utilizes its own proprietary software system: Equipment Solution Planning (ESP).



### **Costing Services Group, Inc.**

#### **COST ESTIMATING**

Costing Services Group, Inc. (CSG) is headquartered in Atlanta, Georgia, and has been in the estimating and construction business since 1979. CSG provides cost consulting services ranging from single-phase building cost estimates to full Construction Document Estimates and VE evaluations. CSG formulates and communicates useful and meaningful information on construction projects from program inception through final completion. CSG has successfully participated in over 6,000 projects for more than 570 clients throughout the 50 states, the Caribbean, Europe, Africa and Asia.

As the oldest firm in Atlanta focused solely on providing construction costing services, CSG's project team have extensive experience working on projects throughout DeKalb and Fulton counties. Recent master plan examples include: Grady Hospital Tactical Master Plan, Grady Ponce Clinic Master Plan, Atlanta Beltline Master Plan, and the DeKalb County Senior Center Master Plan.

CSG is a privately owned corporation and qualifies as a Small Business. CSG is certified as a 100% Woman-Owned Business Enterprise (WBE) or a Disadvantaged Business Enterprise (DBE) by 21 state and local government agencies and nationally by the WBENC.



### **Foodesign Associates**

#### **FOOD SERVICE CONSULTING**

Foodesign Associates (FDA) was established in 1977, and is a certified Small Business Entity. Since its founding, FDA has served the architectural community as a food facilities consulting firm in all sectors of the industry including healthcare, clubs and restaurants, colleges and universities, corporate, correctional, educational, government and military, hotels and conference centers, laundries, retirement, and sports & entertainment. An award-winning, nationally recognized firm with significant experience in the design of food service facilities, FDA's strategic planning and operations consultant department helps provide clients with the data analysis to make the best decision for their facility. FDA provides: foodservice design, operations consulting, strategic marketing, brand development, creative services and web development.



### **Lerch Bates**

#### **VERTICAL TRANSPORTATION**

Since its founding in 1947 as the first independent elevator consulting firm in the U.S., Lerch Bates has added offices and capabilities around the world, bringing industry leading expertise and technology to clients on projects of all sizes and scopes.



## Thorburn Associates

### ACOUSTICS

Thorburn Associates (TA) is a full-service acoustical, technology, and lighting design firm. Founded in 1992 by principals with experience managing more than 3,000 projects, TA provides a full range of services that allow the client, architect, or end-user a single point of contact throughout design and construction. Thinking holistically about each project, TA offers solutions that are cost-effective, functional and durable.

*Please see the following pages for a list of team members from each firm dedicated to the CASS project.*

# 100%

Certified woman-owned business -  
**SHR**

# 5800+

projects completed for US and  
international clients - **CSG**

# 1st

first independent elevator  
consulting firm in the U.S. - **Lerch  
Bates**

# 41

years serving foodservice clients -  
**Foodesign Associates**

# 3,000+

number of acoustical, A/V, lighting,  
security and structured cabling  
projects completed - **TA**

## Gresham, Smith and Partners

### DAVID L. KING, AIA, NCARB

Division Vice President

### PAT BURKE, AIA, EDAC, NCARB

Project Executive

*\*Main point of contact*

### JULIE A. MULLEN, AIA, ACHA, LEED AP

Project Manager

### CATHY MORRISON, AIA, LEED AP BD+C, NCARB

Project Architect

### JAMES V. BRENNAN

Senior Designer

### JEFFERY E. MORRIS, AIA, LEED AP, LEAN, EDAC, NCARB

Senior Planner

### JANICE STANTON, RN, MBA, EDAC, LEAN

Director of Pre-Design Services, Program Verification

### MARC SAUVÉ, MBA, LEAN

Healthcare Strategist

### PENNY J. HOUCHENS, IIDA, LEED AP, NCIDQ, LEAN

Senior Interior Designer

### DEXTER CARTY

Interior Designer

### GLENN DAVIS

Lead Environmental Graphics and Wayfinding Designer

### JIM ALDERMAN, SEGD

Environmental Graphics Project Manager

### DAVID PARK, SEGD

Senior Environmental Graphics Designer

### MIKE SUMMERS

Environmental Graphics Designer

### DEANNA KAMAL

Environmental Graphics Designer

## Knight Architects, Inc.

### LOURDES B. KNIGHT, AIA

Architectural Design Principal

## Newcomb & Boyd

### CHRIS ROUSSEAU, P.E.

MEP Principal-in-Charge

### JULI JOHNSON, P.E.

MEP Project Manager

### KIDANE ABEBE, P.E.

Senior Mechanical Engineer

### MATT EASON, P.E.

Senior Electrical Engineer

### DENNIS CONNELLY, CPD

Senior Plumbing Designer

### MARK REZAGHOLIZADEH

Fire Protection Designer

### IGOR SHVETS, RCDD

Senior Communications Consultant

## R. Powell & Associates

### ROOSEVELT POWELL, P.E.

Principal

### KEVIN D. CHAMPION, P.E.

Electrical Engineer

## Eberly & Associates

### BRIAN BRUMFIELD, P.E., LEED AP

Civil Engineering/Landscape Principal

### WESLEY REED, P.E.

Civil Engineering Project Manager

### JENNIFER ILKIN, PLA, LEED AP

Senior Landscape Architect



BEAM  
ON

X-RAY  
IN  
USE



## Walter P Moore

### **MATT FEAGINS**

Structural Engineering Principal

### **BRENT J. BANDY, P.E., LEED AP**

Structural Engineering Project Manager

### **CHRIS NORRIS, P.E., CEI, LEED AP**

Structural Engineering Managing Director

### **JENNIFER PEEK, P.E., PTOE, PTP**

Senior Principal of Traffic Engineering

### **BRIAN LOZANO, PMP**

Lead Parking Consultant

### **CHAD SNYDER**

Parking Consultant

## CSF Consulting

### **CARLOS A. GUTIERREZ, P.E., S.E.**

Lead Structural Engineer

### **BENJAMIN M. WOOTEN, P.E.**

Senior Structural Engineer

## EDI, Ltd.

### **MARK MCCOMB, EIT, CTS**

Low Voltage/IT Principal

### **PAUL REMKE, P.E., RCDD, LEED AP**

Low Voltage/IT Project Manager

### **BRIAN MURPHEY**

Senior AV Consultant

### **MICHAEL CHERFANE, EIT**

IT Consultant

## Strategic Hospital Resources (SHR)

### **DEBBIE HEITZMAN, RN**

Medical Equipment Planning Lead

### **ANGELA NICHOLS**

Medical Equipment Planner

## Costing Services Group

### **R. BRETT WITHERS, CPE**

Senior Cost Analyst

### **JAMES GREINER, CPE**

Senior Cost Analyst

### **BURT JENKINS, CPE**

Senior Cost Analyst

## Foodesign Associates

### **JOHN BARJA**

Foodservice Principal

### **KRIS MORPHIS**

Foodservice Principal

## Lerch Bates

### **TIMOTHY J. MURPHY**

Vertical Transportation Principal

## Thorburn Associates

### **STEVEN J. THORBURN, P.E., LEED AP, CTS-D, CTS-I**

Acoustics Principal



CAFFE

## Job Accountabilities

TEAM MEMBER	ROLE	YEARS OF EXPERIENCE
PAT BURKE, AIA, EDAC, NCARB <i>GS&amp;P</i>	Project Executive	31
JULIE A. MULLEN, AIA, ACHA, LEED AP <i>GS&amp;P</i>	Project Manager	29
CATHY MORRISON, AIA, LEED AP BD+C, NCARB <i>GS&amp;P</i>	Project Architect	12
JAMES V. BRENNAN <i>GS&amp;P</i>	Senior Designer	27
JEFFERY E. MORRIS, AIA, LEED AP, LEAN, EDAC, NCARB <i>GS&amp;P</i>	Senior Planner	29
JANICE STANTON, RN, MBA, EDAC, LEAN <i>GS&amp;P</i>	Director of Pre-Design Services, Program Verification	30
MARC A. SAUVÉ, MBA, LEAN <i>GS&amp;P</i>	Healthcare Strategist	34
PENNY J. HOUCHEMS, IIDA, LEED AP, NCIDQ, LEAN <i>GS&amp;P</i>	Senior Interior Designer	24
DEXTER CARTY <i>GS&amp;P</i>	Interior Designer	15
GLENN DAVIS <i>GS&amp;P</i>	Lead Environmental Graphics and Wayfinding Designer	19
JIM ALDERMAN, SEGD <i>GS&amp;P</i>	Environmental Graphics Project Manager	34
DAVID PARK, SEGD <i>GS&amp;P</i>	Senior Environmental Graphics Designer	24
MIKE SUMMERS <i>GS&amp;P</i>	Environmental Graphics Designer	30
DEANNA KAMAL <i>GS&amp;P</i>	Environmental Graphics Designer	4

## JOB ACCOUNTABILITIES

Pat will be GHS's main point of contact, and will represent GS&P at meetings with GHS. As project executive, he will be responsible for managing the overall quality of the project, maintaining the firm's standards of excellence and ensuring your expectations are not only met, but exceeded.

Julie will be responsible for overall project coordination and daily communication between Grady Health and the design team. She will also establish the overall delivery process and manage the project to ensure the budget is maintained and the project is completed on time.

As project architect, Cathy will be responsible for the day-to-day coordination with GHS and the design-build/design-assist team, and for the coordination and communication for delivery of services. She will also be responsible for the coordination of the construction documents to ensure the design meets codes the owner's requirements.

As senior designer and an advocate of process-led design for enhanced clinical efficiencies, Jim will serve as the lead designer and work with the entire design team to sculpt a creative physical environment that accomplish your goals for the CASS facility.

Jeff will work collaboratively with the clinical and operational specialists to develop a conceptual design that reflects operational efficiencies, flexibility, and special departmental relationships while integrating your strategic goals.

Janice will provide clinical and operational expertise in review and development of the architectural program. She will advise the team on key operational factors associated with development of the program and will assist in development of the schematic plan to maximize operational efficiency.

Marc will lead the operational and strategic analytics and utilization studies, which will frame current dynamics and optimal future scenarios for GHS.

Penny will lead the interior design scope for the CASS facility, ensuring the suitability of materials and their durability, infection control properties, and compliance with GHS standards. She will work closely with the design team to develop the vision and feel for the interiors, establishing a state-of-the art medical environment that accomplishes your goals.

Dexter will work closely with Penny to develop an interior space that supports the patient experience, and establishes an innovative environment for the caregivers and families.

Leading the environmental graphics team, Glenn will work closely with GHS for the creation of a memorable, highly functional environmental graphics/wayfinding solution that is expressive of the CASS's unique sense of place and vision for the future while reflecting the GHS brand.

As project manager for all environmental graphics and wayfinding needs, Jim will build upon his experience with Grady Health System to ensure all signage and graphics support a positive, welcoming, and brand-consistent facility.

David will build upon his experience with projects completed in and around the Atlanta marketplace to support the environmental graphics and wayfinding needs of the CASS.

Mike will work with the design team to evaluate graphics design and wayfinding needs of the facility and develop a solution that communicates brand consistency and clear patient, family and staff direction.

Deanna will evaluate the graphics design and wayfinding needs of the facility, and will either utilize existing GHS standards for signage/wayfinding or build upon existing standards for a streamlined patient and family experience.

## Job Accountabilities (continued)

TEAM MEMBER	ROLE	YEARS OF EXPERIENCE
LOURDES B. KNIGHT, AIA <i>Knight Architects, Inc.</i>	Architectural Design Principal	32
CHRIS ROUSSEAU, P.E. <i>Newcomb &amp; Boyd</i>	MEP Principal-in-Charge	30
JULI JOHNSON, P.E. <i>Newcomb &amp; Boyd</i>	MEP Project Manager	13
KIDANE ABEBE, P.E. <i>Newcomb &amp; Boyd</i>	Senior Mechanical Engineer	13
MATT EASON, P.E. <i>Newcomb &amp; Boyd</i>	Senior Electrical Engineer	15
DENNIS CONNELLY, CPD <i>Newcomb &amp; Boyd</i>	Senior Plumbing Designer	30
MARK REZEGHOLIZADEH <i>Newcomb &amp; Boyd</i>	Fire Protection Designer	30
IGOR SHVETS, RCDD <i>Newcomb &amp; Boyd</i>	Senior Communications Consultant	8
ROOSEVELT POWELL, P.E. <i>R. Powel &amp; Associates</i>	Principal	30
KEVIN D. CHAMPION, P.E. <i>R. Powel &amp; Associates</i>	Electrical Engineer	8
BRIAN BRUMFIELD, P.E., LEED AP <i>Eberly &amp; Associates</i>	Civil Engineering/Landscape Principal	20
WESLEY REED, P.E. <i>Eberly &amp; Associates</i>	Civil Engineering Project Manager	11
JENNIFER ILKIN, PLA, LEED AP <i>Eberly &amp; Associates</i>	Senior Landscape Architect	16
MATT FEAGINS <i>Walter P Moore</i>	Structural Engineering Principal	20
BRENT J. BANDY, P.E., LEED AP <i>Walter P Moore</i>	Structural Engineering Project Manager	25

## JOB ACCOUNTABILITIES

Lourdes will bring her knowledge of working for GHS over the last 15 years and serve as a local partner and design team member of GS&P. She will also serve to oversee implementation of the GHS Design Standards and serve as a local representative with required AHJ reviews and Construction Administration.

Chris will be responsible for design and coordination of all mechanical, electrical, and plumbing components of the project from conceptual design through construction and occupancy.

As project manager for MEP services, Juli is responsible for ensuring that all engineered systems are coordinated and support the architectural design of the project.

Kidane will lead the mechanical scope of work in coordination with the design team to ensure installation and technical support for the design of mechanical and HVAC engineering from conceptual design through construction and occupancy.

Matt will lead the electrical scope of work in coordination with the design team to ensure installation and technical support for the design and engineering of all electrical systems, from conceptual design through construction and occupancy, supports the functionality of the facility.

Dennis will be responsible for the design of plumbing engineering for the facility from conceptual design through construction and occupancy.

Mark will be responsible for the design of fire protection engineering for the facility from conceptual design through construction and occupancy.

Igor will provide support for GHS's IT/telecomm budgeting and planning services, incorporating this planning into the design and documents.

Roosevelt will work closely with the design team and Newcomb & Boyd to oversee the MEP systems for the CASS parking deck scope of work.

Kevin will serve as electrical engineer on the CASS parking deck, working closely with the design team and Newcomb & Boyd to ensure the electrical systems are designed and engineering to support the needs of the facility.

Brian will be responsible for the design and coordination of site and civil engineering from conceptual design through construction and occupancy. He will also lead the landscape design for the facility and parking garage.

Wesley will be responsible for managing all civil engineering services for the CASS project. He will work collaboratively with the design team and lead the day-to-day activities as needed, such as site layout, grading, earthwork balancing, utility design, utility profiles and erosion control plans.

Jennifer will lead the landscape architecture scope of work for the CASS project, responsible for developing and designing all components of the project through construction and occupancy.

Matt is responsible for the overseeing the overall design and coordination of all structural engineering efforts for the CASS facility, parking garage, and connector bridge--from conceptual design through construction and occupancy.

As the director of WPM's Healthcare Community of Practice, Brent will serve as structural engineering project manager and will be responsible for managing the day-to-day activities of the team for all structural engineering-related services.

## Job Accountabilities (continued)

TEAM MEMBER	ROLE	YEARS OF EXPERIENCE
CHRIS NORRIS, P.E., CEI, LEED AP <i>Walter P Moore</i>	Structural Engineering Managing Director	20
JENNIFER PEEK, P.E., PTOE, PTP <i>Walter P Moore</i>	Senior Principal of Traffic Engineering	20
BRIAN LOZANO, PMP <i>Walter P Moore</i>	Lead Parking Consultant	19
CHAD SNYDER <i>Walter P Moore</i>	Parking Consultant	25
CARLOS A. GUTIERREZ, P.E., S.E. <i>CSF Consulting</i>	Lead Structural Engineer	31
BENJAMIN M. WOOTEN, P.E. <i>CSF Consulting</i>	Senior Structural Engineer	10
MARK MCCOMB, EIT, CTS <i>EDI, Ltd.</i>	Low Voltage/IT Principal	25
PAUL REMKE, P.E., RCDD, LEED AP <i>EDI, Ltd.</i>	Low Voltage/IT Project Manager	23
BRIAN MURPHEY <i>EDI, Ltd.</i>	Senior A/V Consultant	20
MICHAEL CHERFANE, EIT <i>EDI, Ltd.</i>	IT Consultant	1
DEBBIE HEITZMAN, RN <i>SHR</i>	Medical Equipment Planning Lead	25
ANGELA NICHOLS <i>SHR</i>	Medical Equipment Planner	13
R. BRETT WITHERS, CPE <i>CSG</i>	Senior Cost Analyst	26
BURT JENKINS, CPE <i>CSG</i>	Senior Cost Analyst	28

## JOB ACCOUNTABILITIES

Chris will be a valued resource as structural engineering managing director for the building envelope. As WPM's building enclosure practice area leader, he will provide a step-by-step process for identifying, analyzing and finding solutions to potential building envelope issues prior to construction of the facility to ensure project success.

Jennifer will lead the traffic engineering and transportation planning for the CASS project, ensuring appropriate, efficient, and clear traffic patterns are designed and implemented for ease of campus navigation.

Brian is the director of parking services at WPM, and will work closely with Jennifer to identify creative and efficient parking solutions to support the new CASS facility.

Chad will work closely with Brian and Jennifer to identify creative and cost-effective parking and traffic opportunities for the site.

Carlos will work closely with the structural engineering team to support the CASS project from conceptual design through construction and occupancy.

Benjamin will work closely with the structural engineering team to support the CASS project from conceptual design through construction and occupancy.

Mark will be responsible for the overall low voltage/IT communications scope of work related to the project.

Paul will be responsible for providing support for GHS's IT/telecomm budgeting and planning services, as well as incorporating this planning into the design and documents.

Brian will serve as the senior A/V consultant on the CASS project, responsible for providing A/V design and acoustical consulting services throughout the project.

A recent Georgia Tech graduate and consultant with EDI, Michael will implement a special focus on the IT systems through the use of BIM models and CAD design for low voltage systems.

As a consultant to GS&P, Debbie will work with Angela and the design team to select the best medical equipment available. She will work with the design team to ensure installation and technical support are accurately reflected in the design.

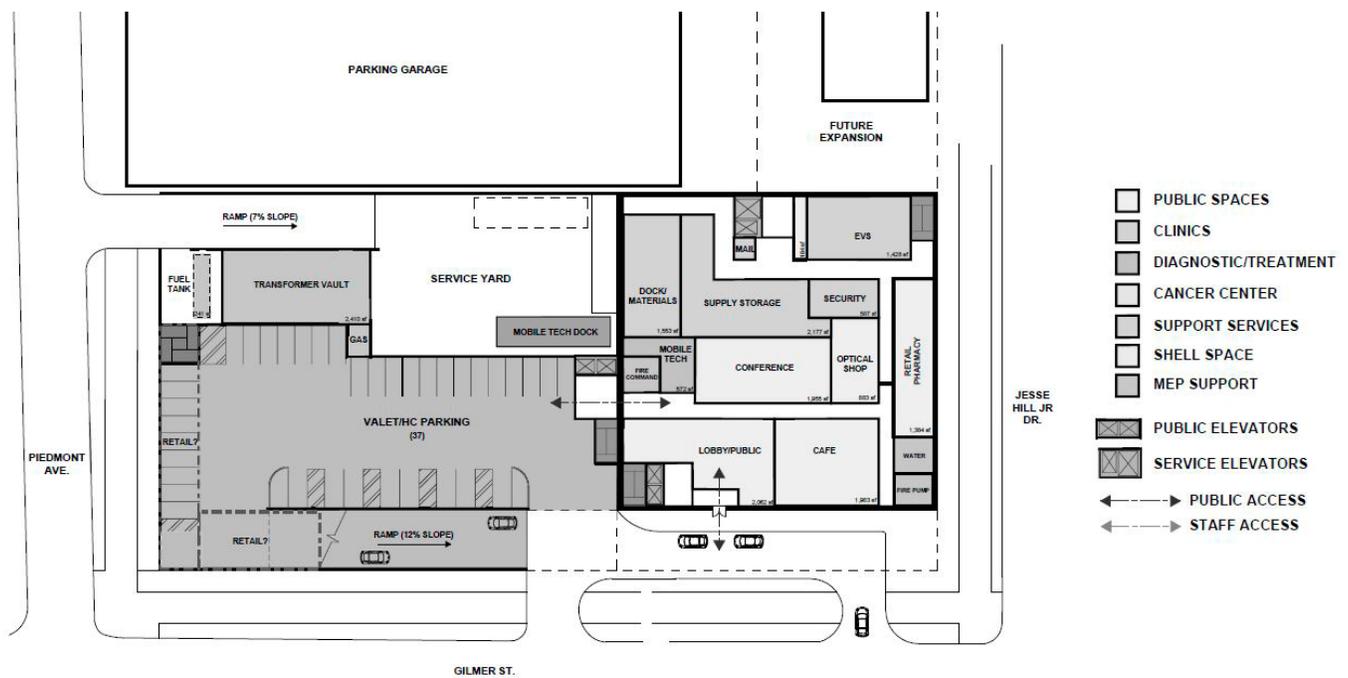
As a consultant to GS&P, Angela will work with Debbie and the design team to select the best medical equipment available. She will work with the design team to ensure installation and technical support are accurately reflected in the design.

Brett will collaborate with the design team for in-depth project understanding to provide accurate costs and system analysis in cost control, budget monitoring, design estimating, value analysis and construction estimating.

Burt provides architectural, civil and structural construction cost and system analysis in cost control, budget monitoring, design estimating, value analysis and construction estimating. He will also be responsible for coordinating project take-off and pricing.

## Job Accountabilities (continued)

TEAM MEMBER	ROLE	YEARS OF EXPERIENCE
JAMES GREINER, CPE CSG	Senior Cost Analyst	16
JOHN BARJA Foodesign Associates	Foodservice Principal	39
KRIS MORPHIS Foodesign Associates	Foodservice Principal	18
TIMOTHY J. MURPHY Lerch Bates	Vertical Transportation Principal	27
STEVEN J. THORBURN, P.E., LEED AP, CTS-D, CTS-I Thorburn Associates	Acoustics Principal	10



**GRADY CENTER FOR ADVANCED SURGICAL SERVICES  
OPTION 1: STAND ALONE  
GROUND FLOOR**





David L. King, AIA, NCARB  
**Division Vice President**



As Division Vice President for GS&P's Charlotte, Richmond and Dallas offices, Dave is responsible for managing the overall quality of projects, assuring that resources are provided to complete the office commitments, and that the services rendered fulfill and exceed client requirements.

**YEARS OF EXPERIENCE**

37

**EDUCATION**

Bachelor of Architecture, Virginia Polytechnic Institute and State University

**REGISTRATIONS**

Architect: NC, VA, DC, MD, PA, SC

**MEMBERSHIPS/AFFILIATIONS**

American Institute of Architects  
 Chamber of Commerce/Charlotte  
 Chamber of Commerce/Richmond  
 Greater Richmond Association for Commercial Real Estate  
 Leadership Metro Richmond

**ACCREDITATIONS/CERTIFICATIONS**

National Council of Architectural Registration Boards

**RELEVANT PROJECTS**

**CJW Medical Center Chippenham Campus - Levinson Heart Hospital, Emergency Expansion and Parking Garage, Richmond, VA**—Five stories, 150,000-square-foot cardiac services addition, new main lobby, ED expansion and modernization, outpatient surgery center expansion.

**Sentara - Williamsburg Community Hospital Campus Master Plan and Phase I Ambulatory Care Center, Williamsburg, VA**—76,000-square-foot ambulatory care center and two floors of medical office space.

**Greater Baltimore Medical Center - Medical Office Building and Parking Garage, Baltimore, MD**—Six stories, 125,000-square-foot medical office and outpatient services building, and 1,089-car, six-level garage.

**Novant Health - Cancer Center at Lake Manassas, Gainesville, VA**—20,000-square-foot cancer center, exam rooms and physician offices.

**Johns Hopkins University School of Medicine - Hackerman-Patz Patient and Family Pavilion at the Sidney Kimmel Comprehensive Cancer Center, Baltimore, MD**—Four stories, 41,000-square-foot short-term stay facility.

**Sentara - Port Warwick II Ambulatory Surgery Center and Medical Office Building, Newport News, VA**—60,000-square-foot outpatient care center, ambulatory surgery center, and advanced imaging center.

**Main Line Health - Medical Office Buildings, Bryn Mawr, PA**—Two medical office buildings (totaling 257,000 square feet) adjacent to the hospital and a 1,000-car parking garage, LEED Gold certified (core and shell).

**Novant Health - (Phase I) Heathcote Health Center Outpatient Facility, Haymarket, VA**—79,000-square-foot ambulatory care center and medical office building.

**Novant Health - Prince William Medical Center Universal Care Unit and Step Down Unit, Manassas, VA**—Renovation of the Universal Care Unit (UCU) and IMU as part of a larger master plan developed by GS&P.

**Novant Health - Mint Hill Medical Center - New Hospital and MOB, Charlotte, NC**—80,000-square-foot medical office building adjoining the new hospital.

**Novant Health - Presbyterian Medical Center Inpatient Unit Renovations Floors 3-6, Charlotte, NC**



Pat Burke, AIA, EDAC, NCARB  
**Project Executive**



With more than 30 years of experience in medical facility design, Pat is a senior vice president and project executive for GS&P's healthcare studio. Pat embraces projects and teams by building a deep understanding of client challenges and opportunities by providing sound, thoughtful counsel, and by advocating for best-in-class healing environments through efficient, cost-effective designs.

**Pat will be your primary point of contact for the project, and will represent GS&P at meetings with GHS.**

#### YEARS OF EXPERIENCE

31

#### EDUCATION

Master of Architecture, Clemson University  
 Bachelor of Design, Clemson University

#### REGISTRATIONS

Architect: GA, NC, SC, VA, TN, NY

#### MEMBERSHIPS/AFFILIATIONS

American Institute of Architects

#### ACCREDITATIONS/CERTIFICATIONS

National Council of Architectural Registration Boards  
 Evidence-Based Design Accreditation and Certification

#### RELEVANT PROJECTS

**\*VA Health Care Center Kernersville – New Outpatient Health Care Center, Kernersville, NC**—400,000-square-foot facility to house a wide range of specialty clinics.

**\*Anderson Area Medical Center – Multiple Projects, Anderson, SC**—Pat has completed multiple projects for Anderson Area Medical Center, including a 350,000 SF ambulatory services center and MOB, ED Expansion, new ICU and CCU wings, a neurological ICU care unit, 15,000-square-foot outpatient surgery project and 20,000-square-foot cancer treatment center, and home health services center addition.

**\*UNC Hospitals – Amberly Wellness Center, Cary, NC**

**\*Carolina Asthma and Allergy – Clinic Renovation, Charlotte, NC**—Programming and planning for 18,000-square-foot clinic renovation.

**\*Carolinas HealthCare System (now Atrium Health) - Clinical Core Lab, Charlotte, NC**—New 20,000-square-foot freestanding clinical lab supporting the main hospital as well as other hospitals and medical practices. Designed and constructed under IPD model, and all clinical processes were designed and planned through Lean charrettes for staff buy-in.

**\*Carolinas HealthCare System (now Atrium Health) - ED and Levine Children's Hospital ED Renovation and Expansion, Charlotte, NC**—Aligned the ED with demand and patient mix seen in the department. Charlotte's Safety Net Hospital and only Level 1 Trauma Center, added significant treatment capacity, imaging capabilities and maximized throughput via extensive use of Lean concepts.

**\*Carolinas Medical Center - Sanger Heart and Vascular Center, Charlotte, NC**

**\*University of North Carolina at Chapel Hill – Campus Health Services Complex, Chapel Hill, NC**—Programming and advanced planning.

**\*University of Virginia Health System – Radiology Department Master Plan and Implementation, Charlottesville, VA**

**\*Our Lady of Lourdes Hospital – Master Plan Implementation, Binghamton, NY**

**\*First Health – Moore Regional Medical Center Renovation Programming and Planning, Pinehurst, NC**

*\*Indicates projects completed prior to GS&P*



**Julie A. Mullen, AIA, ACHA, LEED AP**  
**Project Manager**



Julie brings nearly 30 years of experience in the healthcare design field and has led numerous projects from programming and planning through delivery. Julie's healthcare portfolio includes a wide range of medical facility renovations and expansions across the Southeastern U.S. Julie leads the healthcare design studio for GS&P's Charlotte office. She is committed to maintaining strong client relationships and delivering flexible, resilient design solutions that address the continuum of care necessary for positive patient outcomes.

**YEARS OF EXPERIENCE**  
 29

**EDUCATION**  
 Master of Architecture, University of Maryland  
 Bachelor of Science, Architecture, University of Maryland

**REGISTRATIONS**  
 Architect: FL, OH, NC

**MEMBERSHIPS/AFFILIATIONS**  
 American Institute of Architects

**ACCREDITATIONS/CERTIFICATIONS**  
 American College of Healthcare Architects  
 LEED Accredited Professional

**RELEVANT PROJECTS**

**Novant Health - Stonewall Urgent Care Center, Gainesville, VA**

**Novant Health - Mint Hill Medical Center - New Hospital and Medical Office Building, Charlotte, NC**—80,000-square-foot medical office building adjoining the new hospital.

**Baptist Health South Florida - West Kendall Clinical Chassis Expansion Project, Miami, FL**—Project manager for the 93,500-square-foot renovation and expansion, includes ED interior renovations, ED expansion, and a radiology expansion on the facility's first floor.

**Novant Health - Presbyterian Medical Center Inpatient Unit Renovations Floors 3-6, Charlotte, NC**

**Novant Health - Presbyterian Medical Center Infrastructure Upgrade, Charlotte, NC**—GS&P coordinated architectural changes with the consultants to upgrade major mechanical systems to enable a large renovation.

**Novant Health - Presbyterian Medical Center Hospice Renovation, Charlotte, NC**—12-bed hospice relocation project to enable the larger tower renovation.

**Sentara - Obici Hospital and MOB Renovations, Suffolk, VA**—7,300-square-foot tenant space buildout on the first floor of an existing medical office building.

**Sentara - Princess Anne CT Scan and General Radiology, Virginia Beach, VA**—Renovation to an existing general radiology room and the creation of a new PAH CT scan room.

**Sentara - Norfolk General Hospital Reference Lab Renovation, Norfolk, VA**

**Sentara - Hofheimer Hall Lab, Norfolk, VA**—Design services for phlebotomy lab renovation.

**Sentara - Leigh Hospital CT Scan, Newport News, VA**—Phase I of this hospital's master plan implementation consists of a single CT scan room and support spaces.

**\*Cone Health - Multiple Projects, Greensboro, NC**—North Tower expansion/renovation; MRI suite; patient unit renovations; hybrid OR suite; central energy plant; neuro OR study; imaging master plan; and CT suite.

**\*Gwinnett Medical Center - Multiple Projects, Duluth and Lawrenceville, GA**—Radiation oncology center, pediatrics and adult psychiatric renovation, and clinical decision unit.

*\*Indicates projects completed prior to GS&P*



## Cathy Morrison, AIA, LEED AP BD+C, NCARB

### Project Architect



Bringing 12 years of architecture, master planning and urban design experience, Cathy will support the CASS as project architect. Her strong background in both design and planning includes renovation and expansion projects as well as new construction across multiple markets. As a recognized architectural leader and active member of the community, Cathy was honored in *Charlotte Business Journal's* 40 under 40.

#### YEARS OF EXPERIENCE

12

#### EDUCATION

Master of Architecture, University of North Carolina Charlotte  
 Master of Arts, Geography, University of North Carolina Charlotte  
 Bachelor of Science, Architecture, University of Maryland

#### REGISTRATIONS

Architect: NC

#### MEMBERSHIPS/AFFILIATIONS

American Institute of Architects

#### ACCREDITATIONS/CERTIFICATIONS

National Council of Architectural Registration Boards  
 LEED Accredited Professional Building Design + Construction

#### RELEVANT PROJECTS

**Baptist Health South Florida - West Kendall Clinical Chassis Expansion Project, Miami, FL**—93,500-square-foot renovation and expansion, includes ED interior renovations, ED expansion, and a radiology expansion on the facility's first floor.

**Jackson North Medical Center - Physical Therapy Suite, North Miami Beach, FL**

**\*Carolinas Healthcare System - CMCU Outpatient Wound Care, Charlotte, NC**—New wound care practice located in a medical office building on the hospital campus, designed to accommodate up to three hyperbaric chambers. A new oxygen tank and related site work were also included as part of the scope. Project was completed in 2016.

**\*Carolinas Healthcare System - South Market Wound Care, Charlotte, NC**—New wound care practice designed to fit within a unique existing medical office building. The interior renovation included a waiting room, administrative spaces, exam rooms, nurse station, and treatment room for up to three hyperbaric chambers. An oxygen tank and related site work were also designed to serve the practice.

**\*Carolinas Healthcare System - University Pediatrics Renovation, Charlotte, NC**—Interior renovation and expansion of an existing practice in a medical office building on a hospital campus. The renovation included a new entrance from the main lobby, expanded waiting room, medical records, phone triage, staff lounge, as well as the addition of six exam rooms, accompanying nurse stations, and physicians' offices. Construction was completed in four phases while the practice remained operational.

**\*Carolinas Healthcare System - Prototype Medical Office Building, Charlotte, NC**—15,300-square-foot, one-story medical office building designed to adapt to different sites, with at least one clinic in the building. This prototype was designed for future expansion in order to meet the growing demand for outpatient services.

**\*Johnson C. Smith University - New Science Center, Charlotte, NC**

**\*Clemson University - High Ground Precinct Master Plan Study, Clemson, SC**

*\*Indicates projects completed prior to GS&P*



## James V. Brennan

### Senior Designer



Jim brings 27 years of experience leading creative, high-quality architectural designs for a broad range of urban projects--across the U.S. as well as internationally. His experience spans from North America, Russia and Europe to South America and Asia. With a unique understanding of, and experience with, healthcare design, Jim is committed to developing world-class design concepts using a down-to-earth approach to exceed client expectations.

#### YEARS OF EXPERIENCE

27

#### EDUCATION

Master of Architecture, Ohio State University  
Bachelor of Science, Architecture, Ohio State University  
Diploma, Design, Central Liverpool College of Design  
Foundation, Liverpool University

#### RELEVANT PROJECTS

**\*The Cleveland Clinic Foundation, Cleveland, OH**—Design Lead. Master planning and design services to create a main entry to The Cleveland Clinic Foundation campus and a new entry to the heart center. The project was comprised of a new heart center, inpatient and outpatient cath labs, and diagnostic and treatment centers. For this large-scale project, Jim worked with a very complicated team and with a client who was in transition. The project also had a large civic presence, therefore, it was important to continually meet with city council to walk them through the concept. Master planning and design services to create a main entry to The Cleveland Clinic Foundation campus and a new entry to the heart center. The project was comprised of a new heart center, inpatient and outpatient cath labs, and diagnostic and treatment centers. For this large-scale project, Jim worked with a very large team and with a client who was in transition. The project also had a large civic presence, therefore it was important to continually meet with city council to walk through the design concept.

**\*The Christ Hospital, Cincinnati, OH**—Design Lead. Master plan and design services for a new cardiovascular center in Cincinnati. The project consisted of construction of a three-story bed tower with emergency department and interior renovation. The solution was to capture and maximize the view of the Ohio valley. Although the urban setting was quite congested, the views from patient accommodations are fabulous and utilize floor-to-ceiling glass. Also, the orientation of the patient bathrooms allowed the design to maximize natural day light. Master plan and design services for a new cardiovascular center in Cincinnati. The project consisted of a three-story bed tower with emergency department and interior renovation.

**Kaiser Foundation Health Plan, Inc. - South NoVa Feasibility Study, Woodbridge, MD**

**Kaiser Foundation Health Plan, Inc. - North Baltimore Hub and Parking Garage, Baltimore, MD**

**WellStar - Cherokee Health Park MOB, Marietta, GA**

**Kaiser Foundation Health Plan, Inc. - Southwood Comprehensive Medical Center, Jonesboro, GA**

*\*Indicates projects completed prior to GS&P*



## Jeffery E. Morris, AIA, LEED AP, LEAN, EDAC NCARB

### Senior Planner



As a senior healthcare principal, Jeff has dedicated his 29-year architectural career to planning and designing innovative and efficient healthcare environments. As principal, senior planner, and project architect, he has established long-term relationships with clients on all project types with the single belief that great healthcare design is a collaborative process that requires participation from all team members.

#### YEARS OF EXPERIENCE

29

#### EDUCATION

Bachelor of Architecture, University of Tennessee

#### REGISTRATIONS

Architect: GA, AR, CO, IA, OH, TN, WI

#### MEMBERSHIPS/AFFILIATIONS

American Institute of Architects

#### ACCREDITATIONS/CERTIFICATIONS

LEED Accredited Professional  
National Council of Architectural Registration Boards  
Evidence-Based Design Accreditation and Certification  
Lean Healthcare Certification  
Lean Six Sigma Yellow Belt

#### RELEVANT PROJECTS

**John D. Archbold Memorial Hospital - Lewis Hall Singletery Oncology Center Replacement, Thomasville, GA**—State-of-the-art 45,000-square-foot replacement facility to serve as an extension of the Archbold Medical Center campus, integrating medical practice and radiation oncology.

**John D. Archbold Memorial Hospital - Patient Tower and System Upgrade Projects, Thomasville, GA**

**Kaiser Foundation Health Plan, Inc. - Southwood Comprehensive Medical Center, Jonesboro, GA**

**Vanderbilt University Medical Center - One Hundred Oaks Mall Redevelopment - Outpatient Medical Clinics, Nashville, TN**

**Erlanger Health System - Ancillary West Medical Office Building/Outpatient Surgical Services Facility and Cath Lab/OR Renovation, Chattanooga, TN**

**Erlanger Health System - East Campus Freestanding Emergency Department, Chattanooga, TN**

**Erlanger Health System - Orthopedic Center of Excellence Planning Exercise, Chattanooga, TN**

**Cookeville Regional Medical Center - Surgery Department Expansion and Renovations, Cookeville, TN**

**St. Thomas Midtown - Cancer Center, Nashville, TN**

**Mount Carmel Health System - Master Plan and New Medical Campus, Grove City, OH**

**Moore County Hospital District - Hospital Expansion and Renovation, Dumas, TX**

**Cookeville Regional Medical Center - Rehabilitation and Physical Therapy Renovation, Cookeville, TN**

**Cookeville Regional Medical Center - North Patient Tower Addition and Renovations, Cookeville, TN**

**University of Alabama Birmingham - The Kirklin Clinic Renovation and Refresh, Birmingham, AL**

**Community Hospital Grand Junction - Integrated Campus Master Planning, Grand Junction, CO**



Janice Stanton, RN, MBA, EDAC, LEAN

## Director of Pre-Design Services, Program Verification



An industry veteran of more than 30 years, Janice has assisted more than 100 hospitals and healthcare systems across the U.S. and Canada with a variety of planning needs, including functional and space programming, master planning, operational assessments and implementation of performance improvement initiatives. As GS&P's manager of pre-design services, Janice combines her clinical background as a registered nurse and business expertise to support informed, efficient design delivery processes. Combining evidence-based design principles with clinical expertise, Janice helps clients envision how to improve the patient experience and optimize work flows and efficiencies.

### YEARS OF EXPERIENCE

30

### EDUCATION

Master of Business Administration, Duke University  
Bachelor of Science, Health Science, California State University - Long Beach  
Associate Degree, Nursing, Saddleback College

### REGISTRATIONS

Registered Nurse: TN

### MEMBERSHIPS/AFFILIATIONS

American Institute of Architects - Editorial Review Board

### ACCREDITATIONS/CERTIFICATIONS

Lean Healthcare Certification  
Evidence-Based Design Accreditation and Certification

### RELEVANT PROJECTS

**\*Bay Area Medical Center, Marinette, WI**—Functional and space programs for a 60-bed replacement hospital. Conducted Design Thinking sessions for each hospital department, facilitated key stakeholder teams in developing space requirements and Lean operational flows, and conducted three in-depth Lean planning sessions to address specific operational issues and challenges identified in the planning process.

**\*BC Women's and Children's Sunny Hill Rehab and SRMC, Vancouver, BC**—Functional and space programs for a pediatric inpatient rehab hospital, pediatric outpatient rehab services and wraparound support services for pediatric patients with severe physical conditions. Developed functional and space programs for a single-room LDRP unit and an inpatient antepartum substance abuse unit for longterm stays for drug addicted women prior to delivery.

**\*North York General Hospital, Toronto, ON**—Strategic Capital and Investment Development Plan for system including an inpatient hospital, off-campus ambulatory services building and long-term care facility.

**\*McGill University Health Centre, Montreal, QC**—Clinical project manager on the 3P planning design engagement for the replacement hospital. Facilitated functional and space programming and planning sessions for the ambulatory clinics, clinical research Centre for Innovative Medicine, adult and pediatric emergency departments, inpatient units, clinical laboratory, and the pharmacy. Also conducted a Lean workshop for the clinical laboratory and microbiology departments to identify critical operational processes impacting design, and developed design recommendations critical in supporting workflow efficiencies in the department.

**\*Bayhealth Medical Center, DE**—Room-by-room detailed space programs for a new, 400,000-square-foot, full-service replacement hospital with state-of-the-art inpatient and ambulatory care capabilities. Participated in Lean-Led design planning sessions, developed planning recommendations for the standardized clinic module components and associated work space requirements.

**\*Genesis Healthcare System, Zanesville, OH**—Functional and space programming for consolidation of two hospitals.

*\*Indicates projects completed prior to GS&P*



Marc A. Sauv , MBA, LEAN  
**Healthcare Strategist**



As a strategist and skilled tactician, and a GS&P principal with 28 years of consulting experience, Marc provides direction and tactical business plans to healthcare providers of all sizes--nationally as well as internationally. Marc leads strategy development and shapes a unified vision of the future through insightful presentations, and the facilitation of future scenario work sessions. Leading the early stages of planning, Marc clarifies key assumptions under reform for market growth, continuum of care delivery, physician alignment and operational process innovation.

#### YEARS OF EXPERIENCE

34

#### EDUCATION

Master of Business Administration, Eastern Michigan University  
 Bachelor of Arts, English Literature, Marquette University

#### REGISTRATIONS

Architect: GA, AR, CO, IA, OH, TN, WI

#### MEMBERSHIPS/AFFILIATIONS

Health Facility Institute  
 Society for Healthcare Strategy and Market Development

#### ACCREDITATIONS/CERTIFICATIONS

Lean Healthcare Certification

#### RELEVANT PROJECTS

##### **Vanderbilt University Medical Center - One Hundred Oaks Mall Redevelopment Programming, Master Planning, and Tenant Buildout, Nashville, TN**

The redevelopment of the One Hundred Oaks Mall consisted of master planning, design and programming services for the large-scale repurposing of an existing shopping center in Nashville, Tennessee into a LEED-certified, mixed-use medical office destination. The LEED CI certified project included a staged approach to renovations, resulting in full utilization of the space. Today, One Hundred Oaks remains one of the largest multi-specialty outpatient clinics that GS&P has designed with more than 20 clinics, including a comprehensive care HIV clinic.

##### **HCA, Inc. - Metro Public Health Department Lentz Public Health Center Replacement Facility, Nashville, TN**

##### **Phoebe Sumter Medical Center - Replacement Hospital and (Three) Medical Office Buildings, Americus, GA**

##### **Temple University Health System - Jeanes Hospital Master Site and Facility Plan, Philadelphia, PA**

##### **University of Florida Health North - North Jacksonville Outpatient Facility and New Hospital, Jacksonville, FL**

##### **Holy Cross Hospital - Dorothy Mangurian Comprehensive Women's Center Outpatient Care Center Renovations Planning and Design, Fort Lauderdale, FL**

##### **Miami Valley Hospital South - Facility Master Plan, Women's Services Renovation and Patient Tower Addition, Centerville, OH**

##### **Cookeville Regional Medical Center - Master Plan and Multiple Projects, Cookeville, TN**

##### **Baptist Medical Center Downtown - Surgery Suite Modernization, Jacksonville, FL**

##### **Baptist Medical Center Princeton - Simon-Williamson Outpatient Clinic, Birmingham, AL**

##### **Owensboro Medical Health System - Mitchell Memorial Cancer Center, Owensboro, KY**

##### **Baptist Health South Florida - West Kendall Clinical Chasis Expansion Project, Miami, FL**

##### **Sentara - BelleHarbour Master Plan, Suffolk, VA**

##### **Riverside Walter Reed Hospital - Master Plan and Intensive Care Unit Expansion/Renovation, Gloucester, VA**



Penny J. Houchens, IIDA, LEED AP, NCIDQ, LEAN  
**Senior Interior Designer**



Penny is an experienced interior designer and Lean-trained healthcare planner with more than 24 years of experience on a wide variety of healthcare projects. Penny's artistic nature and passion for healthcare design have built her a resume of successful projects and long-standing client relationships. Penny's design experience and leadership provides clients with a balanced project environment of functionality with elegance.

**YEARS OF EXPERIENCE**

24

**EDUCATION**

Bachelor of Science, Interior Design, Western Kentucky University

**REGISTRATIONS**

Interior Designer: FL

**MEMBERSHIPS/AFFILIATIONS**

International Interior Design Association  
 Nashville Health Care Council

**ACCREDITATIONS/CERTIFICATIONS**

LEED Accredited Professional  
 National Council for Interior Design Qualifications

**RELEVANT PROJECTS**

**UF Health North - Phase I Ambulatory Surgery Center and MOB, Jacksonville, FL**—Planner, Senior Interior Designer.

Project included a 190,000-square-foot, six-story ambulatory care and medical office building. The structure includes two floors of hospital space including surgery, diagnostics, lab and an urgent care center. and four floors of Medical Office Space. The upper four floors included 80,000 square feet of medical office space. Services included orthopedics/rehab, neurology, cardiology, primary care, pediatrics, birthing center, urology, oncology, outpatient Lab and sleep lab.

**Phoebe Sumter Medical Center - Oncology and Outpatient Surgery Building, Americus, GA**—Planner, Interior Designer.

As one of three freestanding medical office buildings that define the boundaries of Phoebe Sumter Medical Center's town square, the new Oncology and Surgery Center houses multiple medical specialties including general surgery, urology, neurology, cardiology, hematology and oncology services.

**Martin Health System - SB 10 Ambulatory Care Center, Stuart, FL**—87,000-square foot multi-specialty/ambulatory medical office building.

Primary functions include: ambulatory surgery, imaging, lab blood draw, pharmacy, urgent care, specialty care physicians, and primary care physicians.

**Amery Medical Center - Orthopedic Ambulatory Surgery Center and Medical Office Building, Atlanta, GA**

**Baptist Medical Center South - Medical Office Buildings One, Two, and Three, Jacksonville, FL**

**Baptist Medical Center Downtown - Lyerly Neurosurgery, Jacksonville, FL**

**Baptist Medical Center Downtown - Surgery Suite Modernization, Jacksonville, FL**

**Physicians For A Better Jacksonville - New Surgery and Imaging Center, Jacksonville, FL**

**Baptist Medical Center Downtown - Surgery Renovation Phase 2 PACU, Jacksonville, FL**

**UF Health North - Phase 2 Bed Tower, Jacksonville, FL**

**Moore County Hospital District - Hospital Expansion and Renovation, Dumas, TX**

**Miami Valley Hospital South - South Tower Addition, Centerville, OH**



## Dexter Carty

### Interior Designer



Dexter brings 12 years of experience completing patient-focused, calming and innovative interiors for healthcare projects of varying sizes and facility types. Dexter's experience includes multiple therapy/rehabilitation facilities, surgical environments, and outpatient medical buildings.

#### YEARS OF EXPERIENCE

12

#### EDUCATION

Bachelor of Science, Interior Architecture, University of North Carolina

#### RELEVANT PROJECTS

**West Florida Hospital - Phase I Expansion and Renovation, Pensacola, FL**—Planning, programming and schematic phase for the following projects: 8,500-square-foot medical oncology/chemotherapy unit with a 12-station infusion center; 14,000-square-foot radiation therapy unit; conversion of psych unit into 25-bed oncology unit; 12,800-square-foot cath lab expansion; 12,000-square-foot, 12-bed ED expansion; eight-bed, 11,000-square-foot ED expansion, pharmacy/dining expansion and relocation; 19,600-square-foot birthing center; and two-story ICU expansion of bed tower.

**Mobile Infirmiry Medical Center - Surgery Suite Renovation and Expansion, Mobile, AL**

**Southeast Alabama Medical Center - Hybrid Operating Room, Dothan, AL**

**HealthSouth Corporation - Rehabilitation Hospital of Cypress, Cypress, TX**

**HealthSouth Corporation - Rehabilitation Hospital of Western Massachusetts, Ludlow, MA**

**HealthSouth Corporation - Rehabilitation Hospital of Chattanooga Additions and Alterations, Chattanooga, TN**

**University of Miami Hospital - Sylvester Comprehensive Cancer Center and Bascom Palmer Eye Institute - U-Health Plantation Renovation, Plantation, FL**

**Boca Raton Regional Hospital - Marcus Neuroscience Institute Addition and Imaging Renovation, Boca Raton, FL**

**Caribbean Radiation Oncology Center, Doral, FL**

**Baptist Health South Florida - Broward Integrated Hub, Plantation, FL**

**The University of Alabama at Birmingham - Women and Infants Radiation Oncology - Shell, Core, Bridge and Streetscape, Birmingham, AL**

**Crisp Regional Hospital - Intensive Care Unit Expansion, Cordele, GA**

**Alabama Ophthalmology Interior Alterations, Birmingham, AL**

**University of Alabama Health Service Foundation - Kirklin Clinic, Fluoroscopy Rooms, Birmingham, AL**



# Glenn Davis

## Lead Environmental Graphics and Wayfinding Designer



With 19 years of experience, Glenn provides a full suite of environmental graphic design services—including branding and wayfinding—for a variety of healthcare clients. His experience includes award-winning projects for diverse, repeat healthcare clients including HCA, Adventist Health System, and Methodist LeBonheur, to name a few, and has been published in major trade industry journals. Glenn's experience includes large-scale projects, as well as information management aspects of environmental graphic design. He also leads GS&P's Environmental Graphics Design Group's Revit initiative and has been instrumental in evaluating the levels of documentation and information extraction on signage.

### RELEVANT PROJECTS

- South Georgia Medical Center - Patient Tower Addition, Valdosta, GA**
- University of West Georgia - Campus Quad, Carrollton, GA**
- Hartsfield-Jackson International Airport - Maynard H. Jackson Jr. International Terminal, Atlanta, GA**
- CJW Medical Center Chippenham Campus - Levinson Heart Hospital, Emergency Expansion and Parking Garage, Richmond, VA**
- Lea Regional Medical Center - Outpatient Surgery Expansion, Hobbs, NM**
- Tampa General Hospital - Cardiovascular Transplant OR Renovation and Expansion, Tampa, FL**
- Virginia Hospital Center Arlington - Addition, Renovation and Parking Garage, Arlington, VA**
- Mary Black Memorial Hospital - Surgery Addition and Renovation, Spartanburg, SC**
- Sarasota Memorial Hospital - Rehab Pavilion, Sarasota, FL**
- Parkridge Medical Center - ED, Lobby and Cancer Center Addition and Renovation, Chattanooga, TN**
- Plaza Medical Center - Additions and Renovations (Same-Day Surgery, Dining, Diagnostics/Lab, Endoscopy, and Entry Area), Fort Worth, TX**
- Sentara - Williamsburg Community Hospital Campus Master Plan and Phase I Ambulatory Care Center, Williamsburg, VA**
- H. Lee Moffitt Cancer Center - West Clinic Interior Buildout, Tampa, FL**
- United Hospital Center - Orthopaedic & Spine Center, Bridgeport, WV**
- HCA Presbyterian/St. Luke's Medical Center - Bed and OR Addition, Denver, CO**
- Methodist Olive Branch - New Hospital, Olive Branch, MS**
- Saint Joseph Mount Sterling Hospital - Replacement Hospital and MOB, Mount Sterling, KY**
- United Hospital Center - Replacement Hospital, Bridgeport, WV**
- Pinckneyville Community Hospital - Replacement Critical-Access Hospital, Pinckneyville, IL**

### YEARS OF EXPERIENCE

19

### EDUCATION

Bachelor of Fine Arts, Graphic Design, University of Tennessee

### MEMBERSHIPS/AFFILIATIONS

Society for Experiential Graphic Design



Jim Alderman, SEGD

## Environmental Graphics Project Manager



Jim brings extensive experience in the planning, design and implementation of public wayfinding and environmental graphics programs. With 34 years of professional practice, he has developed expertise in environmental graphics and exhibit design for healthcare campuses, educational facilities, airports, urban developments, hospitality, retail, themed environments and office buildings. Jim brings to any project extensive experience in wayfinding, problem solving and information design.

### YEARS OF EXPERIENCE

34

### EDUCATION

Bachelor of Arts, Architecture, Rice University

### MEMBERSHIPS/AFFILIATIONS

Society for Experiential Graphic Design

### RELEVANT PROJECTS

#### **Grady Health System - Wayfinding, Atlanta, GA—**

GS&P worked with Grady Health System to provide wayfinding services for the system's downtown public hospital--Grady Hospital. GS&P developed a new campus signage standards program to improve wayfinding and promote the new Grady brand through better campus definition; clearer direction to parking; and more consistent identification of individual buildings, entries and services.

#### **John D. Archbold Memorial Hospital - Patient Tower and System Upgrade Projects, Thomasville, GA**

#### **University of West Georgia - Campus Quad, Carrollton, GA**

#### **Vanderbilt University Medical Center - One Hundred Oaks Mall Redevelopment - Outpatient Medical Clinics, Nashville, TN**

#### **Greater Baltimore Medical Center - MOB and Parking Garage, Baltimore, MD**

#### **Sumner Regional Medical Center - Parking Garage, Gallatin, TN**

#### **Saint Thomas Rutherford Hospital - Replacement Hospital, Murfreesboro, TN**

#### **Sarasota Memorial Hospital - Replacement Patient Tower, Sarasota, FL**

#### **Memorial Hospital Jacksonville - New Heart Center: Cath Lab, Department of Corrections ICU and Dialysis Unit, Jacksonville, FL**

#### **Alegent Health - Systemwide Signage and Wayfinding, Omaha, NE**

#### **Tampa General Hospital - Bayshore Pavilion Expansion: ED, CV Center, Women's Center, Critical Care, Digestive Diagnostic and Treatment Center, and Med/Surg Unit, Tampa, FL**

#### **Meridian Cool Springs Development - Office Building and Parking Garage, Franklin, TN**

#### **Community Health Systems - New Headquarters, Franklin, TN**

#### **Nissan North Americas - Corporate Headquarters Facility, Franklin, TN**



David Park, SEGD

## Senior Environmental Graphics Designer



A native of Atlanta, David is a senior environmental graphics designer with a diverse skillset including experience gained prior to joining GS&P. David has worked extensively on environmental graphics programs for healthcare, mixed-use, corporate, hospitality, and retail clients throughout the U.S. as well as internationally. David is particularly skilled in logical wayfinding and signage design that is congruent with its architectural or landscape environment, and design detailing. He is deeply familiar with projects completed in and around Atlanta.

### YEARS OF EXPERIENCE

24

### EDUCATION

Bachelor of Science, Industrial Design, Georgia Institute of Technology

### MEMBERSHIPS/AFFILIATIONS

Society for Experiential Graphic Design

### RELEVANT PROJECTS

- \*1180 Peachtree, Atlanta, GA
- \*One Ninety One Peachtree Tower - Entrance Canopies, Atlanta, GA
- \*Atlanta Financial Center - Ground Floor Signage, Atlanta, GA
- \*Ravinia Site Entrance Signage Renovations, Atlanta, GA
- \*Hyatt Regency Atlanta - Ground Floor Signage Renovation, Atlanta, GA
- UF Health North - Phase 2 Bed Tower, Jacksonville, FL
- Rashid Medical Center - Complex Consultancy Services for Campus Master Plan Development, Dubai, UAE
- Meridian Cool Springs Development - Office Building and Parking Garage, Franklin, TN
- HCA, Inc. - 1100 Charlotte Pike, Capitol View Headquarters of Parallon, Sarah Cannon + HealthTrust, Nashville, TN
- LifeWay Christian Resources - Capitol View Headquarters, Nashville, TN
- ACRP Report 161 - Improving Airport Services for International Customers, Cincinnati, OH
- City of Knoxville - Wayfinding Signage System, Knoxville, TN
- Fort Lauderdale-Hollywood International Airport - Signage and Wayfinding Master Plan, Fort Lauderdale, FL
- Norfolk International Airport - Wayfinding Master Plan and Sign Standards, Norfolk, VA
- Philadelphia International Airport - Wayfinding Study and Signage Upgrade, Philadelphia, PA
- Community First Credit Union - Bartram Park Branch Bank, Jacksonville, FL
- LBMC - Headquarters Relocation, Brentwood, TN
- Changi Airport - Wayfinding Study, Southeast Asia, Singapore

*\*Indicates projects completed prior to GS&P*



## Mike Summers

### Environmental Graphics Designer



Mike brings 30 years of experience in graphic design and illustration. He combines strong skills with relevant experience in his approach to each project. Mike works closely with clients to create memorable and functional wayfinding solutions that provide comfort, convenience and well-being for staff, patients and families.

#### YEARS OF EXPERIENCE

30

#### MEMBERSHIPS/AFFILIATIONS

Society for Experiential Graphic Design  
Tennessee Preservation Trust

#### RELEVANT PROJECTS

**West Florida Hospital - Phase I Expansion and Renovation, Pensacola, FL**—Planning, programming and schematic phase for the following projects: 8,500-square-foot medical oncology/chemotherapy unit with a 12-station infusion center; 14,000-square-foot radiation therapy unit; conversion of psych unit into 25-bed oncology unit; 12,800-square-foot cath lab expansion; 12,000-square-foot, 12-bed ED expansion; eight-bed, 11,000-square-foot ED expansion, pharmacy/dining expansion and relocation; 19,600-square-foot birthing center; and two-story ICU expansion of bed tower.

**Mobile Infirmary Medical Center - Surgery Suite Renovation and Expansion, Mobile, AL**

**Southeast Alabama Medical Center - Hybrid Operating Room, Dothan, AL**

**HealthSouth Corporation - Rehabilitation Hospital of Cypress, Cypress, TX**

**HealthSouth Corporation - Rehabilitation Hospital of Western Massachusetts, Ludlow, MA**

**HealthSouth Corporation - Rehabilitation Hospital of Chattanooga Additions and Alterations, Chattanooga, TN**

**University of Miami Hospital - Sylvester Comprehensive Cancer Center and Bascom Palmer Eye Institute - U-Health Plantation Renovation, Plantation, FL**

**Boca Raton Regional Hospital - Marcus Neuroscience Institute Addition and Imaging Renovation, Boca Raton, FL**

**Caribbean Radiation Oncology Center, Doral, FL**

**Baptist Health South Florida - Broward Integrated Hub, Plantation, FL**

**The University of Alabama at Birmingham - Women and Infants Radiation Oncology - Shell, Core, Bridge and Streetscape, Birmingham, AL**

**Crisp Regional Hospital - Intensive Care Unit Expansion, Cordele, GA**

**Alabama Ophthalmology Interior Alterations, Birmingham, AL**

**University of Alabama Health Service Foundation - Kirklin Clinic, Fluoroscopy Rooms, Birmingham, AL**



## Deanna Kamal Environmental Graphics Designer



Deanna works closely with design teams to create streamlined environmental graphics that reflect healthcare organizations' brands and enhance the patient/visitor experience. Her areas of expertise include signage, way-finding and branding graphic development. She brings an in-depth knowledge of design construction and implementation, with a focus on functionality and client satisfaction.

### YEARS OF EXPERIENCE

4

### EDUCATION

Master of Fine Arts, Interior Design, University of Georgia

### MEMBERSHIPS/AFFILIATIONS

Society for Environmental Graphic Design

### RELEVANT PROJECTS

**Kaiser Foundation Health Plan of the Mid-Atlantic States, Inc.- North Arundel Medical Center Medical Office Building, Glen Burnie, MD**—Environmental Graphic Designer. GS&P provided architectural, interior design, structural and MEP engineering services for the new, 25,000-square-foot medical office building. The facility houses a variety of departments, including primary care, obstetrics, pediatrics, optometry, ophthalmology, vision essentials, a pharmacy, imaging and laboratory services for the Baltimore metropolitan area. Project achieved LEED Gold certification.

**Kaiser Foundation Health Plan, Inc. - Southwood Comprehensive Medical Center, Jonesboro, GA**

**Kaiser Foundation Health Plan, Inc.- Southwood Comprehensive Medical Center Infusion and Lobby (Total Health Environment) Renovation, Jonesboro, GA**

**Tampa General Hospital - Brandon Healthplex, Brandon, FL**—Tampa General Hospital's (TGH) first-ever outpatient medical center, featuring TGH's full suite of ambulatory care services in a retail setting. The four-story, 130,000-square-foot facility houses primary, emergency and specialty care along with ambulatory surgery, imaging and a pharmacy.

**Cypress Creek - Ambulatory Surgical Center, Fort Lauderdale, FL**

**Kaiser Foundation Health Plan - Haymarket MOB, Haymarket, VA**—Environmental Graphic Designer. GS&P is in the process of designing the interior fit-out of a 37,000-square-foot, developer built, Kaiser-owned, medical office building in Haymarket, VA. This project is pursuing LEED Certification.

**Kaiser Foundation Health Plan - Bowie Medical Center, Bowie, MD**—Environmental Graphic Designer. Project includes a new 50,000-square-foot medical office building and surface parking. The new facility will house multiple departments, including primary care, behavioral health, obstetrics, pediatrics, optometry, ophthalmology, vision essentials, outpatient pharmacy, outpatient imaging, and laboratory services. The project is pursuing LEED Gold certification.

**Sarasota Memorial Hospital - Rehab Hospital Expansion, Sarasota, FL**

**Mount Carmel Health System - Master Plan and New Medical Campus, Grove City, OH**



## Lourdes B. Knight, AIA

### Architectural Design Principal



Lourdes is president and co-founder of Knight Architects. She has 32 years of professional experience in architectural design, programming, and design firm management. Prior to forming Knight Architects in 1996, she held lead designer positions with noteworthy Atlanta firms, including seven years with Marshall Erdman & Associates, a national Health Care Design-Build firm. She has focused her entire career on the programming and design of specialized healthcare facilities, and has gained a keen understanding of the needs of the patients, doctors and staff, while producing cost-effective designs.

#### YEARS OF EXPERIENCE

32

#### EDUCATION

Master of Architecture, Georgia Institute of Technology  
Bachelor of Science, Architecture, Georgia Institute of Technology

#### REGISTRATIONS

Registered Architect: GA

#### RELEVANT PROJECTS

**Austell VA - Outpatient Clinic, Austell, GA**—Design Architect. Lourdes led the programming, conceptual design and design development for this 14,500-square-foot ambulatory outpatient healthcare clinic for the Veterans Administration. Lourdes worked closely with the various user groups and administrators to obtain consensus for developing the program and design.

**Lindbergh Health Center Expansion, Atlanta, GA**—Design Architect. Lourdes led the A/E team in the Phase I programming, concept design and cost estimating efforts for this renovation project. In Phase II, she oversaw the project through construction documents and CA for this Grady Health Systems satellite healthcare facility.

**Crestview Health and Rehabilitation Health Center - Re-commission of the D-1 Residential Unit, Atlanta, GA**—Lead Design Architect. Lourdes led the design of this 13,000-square-foot building renovation of the D-1 residential unit and shower rooms to develop a functional and attractive, modern facility for GHS. She is currently working on similar renovations to the nurse stations, solarium, dining and food preparation areas in the remaining wings of the facility.

**Gwinnett Dermatology Renovation and Mohs Procedure Center, Gwinnett, GA**—Lead Architect/Designer in programming, design and construction. This project for a private sector dermatology group included the renovation of their existing 7,000-square-foot building and design for a new 6,000-square-foot Mohs procedure center with associated administrative offices.

**Grady Health System - NICU, Atlanta, GA**—Design Architect. Lourdes led the A/E arm of the design-build team on this fast-paced design-build project to redesign the NICU reception stations, upgrade the headwall and gas distribution system and upgrade all interior finishes.

**Kirkwood Family Medicine, Atlanta, GA**—Design Architect. Lourdes led the A/E team, working closely with the various GHS department heads to develop the most efficient design for the renovation of this existing shopping center shell space into a new ambulatory neighborhood outreach, outpatient facility. The outpatient center includes a variety of health services including a full pharmacy, X-ray and lab services in a compact 13,000-square-foot existing shell.



**Chris Rousseau, P.E.**  
**MEP Principal-in-Charge**

**Newcomb & Boyd**  
 CONSULTANTS AND ENGINEERS

Chris has over 30 years of mechanical engineering experience in the design and construction industry, including significant expertise with large, complex healthcare facilities. Chris brings mechanical engineering, project management and partner-in-charge experience on more than 550 healthcare projects, totaling over 47 million square feet of building space. In addition to working with renowned architecture, engineering and construction firms, he serves on healthcare regulatory committees and has presented to industry groups on a variety of mechanical engineering topics.

**YEARS OF EXPERIENCE**

30

**EDUCATION**

Bachelor of Science, Mechanical Engineering, Georgia Institute of Technology

**REGISTRATIONS**

Professional Engineer: GA

**MEMBERSHIPS/AFFILIATIONS**

Georgia Society for Hospital Engineers  
 American Society for Healthcare Engineering (ASHE)  
 American Society of Heating, Refrigerating and Air-Conditioning Engineers, Inc.

- TC 9.8, Large Building Air Conditioning Applications
- Standard 170, Ventilation of Health Care Facilities
- SPC 189.3P Design, Construction, and Operation of Sustainable High Performance Health Care Facilities

**ACCREDITATIONS/CERTIFICATIONS**

LEED Accredited Professional

**RELEVANT PROJECTS**

**Grady Memorial Hospital - Center for Advanced Surgical Services Programming, Atlanta, GA**—Programming for the Center for Advanced Surgical Services located across from the main hospital, comprising an ambulatory surgery center, procedure suites, imaging, outpatient clinics, and a central utility plant.

**Grady Memorial Hospital - Emergency Department Addition and Renovation, Atlanta, GA**—A five-story, 77,720-square-foot addition, and renovation of the emergency department including additional emergency care space, detention holding and treatment, offices, and an MRI floor.

**Duke University Medical Center - North Pavilion, Durham, NC**—A 10-story facility housing a clinical information management office building and an ambulatory surgery center. The outpatient surgery center includes nine outpatient ORs, recovery, and general laboratories. Another floor houses adult and pediatric bone marrow treatment centers and cryo-preservation facility. Total project size: 310,200 square feet.

**Children’s Healthcare of Atlanta - Center for Advanced Pediatrics, Atlanta, GA**—The Center houses pediatric clinics and research laboratories for complex care and medical specialists. The first floor is also home to pediatric ENTs, therapists, and phlebotomy staff. The second floor features clinical neighborhoods for medical specialties, an airborne isolation infection room, special needs exam rooms, and a bariatric specialized exam room. Endocrinology and diabetes clinical spaces are located on the third floor and the fourth floor supports the neuropsychology team, including an EMG/EEG suite. On the fifth floor, specialists are dedicated to research and treatment of cystic fibrosis, pulmonology, immunology, and sleep issues, and features a pulmonary function testing room. The sixth floor is home to the Multispecialty Clinic For Children and the Sibley Heart Center, including echocardiogram rooms. The complex includes a 290,000-square-foot, six level parking deck. This project is pursuing LEED Gold certification.

**Houston Medical Center - Cancer Clinic, Warner Robins, GA**—A free-standing cancer clinic including a radiation oncology suite, infusion areas, examination rooms, a USP 797 pharmacy, waiting and reception areas, and business offices.

**Emory University Hospital - Perioperative Expansion, Atlanta, GA**



## Juli Johnson, P.E.

### MEP Project Manager

**Newcomb & Boyd**  
CONSULTANTS AND ENGINEERS

Juli has 13 years of experience in mechanical system design and project management for new and renovated projects, with a special focus on the healthcare industry. She has been responsible for the project management and mechanical engineering of more than 50 projects.

#### YEARS OF EXPERIENCE

13

#### EDUCATION

Bachelor of Science, Architectural Engineering, Milwaukee School of Engineering

#### REGISTRATIONS

Professional Engineer: GA

#### MEMBERSHIPS/AFFILIATIONS

American Society of Heating, Refrigerating and Air-Conditioning Engineers, Inc.

#### ACCREDITATIONS/CERTIFICATIONS

LEED Accredited Professional

#### RELEVANT PROJECTS

**Grady Memorial Hospital - Advanced Surgical Services Building Programming, Atlanta, GA**—Programming for the Center for Advanced Surgical Services located across from the main hospital, comprising an ambulatory surgery center, procedure suites, imaging, outpatient clinics, and a central utility plant.

**Grady Memorial Hospital - Emergency Department Addition and Renovation, Atlanta, GA**—A five-story, 77,720-square-foot addition, and renovation of the emergency department including additional emergency care space, detention holding and treatment, offices, and an MRI floor.

**Grady Memorial Hospital - Atlanta Women's and Infant's Center, Atlanta, GA**—Phased renovation of the second and fourth floor women's clinics. The renovation of each floor includes replacement of all mechanical and electrical systems in the updated space, and replacement of central air handling units. Total project size: 61,780 square feet.

**Atlanta Veterans Affairs Medical Center - Urgent Care Expansion, Atlanta, GA**—Expansion of the Building B to house Urgent Care space. Total project size: 15,000 square feet.

**Augusta University Health - Roosevelt Warm Springs Institute for Rehabilitation Renovation, Augusta, GA**—The long-term hospital provides 24-hour complete care from registered nurses, and support from other specialists such as respiratory therapists, physical therapists, speech language pathologists, and registered dietitians. Upgrades to the historic facility include replacement of two standalone water-cooled chillers, associated cooling towers, chilled water and condenser water pumps, and expansion tanks with a central chilled water system that include an air-cooled chiller, associated chilled water pumps and interconnect chilled water system to serve both buildings.

**Piedmont Athens Regional - Patient Tower, Athens, GA**—Four-story bed tower with two 32-bed nursing units and two shelled floors. Additionally, expansion of Prince 2 to support a 32 bed unit on the fourth floor, upgrade of the interior finishes of Prince 1 and Talmadge, and other enabling projects.

**WellStar Cobb Hospital - North Tower Renovation, Austell, GA**  
**Emory University Hospital - Southeast Corner Addition Renovation, Atlanta, GA**



## Kidane Abebe, P.E. Senior Mechanical Engineer

Newcomb & Boyd  
CONSULTANTS AND ENGINEERS

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 for healthcare facilities of varying sizes and complexities.

### YEARS OF EXPERIENCE

13

### EDUCATION

Bachelor of Science, Mechanical Engineering,  
Dalhousie University

### REGISTRATIONS

Professional Engineer: GA

### MEMBERSHIPS/AFFILIATIONS

American Society of Heating, Refrigerating and Air-Conditioning Engineers, Inc.

### ACCREDITATIONS/CERTIFICATIONS

LEED Accredited Professional Building Design & Construction

### RELEVANT PROJECTS

**Grady Memorial Hospital - Center for Advanced Surgical Services Programming, Atlanta, GA**—Programming for the Center for Advanced Surgical Services located across from the main hospital, comprising an ambulatory surgery center, procedure suites, imaging, outpatient clinics, and a central utility plant.

**Grady Memorial Hospital - Emergency Department Addition and Renovation, Atlanta, GA**—A five-story, 77,720-square-foot addition, and renovation of the emergency department including additional emergency care space, detention holding and treatment, offices, and an MRI floor.

**Grady Health System - Ambulatory Center Conceptual Design, Atlanta, GA**—Conceptual design for a 37,380-square-foot, two-story core and shell ambulatory center.

**Grady Memorial Hospital - Atlanta Women's and Infant's Center, Atlanta, GA**—Phased renovation of the second and fourth floor women's clinics. The renovation of each floor includes replacement of all mechanical and electrical systems in the updated space, and replacement of central air handling units. Total project size: 61,780 square feet.

**Atlanta Veterans Affairs Medical Center - Urgent Care Expansion, Atlanta, GA**—Expansion of the Building B to house Urgent Care space. Total project size: 15,000 square feet.

**Houston Medical Center - Cancer Clinic, Warner Robins, GA**—A freestanding cancer clinic including a radiation oncology suite, infusion areas, examination rooms, a USP 797 pharmacy, waiting and reception areas, and business offices.

**Emory University Hospital - Perioperative Expansion, Atlanta, GA**—Addition of six ORs, pre-op and PACU areas with 56 bays, a pharmacy, a frozen section laboratory, and addition of new endoscopy Suite. Total project size: 70,000 square feet.

**Southeast Georgia Health System - Miriam and Hugh Nunnally Maternity Care Center, Brunswick, GA**—Addition and renovation of the Miriam and Hugh Nunnally Maternity Care Center at Southeast Georgia Health System, including six LDRP rooms and a Level 2 nursery.

**Emory University Hospital Midtown - ICU Renovation, Atlanta, GA**—A 12-bed ICU in the Peachtree Building, as well as a patient transport bridge connecting Level 1 of the Peachtree Building to Level 2 of the Medical Office Tower. Total project size: 12,000 square feet.



## Matt Eason, P.E.

### Senior Electrical Engineer

**Newcomb & Boyd**  
CONSULTANTS AND ENGINEERS

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

#### YEARS OF EXPERIENCE

15

#### EDUCATION

Bachelor of Science, Electrical Engineering, Georgia Institute of Technology

#### REGISTRATIONS

Professional Engineer: GA

#### MEMBERSHIPS/AFFILIATIONS

The Institute of Electrical and Electronics Engineers, Inc.

#### ACCREDITATIONS/CERTIFICATIONS

LEED Accredited Professional

#### RELEVANT PROJECTS

**Grady Memorial Hospital - Center for Advanced Surgical Services Programming, Atlanta, GA**—Programming for the Center for Advanced Surgical Services located across from the main hospital, comprising an ambulatory surgery center, procedure suites, imaging, outpatient clinics, and a central utility plant.

**Grady Memorial Hospital - Emergency Department Addition and Renovation, Atlanta, GA**—A five-story, 77,720-square-foot addition, and renovation of the emergency department including additional emergency care space, detention holding and treatment, offices, and an MRI floor.

**Emory at Smyrna - Renovation and Addition, Smyrna, GA**—Renovation and addition to the hospital, including ORs, kitchen and dining facilities, USP 797 pharmacy, PACU and preoperative space, physicians and staff lounges, a laboratory, patient rooms, and conversion of the physical therapy area into Central Sterile Processing. The expansion includes the addition of an MRI suite, two ORs, shell space for two additional ORs a morgue, as well as an expansion of the lobby and pre-admission testing.

**Southeast Georgia Health System - Miriam and Hugh Nunnally Maternity Care Center, Brunswick, GA**—Addition and renovation of the Miriam and Hugh Nunnally Maternity Care Center at Southeast Georgia Health System, including six LDRP rooms and a Level 2 nursery.

**Health Management Associates, Inc. - Clearview Regional Medical Center, Monroe, GA**—A 50 bed replacement hospital including four operating rooms, labor and delivery rooms, a C-section room, an emergency department, radiology, USP 797 pharmacy, dietary, a cafe, central sterile area, clinical laboratories, administrative areas, and a central energy plant. 100,000 square feet

**WellStar Cobb Hospital - North Tower Renovation, Austell, GA**—Addition of four beds to the ICU, as well as renovation of 16 CCU rooms and common areas.

**Veterans Affairs Medical Center - ICU Renovations, Columbia, SC**

**Emory University Hospital Midtown - ICU Renovation, Atlanta, GA**

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



## Dennis Connelly, CPD Senior Plumbing Designer

Newcomb & Boyd  
CONSULTANTS AND ENGINEERS

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 healthcare 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.

### YEARS OF EXPERIENCE

30

### EDUCATION

Associate in Technologies, Drafting Technology,  
Pensacola Junior College

### MEMBERSHIPS/AFFILIATIONS

American Society of Plumbing Engineers

### RELEVANT PROJECTS

**Grady Memorial Hospital - Center for Advanced Surgical Services Programming, Atlanta, GA**—Programming for the Center for Advanced Surgical Services located across from the main hospital, comprising an ambulatory surgery center, procedure suites, imaging, outpatient clinics, and a central utility plant.

**Grady Memorial Hospital - Emergency Department Addition and Renovation, Atlanta, GA**—A five-story, 77,720-square-foot addition, and renovation of the emergency department including additional emergency care space, detention holding and treatment, offices, and an MRI floor.

**Emory Healthcare - Ambulatory Surgery Center, Dunwoody, GA**—Conversion of a 23,000-square-foot medical office building into an ambulatory surgery center.

**Duke University Medical Center - North Pavilion, Durham, NC**—A 10-story facility housing a clinical information management office building and an ambulatory surgery center. The outpatient surgery center includes nine outpatient ORs, recovery, and general laboratories. Another floor houses adult and pediatric bone marrow treatment centers and cryo-preservation facility. Total project size: 310,200 square feet.

**Central Prison - Hospital and Mental Health Facility, Raleigh, NC**—State regional medical center comprising 120 inpatient beds; and a mental health facility comprising 230 beds; ORs, clinics and clinical laboratories; a dental facility including six dental chairs, two surgery suites, a laboratory and imaging area; a dialysis facility with six dialysis chairs; a pharmacy with an ISO 7 clean room; as well as a central energy plant.

**North Fulton Regional Hospital - Addition and Renovations, Roswell, GA**—Additions and alterations in the 160-bed North Fulton Regional Hospital include expansion of the operating room suite, foodservice and dining facilities, ICU, emergency department, acute care patient beds, and the central plant.

**The Emory Clinic at 1525 - General Internal Medicine, Atlanta, GA**—Renovation of a primary care physician office and clinical space. Total project size: 15,000 square feet.



## Mark Rezagholizadeh

### Fire Protection Designer

**Newcomb & Boyd**  
CONSULTANTS AND ENGINEERS

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 healthcare facilities.

#### YEARS OF EXPERIENCE

30

#### EDUCATION

Bachelor of Science, Mechanical Engineering Technology,  
Southern Polytechnic State University

#### MEMBERSHIPS/AFFILIATIONS

National Fire Protection Association

#### RELEVANT PROJECTS

**Grady Memorial Hospital - Center for Advanced Surgical Services Programming, Atlanta, GA**—Programming for the Center for Advanced Surgical Services located across from the main hospital, comprising an ambulatory surgery center, procedure suites, imaging, outpatient clinics, and a central utility plant.

**Grady Memorial Hospital - Emergency Department Addition and Renovation, Atlanta, GA**—A five-story, 77,720-square-foot addition, and renovation of the emergency department including additional emergency care space, detention holding and treatment, offices, and an MRI floor.

**Grady Memorial Hospital - Atlanta Women's and Infant's Center, Atlanta, GA**—Phased renovation of the second and fourth floor women's clinics. The renovation of each floor includes replacement of all mechanical and electrical systems in the updated space, and replacement of central air handling units. Total project size: 61,780 square feet.

**Grady Memorial Hospital - Marcus Stroke and Neuroscience Center, Atlanta, GA**—Renovation of the eighth floor of the A/B Towers in Grady Memorial Hospital to create the Marcus Stroke and Neuroscience Center, providing cutting-edge acute emergency care for traumatic brain injury and stroke patients. The Center includes 118 ICU beds, 19 immediate care beds, an imaging suite with a CT scanner, a dedicated biplane neuroangiography suite, MRI and PET scanners, telemedicine infrastructure, and nursing stations.

**Emory Healthcare - Ambulatory Surgery Center, Dunwoody, GA**—Conversion of a 23,000-square-foot medical office building into an ambulatory surgery center.

**Tidelands Georgetown Memorial Hospital - Surgical Tower Expansion, Georgetown, SC**—Expansion of the hospital for the addition of a surgical suite tower. The expansion consists of six ORs, 16 pre-operative beds, eight post-operative beds, a Sterile Processing Department, pathology laboratory, and all other associated ancillary spaces. The expansion features dedicated mechanical, electrical, fire protection, and medical gas systems.

**Emory University Hospital - Perioperative Expansion, Atlanta, GA**

**Duke University - Student Health and Wellness Center, Durham, NC**



## Igor Shvets, RCDD Senior Communications Consultant

**Newcomb & Boyd**  
CONSULTANTS AND ENGINEERS

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

### YEARS OF EXPERIENCE

8

### EDUCATION

Bachelor of Science, Electrical Engineering Technology,  
Southern Polytechnic State University

### REGISTRATIONS

Registered Communications Distribution Designer

### MEMBERSHIPS/AFFILIATIONS

Building Industry Consulting Service International

### ACCREDITATIONS/CERTIFICATIONS

LEED Accredited Professional

### RELEVANT PROJECTS

**Grady Memorial Hospital - Center for Advanced Surgical Services Programming, Atlanta, GA**—Programming for the Center for Advanced Surgical Services located across from the main hospital, comprising an ambulatory surgery center, procedure suites, imaging, outpatient clinics, and a central utility plant.

**Grady Memorial Hospital - Emergency Department Addition and Renovation, Atlanta, GA**—A five-story, 77,720-square-foot addition, and renovation of the emergency department including additional emergency care space, detention holding and treatment, offices, and an MRI floor.

**Atlanta Veterans Affairs Medical Center - Urgent Care Expansion, Atlanta, GA**—Expansion of the Building B to house Urgent Care space. Total project size: 15,000 square feet.

**Grady Health System - Ambulatory Center Conceptual Design, Atlanta, GA**—Conceptual design for a 37,380-square-foot, two-story core and shell ambulatory center.

**University of Miami - The Lennar Foundation Medical Center, Coral Gables, FL**—A nurse call and raceway systems to support owner-provided structured cabling, alarm management video surveillance, access control, and duress and intercom systems for an outpatient surgery center with operating rooms, intervention and chemotherapy areas, one IR, diagnostic imaging including two linear accelerators, MRI suites, CT scan, PET scan, and a Spec CT scan, an urgent care clinic, a student and employee health clinic and examination rooms. This project is pursuing LEED Silver certification.

**Mayo Clinic Jacksonville - Hospital South Addition, Jacksonville, FL**—A four-story, 80,000-square-foot expansion, and a 60,000-square-foot renovation of the hospital. The addition supports cardiovascular, cardiology, and cardio-thoracic surgery programs. It comprises radiology, laboratories, Mohs surgery, and a spine center.

**Mayo Clinic Jacksonville - Tower Expansion, Jacksonville, FL**  
**Stringfellow Memorial Hospital - Operating Room Suite Addition, Anniston, AL**

**Duke University - Student Health and Wellness Center, Durham, NC**

# Roosevelt Powell, P.E.

## Principal

Roosevelt 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. Roosevelt has participated in the analysis and design of mechanical, electrical and civil engineering facilities at Atlanta's Hartsfield International Airport, Fulton County Airport and the Naval Air Station in Marietta, Georgia. He has also participated as a consultant in utility management audits, normally focusing on system planning, design and operating activities.

### YEARS OF EXPERIENCE

30

### EDUCATION

Master in Business Administration, University of Chicago  
 Bachelor of Science, Mechanical Engineering, Illinois Institute of Technology

### REGISTRATIONS

Professional Engineer: GA, IL, NC, SC

### MEMBERSHIPS/AFFILIATIONS

American Association of Blacks In Energy  
 American Council of Engineering Companies of Georgia  
 American Gas Association  
 American Society of Heating, Refrigerating and Air Conditioning Engineers, Inc.  
 Chicago Association of Commerce and Industry  
 National Fire Protection Association  
 National Society of Professional Engineers  
 Utilities Telecommunication Council

### RELEVANT PROJECTS

**Augusta Youth Detention Center Mental Health Annex, Augusta, GA**—Roosevelt was responsible for the analysis and assessment of the existing MEP systems, including HVAC, electrical, power, lighting and plumbing systems serving the Youth Detention Center in Augusta, Georgia. He was also responsible for MEP design and construction administration for a new Mental Health Annex added at the facility.

**Clayton County School #11, Clayton County, GA**

**Gwinnett County Shiloh Middle School Addition, Gwinnett County, GA**

**Northwest Airlines Maintenance Building Condition Assessment, Atlanta, GA**

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

**Jackson Creek Treatment Plant , Gwinnett County, GA**

**Azalea Avenue Water Main Extension**

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

**Effingham County Power Plant Evaluate**

**ENCNG Pipeline – Phase 2 – 7 Projects**

**Atlanta Public Schools – Facility Assessments**

**Fulton County Martin Luther King Library**

**Hampton Inn, Hiram, GA**

**Fulton County Juvenile Justice Center**

**Georgia Tech – Bobby Dodd Stadium; Golf Program MEP Design**

**Georgia International Convention Condition**

**Delta Airlines Hangar Assessment**

# Kevin Champion, P.E.

## Electrical Engineer

R.Powell&Associates  
engineering and business consultants

Kevin is responsible for electrical analysis, direct client interface and design of various electrical systems for commercial facilities. His experience includes electrical engineering for various clients and projects throughout the state of Georgia, including Marta Wash Water Recycle System, Athens Regional Development Centers, and Autaugaville Natural Gas Systems Projects. Steve has been with R. Powell & Associates for eight years.

### EDUCATION

Master of Science, Building Construction Management, Georgia Institute of Technology  
Bachelor of Science, Applied Physics, Morehouse College  
Bachelor of Science, Electrical Engineering, Georgia Institute of Technology

### REGISTRATIONS

Professional Engineer: GA

### RELEVANT PROJECTS

**City of Atlanta Beltline Trail - Southwest Side Section, Atlanta, GA**—Kevin was the lead engineer for the design of the lighting, duct bank and security camera systems for approximately three miles of new 15-foot-wide pedestrian Beltline Trail on the Southwest side of the City of Atlanta. The design included preparation of the photometric analysis for the trail, for the trail entry and exit ramps and stairs, and at overpasses. The design also included selection and placement of light fixtures along the trail, at overpasses and at entry and exit ramps and stairs. The design also included sizing and layout of the power distribution system, 8-tube duct bank system and placement of power supply cabinets. The security distribution system and placement of security cameras was also included in the design.

**City of Atlanta Beltline Trail – Southeast Side Section, Atlanta, GA**—Kevin was lead engineer for the design services of the lighting, and security camera systems for approximately three miles of new 15-foot-wide pedestrian Beltline Trail on the Southeast side of the City Of Atlanta. The design included preparation of the photometric analysis for the trail, trail entry and exit ramps and stairs, and at overpasses. The design also included selection and placement of light fixtures along the trail, at overpasses and at entry and exit ramps and stairs. The design also included sizing and layout of the power distribution system and placement of power supply cabinets. The security distribution system and placement of security cameras was also included in the design.

**Maynard H. Jackson International Terminal (MHJIT) - Concourse F Project, Atlanta, GA**—Lead Electrical Engineer responsible for designing power systems to accommodate renovations to Concourse E to allow for the new Automated People Mover, and new Concourse F 12 gate terminal power system.

**Clayton County Elementary School #11 , Clayton County, GA**—Steve provided electrical leadership, analysis and design services for the new 91,000-square-foot Clayton County Elementary School #11. Services include the final design of electrical power, distribution, lighting, and communication facilities. Also construction cost estimates, construction documents and construction administration services were provided.

**MARTA Washwater Recycle Systems , Atlanta, GA**

**Kendrick Middle School Addition and Renovation, Clayton County, GA**



Brian Brumfield, P.E., LEED AP

## Civil Engineering/Landscape Principal



For over 20 years, Brian has been designing sites for a wide range of healthcare and medical facilities. His experience spans design of new construction and renovation projects on multi-million-dollar hospitals to medical and dental clinics to medical office centers. He has performed peer review and value engineering studies for Medical Facilities for U.S. Army Corps of Engineers. Brian has considerable expertise in design issues involving civil site designs. His clients appreciate his genuine understanding of their industry and how engineering design impacts the success of their project.

### YEARS OF EXPERIENCE

20

### EDUCATION

Bachelor of Science, Civil Engineering,  
Georgia Institute of Technology

### REGISTRATIONS

Professional Engineer: GA, TN, MS, AL, VA, KY, OK

### RELEVANT PROJECTS

**Grady Health System - Center for Advanced Surgical Services, Atlanta, GA**

**Outpatient Clinic for Veteran's Administration, Decatur, GA**

**Northeast Georgia Medical Center - Imaging Center, Gainesville, GA**

**Northeast Georgia Medical Center - North Patient Tower, Gainesville, GA**

**Northeast Georgia Medical Center - Cafeteria Garden, Gainesville, GA**

**Northeast Georgia Medical Center - South Hall Campus, Gainesville, GA**

**Martin Army Community Replacement Hospital, Ft. Benning, GA**

**Cannon Airforce Base - Value Engineering Study, Medical and Dental Clinic, New Mexico**

**Southern Regional Medical Center - Master Plan, Clayton County, GA**

**Southern Regional Medical Center - Ambulatory Surgery Addition, Clayton County, GA**

**Southern Regional Medical Center - Emergency Room Addition, Clayton County, GA**



Wesley Reed, P.E.  
**Civil Engineering Project Manager**



Wesley serves as a senior project manager for Eberly's growing healthcare market sector. He is an effective project manager because he uses a collaborative approach when working with all team members. Wesley is responsible for the day-to-day design activities such as site layout, grading, earthwork balancing, utility design, utility profiles, and erosion control plans.

**YEARS OF EXPERIENCE**

11

**EDUCATION**

Bachelor of Science, Civil Engineering,  
 Georgia Southern University

**REGISTRATIONS**

Professional Engineer: GA

**RELEVANT PROJECTS**

**Grady Health System - Grady Center for Advanced Surgical Services - Programming, Atlanta, GA**—Project Manager. Civil Engineering services for programming and planning for a 198,000-square-foot Center for Advanced Surgical Services on a two-acre site.

**Piedmont Fayette Hospital - Medical Office Building, Fayetteville, GA**—Project Manager for Land Planning, Civil Engineering services for a new 90,000-square-foot medical office building and site work for a 450-car parking space garage.

**Northside-Duke Center Point - Medical Office Building Parking Deck, Sandy Springs, GA**—Project manager. Civil engineering and landscape architecture for a new 4-story, 420 car parking deck addition to serve the existing medical center adjacent to Northside and St. Joseph's hospital.

**CDC Building 107, Atlanta, GA**—Project Civil Engineer for design/build Building and Parking Deck project on the main CDC Chamblee campus. The Building is a 294,800-square-foot, nine-story office building with adjacent 7-story parking deck. The project is LEED Gold certified and incorporates several sustainable concepts including an underground cistern to capture rainwater and condensate to be used for irrigation.

**Somerby Peachtree City - Phase I, Peachtree City, GA**—Project Manager and Civil Engineer for Phase I of a 96-unit senior living community on a 4.5-acre campus. The community is designed to have a large central park with walking paths and gardens.

**Somerby Peachtree City - Phase II, Peachtree City, GA**—Project Manager and Civil Engineer for Phase II adds 12 villas and 100 independent living units, and 13 acres to the existing community. The new addition will add formal dining room, library, computer center, movie theater, creative arts studio, billiards and game room and exercise & wellness center. The design for the memory care units will offer secure and protected outdoor spaces.



## Jennifer Ilkin, PLA, LEED AP

### Senior Landscape Architect



Jennifer is a group leader for Eberly's landscape architecture team. She brings over 16 years of experience in both public and private development, leading projects throughout the country. As a LEED accredited professional and an expert in hardscape design and construction, Jennifer brings a wealth of design knowledge and sensitivity to the built environment. Her portfolio includes providing a full range of management and landscape architectural services for various scales of new construction and renovation.

Jennifer's design philosophy is heavily rooted in place-making, integrated with a deep understanding of design and engineering, providing clients with high-quality, valuable and sturdy design solutions via excellent service and attention to detail throughout the project life cycle.

#### YEARS OF EXPERIENCE

16

#### EDUCATION

Bachelor of Landscape Architecture,  
Pennsylvania State University

#### REGISTRATIONS

Landscape Architect: PA

#### MEMBERSHIPS/AFFILIATIONS

American Society of Landscape Architects  
Commercial Real Estate Women  
Southface Energy Institute  
Campus Design Committee, The Children's School

#### ACCREDITATIONS/CERTIFICATIONS

LEED Accredited Professional

#### RELEVANT PROJECTS

**Reproductive Health Specialists, Penn Hills, PA**—Landscape Architect for a new state-of-the-art, 20,000-square-foot fertility center, including on-site operating theaters. The site contained an existing restaurant building, which was adapted to the new use. The site was fully regraded to provide convenient access and parking. Plantings, particularly those close to the building and directly viewed from patient rooms, were carefully curated to provide a serene environment. Design, construction and permitting services were provided.

**Somerby Sandy Springs, Sandy Springs, GA**—Landscape Architect for a new 200 unit, 250,000-square-foot senior living community on a six-acre parcel. The new community will feature independent living, assisted living and memory care units and support services including a medical clinic.

**Chattahoochee Technical College - Health Science Building, Marietta, GA**—Landscape Architect for a new 80,000-square-foot health science building on the Chattahoochee Tech Marietta campus to expand medical technology programs. Services included planning, permitting, and design provided in cooperation with TCSG and GSFIC project management.

**Duluth Village Apartments, Duluth, GA**—Landscape Architect for the planning and full design of this new apartment community is growing Duluth. The nine-acre site will include amenities such as community pool and outdoor pavilions.

**Coastal Pines Technical College - Site Evaluation/Due Diligence, Camden County, GA**—Project Manager and Land Planner for a 20-acre master plan for a new TCSG Campus. The pre-purchase due diligence plan included a grading plan and building potential showing maximum allowable building square footage, parking and auxiliary services.

**South Main Street Streetscape, Pittsburgh, PA**—Project Manager and Landscape Architect for a unique streetscape plan for the business district of Pittsburgh's west end neighborhood in response to their desire to re-create themselves a recognizable artistic destination within the City. Recommendations included stylized site furniture and lighting, building plaques and façade treatments, decorative paving, and parking solutions.



# Matt Feagins

## Structural Engineering Principal

WALTER P MOORE

Matt has over 20 years of experience in diversified aspects of parking operations and design. He specializes in the functional design aspects of parking facilities, having personally designed some of the most complex parking structures in the healthcare market across the country. He has designed several facilities for the use of Smart Garage technology to help guide the users to available spaces and help better manage the facility.

Matt is a leader in the parking industry, having authored numerous articles related to parking design including co-authoring the Functional Design chapter of the prestigious Dimensions of Parking textbook published by Urban Land Institute.

### YEARS OF EXPERIENCE

20

### EDUCATION

Masters of Business Administration, University of Houston  
Bachelors of Business Administration, Marketing, University of Texas

### MEMBERSHIPS/AFFILIATIONS

Parking Consultants Council

### RELEVANT PROJECTS

- Buffalo Niagara Medical Campus Multi-Modal Transportation Structure, Buffalo, NY**
- Conventus Buffalo (1001 Main Street Medical Office Building), Buffalo, NY**
- Texas Children’s Hospital Maternity Center Garage, Houston, TX**
- Memorial City Healthcare Campus Garage, Houston, TX**
- MD Anderson Cancer Center Ambulatory Clinical Building Garage, Houston, TX**
- Texas Children’s Hospital Garage, Houston, TX**
- Prairie View A&M College of Nursing Garage, Texas Medical Center, Houston, TX**
- Texas Medical Center Garage #18, Houston, TX**
- Memorial Hermann Medical Building Garage, Houston, TX**
- Texas Children’s Hospital Garage, Houston, TX**
- Cook Children’s Hospital South Garage, Fort Worth, TX**
- Harris County Hospital District Garage, Houston, TX**
- Prairie View A&M College of Nursing Parking Garage, Houston, TX**
- Texas Orthopedic Hospital Garage, Houston, TX**
- Texas Medical Center Garage #17, Houston, TX**
- Christus Spohn Health System Master Plan, Corpus Christi, TX**
- Overton Park Garage, Atlanta, GA**
- Georgia Tech Klaus Advanced Computing Building, Atlanta, GA**
- Main Street Center, Richmond, VA**
- 711 Polk Avenue Garage, Houston, TX**
- Intel RAPS Garage Peer Review, Houston, TX**
- Apple Campus Smart Parking, Cupertino, CA**
- Capitol Tower, Houston, TX**
- Geosouthern Energy, Houston, TX**
- Greenhouse Garage, Houston, TX**



**Brent Bandy, P.E., LEED AP**

## **Structural Engineering Project Manager**

WALTER P MOORE

Brent brings 25 years of passionate, quality-focused structural engineering experience to his role as one of WPM's most accomplished senior project managers, primarily in the sectors of healthcare and higher education. He understands that careful consideration of design criteria, user needs, long term flexibility and durability, and clear documentation are crucial for institutional structures. Brent is the current director of the company's firmwide Healthcare Community of Practice.

### **YEARS OF EXPERIENCE**

25

### **EDUCATION**

Master of Science, Civil Engineering, Georgia Institute of Technology

Bachelor of Science, Civil Engineering, Georgia Institute of Technology

### **REGISTRATIONS**

Professional Engineer: GA, SC, NC, +13 other states

### **MEMBERSHIPS/AFFILIATIONS**

American Society of Civil Engineers

American Concrete Institute

American Concrete Institute - Georgia Chapter

Post-Tensioning Institute

### **RELEVANT PROJECTS**

**Children's Healthcare of Atlanta - Druid Hills, Atlanta, GA**

**Mission Health Hospital for Advanced Medicine, Asheville, NC**

**Medical University of South Carolina Children's Hospital and Women's Pavilion, Charleston, SC**

**Piedmont Newnan Replacement Hospital, Newnan, GA**

**Piedmont Medical Plaza, Newnan, GA**

**Wellstar Paulding Replacement Hospital, Hiram, GA**

**Wellstar Paulding Medical Office Building, Hiram, GA**

**Atlanta Ronald McDonald House, Sandy Springs, GA**

**Gwinnett Medical Center Surgery Addition, Lawrenceville, GA**

**Houston Medical Center Bed Tower Expansion, Warner-Robins, GA**

**Medical College of Georgia Wellness Center, Augusta, GA**

**Medical Center of Central Georgia ICU Renovation, Macon, GA**

**Northeast Georgia Health Systems Radiation Oncology, Braselton, GA**

**Lexington Medical Center Clinical Expansion and Tower, West Columbia, SC**

**Lexington Medical Center Parking Garage, West Columbia, SC**

**Village Hospital, Greer, SC**

**Medical University of South Carolina Children's Hospital and Women's Pavilion, Charleston, SC**

**Village Hospital Medical Office Building, Greer, SC**

**Duke Medical Pavilion North Concourse, Durham, NC**

**Mission Health Hospital for Advanced Medicine, Asheville, NC**

**Pineville Hospital Central Energy Plant, Pineville, NC**

**Pineville Hospital Phase 2 Bed Tower Expansion, Pineville, NC**

**Cabell Huntington Children's Hospital, Huntington, WV**



Chris Norris, P.E., CEI, LEED AP

## Structural Engineering Managing Director

WALTER P MOORE

Chris is a principal of the firm whose experience covers a range of project types. He has been active in building envelope consulting since 1998. Chris's expertise includes project management, building envelope design, third-party building envelope design review, forensic assessments, field and laboratory testing, structural steel and concrete design, and expert consultation in litigation support. As WPM's Building Enlosure Practice Area Leader, he is dedicated to providing a step-by-step process for identifying, analyzing, and finding solutions to building envelope issues.

### YEARS OF EXPERIENCE

20

### EDUCATION

Bachelor of Applied Science, Civil Engineering, University of Waterloo

### REGISTRATIONS

Professional Engineer: GA, DE, FL, WA, Ontario

### MEMBERSHIPS/AFFILIATIONS

Building Enlosure Council  
National Institute of Building Sciences – Building Enlosure Technology & Environment Council

### ACCREDITATIONS/CERTIFICATIONS

LEED Accredited Professional  
Certified EIFS Inspector

### RELEVANT PROJECTS

UNC REX Healthcare Heart & Vascular Hospital Third-Party Building Enlosure Review, Raleigh, NC

Valley View Hospital Enlosure Design Consultation and Field Services for New Cancer Center, Glenwood Springs, CO\*

St. Joseph's/Candler Structural and Building Enlosure Assessment of Masonry Bed Tower Exterior Wall Systems, Savannah, GA\*

Southeast Louisiana Veterans Health Care System Replacement Hospital Building Enlosure Consultation Including Hurricane Requirements/Blast Resistance/Flood Management for Cladding Systems, New Orleans, LA\*

Mayo Clinic Florida Destination Medical Building Enlosure Design Consultation, Jacksonville, FL

Jersey Shore University Medical Center Hope Tower Third-Party Building Enlosure Review, Neptune, NJ

Bitterroot Imaging Center Building Enlosure Assessment and Design Consultation, Hamilton, MT

UNC Thurston-Bowles Plaza Review, Chapel Hill, NC

Atlanta Braves New Suntrust Ballpark Building Enlosure Commissioning Review, Atlanta, GA

Omni Hotel at SunTrust Park Solar Reflectivity Study, Atlanta, GA

University of Virginia University Hospital Emergency Department Expansion Building Enlosure Engineering, Charlottesville, VA

Saddleback College Athletics Stadium Building Enlosure Consulting Services, Mission Viejo, CA

Golden State Warriors Arena and Mixed Use Office and Retail Campus Façades, San Francisco, CA

Gaylord Opryland Water Park Building Enlosure Design Consultation, Nashville, TN

Atlanta Falcons New Stadium Project Building Enlosure Commissioning Review, Atlanta, GA\*

Two Capitol Square Building Enlosure Commissioning for Exterior Restoration, Atlanta, GA\*



Jennifer Peek, P.E. PTOE, PTP  
**Senior Principal of Traffic Engineering**

WALTER P MOORE

Jennifer is Director of Traffic Engineering at Walter P Moore with more than 20 years of experience in traffic engineering and transportation planning. She has developed transportation master plans for large campuses, including universities, corporations, medical centers, and other institutions. Jennifer has been involved in a variety of traffic related projects including traffic engineering studies, traffic signal timings, traffic control plans, intelligent transportation systems, signing, pavement markings, and channelization. She has extensive expertise in travel demand modeling and simulation software including Synchro and VISSIM.

**YEARS OF EXPERIENCE**

20

**EDUCATION**

Master of Science, Civil Engineering, University of Virginia  
 Bachelor of Engineering, Civil Engineering, Vanderbilt University

**REGISTRATIONS**

Professional Engineer: GA, MD, TX, VA, +9 other states

**MEMBERSHIPS/AFFILIATIONS**

Institute of Transportation Engineers  
 American Planning Association  
 Texas Society of Professional Engineers

**ACCREDITATIONS/CERTIFICATIONS**

Professional Traffic Operations Engineer  
 Professional Transportation Planner

**RELEVANT PROJECTS**

**Baylor College of Medicine McNair Campus  
 Jamail Specialty Care Center, Houston, TX**

**Baylor College of Medicine McNair  
 Campus Phase I, Houston, TX**

**Baylor College of Medicine McNair  
 Campus Phase II, Houston, TX**

**Houston Methodist Research Institute, Houston, TX**

**Houston Methodist San Jacinto Hospital  
 Ambulatory Surgery Center, Baytown, TX**

**Houston Methodist Sugar Land Hospital  
 Traffic Impact Study, Sugar Land, TX**

**MD Anderson Cancer Center Clark Clinic Entrance/  
 Bates Street Modifications, Houston, TX**

**MD Anderson Cancer Center Lowry and Peggy Mays  
 Ambulatory Clinical Building Traffic Study, Houston, TX**

**MD Anderson Cancer Center Zayed Building  
 for Personalized Cancer Care, Houston, TX**

**MD Anderson Cancer Center T. Boone  
 Pickens Academic Tower, Houston, TX**

**MD Anderson Cancer Center Area  
 Traffic Study, Houston, TX**

**MD Anderson Cancer Center Braeswood  
 Garage, Houston, TX**

**MD Anderson Cancer Center Faculty Center II, Houston, TX**

**MD Anderson Cancer Center Main  
 Campus Master Plan, Houston, TX**

**MD Anderson Cancer Center Mid-  
 Campus Master Plan, Houston, TX**

**MD Anderson Cancer Center South  
 Campus Master Plan, Houston, TX**

**Memorial Hermann Heart & Vascular  
 Institute Traffic Study, Houston, TX**

**Memorial Hermann Sugar Land Hospital  
 Traffic Impact Study, Sugar Land, TX**

**Memorial Hermann Medical Plaza, Houston, TX**



## Brian Lozano, PMP Lead Parking Consultant

WALTER P MOORE

Brian is the Director of Parking Services at Walter P Moore and a senior parking consultant with over 19 years of experience in parking consulting, project management, and construction. As a specialist in project management, Brian leads multidiscipline architecture and engineering teams to provide creative parking solutions. Focusing primarily on healthcare, municipal, commercial, and aviation markets, he guides the design team to create efficient and functional designs specific to each project's needs.

### YEARS OF EXPERIENCE

19

### EDUCATION

Masters of Business Administration, Le Tourneau University  
Bachelors of Science, Civil Engineering, University of Houston

### MEMBERSHIPS/AFFILIATIONS

Project Management Institute  
Texas Parking and Transportation Association  
International Parking Institute

### ACCREDITATIONS/CERTIFICATIONS

Project Management Professional

### RELEVANT PROJECTS

**Buffalo Niagara Medical Campus Multi-Modal Transportation Structure, Buffalo, NY**

**Texas Medical Center Garage 18 Planning and Design, Houston, TX**

**Texas Medical Center Garage 19 Planning and Design, Houston, TX**

**Texas Medical Center Parking Guidance System Evaluation and Study, Houston, TX**

**San Antonio Military Medical Center Parking Garage, San Antonio, TX**

**Cook Children's Hospital North Garage Expansion, Fort Worth, TX**

**Cook Children's Hospital South Garage Expansion, Fort Worth, TX**

**MD Anderson Cancer Center Braeswood Parking Garage, Houston, TX**

**MD Anderson Cancer Center North Campus Master Plan, Houston, TX**

**1800 West Loop Parking Expansion, Houston, Texas**

**4004 Summit 7 Oaks Parking Garage Planning and Design, Atlanta, GA**

**AIG Corporate Campus Garage Expansion, Houston, TX**

**Apple Corporate Campus, Cupertino, CA**

**Brickell City Centre Parking Garage, Miami, FL**

**Capitol Tower Planning and Design, Houston, TX**

**DOW Headquarters Garage, Midland, MI**

**Exxon Mobil Corporate Campus Garages, Houston, TX**

**Harris County Garage Expansion, Houston, TX**

**Hewlett Packard Parking Garages 6 and 13 Horizontal Expansion, Houston, TX**

**Intel Corporate Campus, Santa Clara, CA**

**Las Colinas Convention Center Parking Garage Planning and Design, Irving, TX**

**Midtown Superblock Park and Garage, Houston, TX**



## Chad Snyder

### Parking Consultant

WALTER P MOORE

With over 25 years of experience and hundreds of projects under his hard hat, Chad brings a wealth of knowledge and problem-solving abilities to the team. His goal is to help provide innovative and cost effective parking solutions for existing and new facilities, as well as accomplishing shared goals through client focused consulting services with specialized expertise in client relations, master planning, mixed-use shared parking, functional design of parking facilities, technology integrations, and pedestrian/vehicular wayfinding.

#### YEARS OF EXPERIENCE

25

#### EDUCATION

Master of Business Administration, University of Phoenix  
 Bachelor of Science, Business Administration, University of Phoenix

#### MEMBERSHIPS/AFFILIATIONS

National Parking Association - Parking Consultants Council  
 Urban Land Institute  
 Texas Parking and Transportation Association  
 Mid-South Transportation and Parking Association  
 International Parking Institute  
 Association of Texas College & University Facilities Professionals

#### RELEVANT PROJECTS

**PeaceHealth Riverbend Parking Structure #1, Springfield, OR\***  
**Rice University Garage, Houston, TX\***  
**Las Vegas Tower Parking Structure, Las Vegas, NV\***  
**Hughes Center - Functional Review of Parking Layouts, Las Vegas, NV\***  
**University of Texas East Campus Parking Garage, Austin, TX\***  
**University of Texas Parking Office Expansion, Austin, TX\***  
**University of Arkansas Harmon Street Parking Consulting, Fayetteville, AR\***  
**University of Texas at El Paso Durham Center, El Paso, TX\***  
**University of Texas at El Paso Miner Village, El Paso, TX\***  
**City of Los Angeles 5th and Hill Project, Los Angeles, CA**  
**Mickey and Friends Parking Structure, Anaheim, CA**  
**Village in the Woods, San Francisco, CA\***  
**Trident Center, Los Angeles, CA\***  
**Alamo Community College, San Antonio, TX\***  
**Theater District Garage, Houston, TX\***  
**Bexas County Comal Street Garage, San Antonio, TX\***  
**Austin-Bergstrom International Airport Garage, Austin, TX\***  
**Via Latrobe Parking Garage, New Orleans, LA\***



## Carlos Gutierrez, P.E., MLSE Lead Structural Engineer



Carlos is the principal-in-charge of all structural and civil design functions for the company. In this role, Carlos tracks major project milestones, provides project reports, and supervises all design work.

### YEARS OF EXPERIENCE

31

### EDUCATION

Bachelor of Science, Civil Engineering, Texas A&M University

### REGISTRATIONS

Professional Engineer: GA, AL, AZ, CO, CA, DC, FL, HI, IA, IL, IN, KS, KY, LA, MN, MS, ME, MO, MA, NE, NV, NJ, NM, NY, NC, SC, ND, OH, OK, OR, PA, TN, TX, WV, WY, WA  
Structural Engineer: IL, NV

### MEMBERSHIPS/AFFILIATIONS

American Society of Civil Engineers  
American Institute of Steel Construction  
Structural Engineering Institute  
American Concrete Institute  
Structural Engineer Certification Board

### RELEVANT PROJECTS

**Bellaire Medical Center, Houston, TX**—Principal Civil/Structural Engineer for the 30,000-square-foot, \$2 million, single-story facility. He provided facility design and supervision for both the civil and structural engineering. Completed construction in 2007.

**Veterans Affairs Hospital, Houston, TX**—Principal Civil/Structural Engineer for the 50,000-square-foot, \$3 million single-story facility, expansion of DeBakey VA Hospital in Houston, Texas. Provide Structural and Civil Design. Completed construction in 2009.

**Two Harbor Square Medical Center League City, TX**—Principal Civil/Structural Engineer for the 90,000-square-foot, \$5 million single-story facility multiple medical tenant use in League City. Provided Structural and Civil Design. Completed construction in 2008.



## Benjamin Wooten, P.E.

### Senior Structural Engineer



Benjamin is a principal at CSF Consulting and is in charge of all structural design responsibilities for the Atlanta area CSF office. Ben tracks all major project milestones, provides project reports, and supervises/provides all design work. Ben also takes on full management responsibility for all Atlanta office structural projects and coordinates with the CSF Houston office Civil and Structural departments for projects requiring multiple office delivery.

#### YEARS OF EXPERIENCE

10

#### EDUCATION

Bachelor of Science, Civil Engineering, University of Tennessee  
Master of Science, Structural Engineering, University of Tennessee

#### REGISTRATIONS

Professional Engineer: GA, TX

#### RELEVANT PROJECTS

- Bearden-Josey Breast Health Center, Spartanburg, SC\***
  - Cabell Huntington Hospital Additions, Huntington, WV\***
  - Duke Medical Pavilion North Concourse, Durham, NC\***
  - Emory University Clinic, Atlanta, GA\***
  - Gwinnett Medical Center Surgery Addition, Lawrenceville, GA\***
  - Lexington Medical Center, West Columbia, South Carolina**
  - Liberty Regional Medical Center Expansion, Hinesville, GA\***
  - Piedmont Newnan Replacement Hospital, Newnan, GA\***
  - Piedmont Medical Plaza, Newnan, GA\***
  - Pineville Hospital Central Energy Plant, Pineville, NC\***
  - Pineville Hospital Phase 1 OR Expansion and Maternity Addition, Pineville, NC\***
  - Pineville Hospital Phase 2 Bed Tower Expansion, Pineville, NC\***
  - Wellstar Paulding Replacement Hospital, Hiram, GA\***
  - Wellstar Paulding Medical Office Building, Hiram, GA\***
- \*Indicates projects completed prior to joining CSF*



Mark McComb, EIT, CTS  
**Low Voltage/IT Principal**



Mark joined EDI in 2012 and will serve as the low voltage/IT principal on the Grady CASS project. 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 work-flows.

Mark is industry trained by the following companies and organizations: 3Com, AT&T, BICSI, Cabletron, Cisco Systems, ClearOne, Crestron, Extron, Garrett Communications, Hewlett-Packard, InfoComm, Microsoft, Oracle, Pac Bell, Photon Kinetics, Santa Cruz Operations, Sysimax, Telex, Tyco Electronics, University of New Hampshire, The Yankee Group, and others.

**YEARS OF EXPERIENCE**

25

**EDUCATION**

Bachelor of Science, Electrical Engineering - Telecom and Fiber Optics, California State Polytechnic University

**MEMBERSHIPS/AFFILIATIONS**

- American Society of Industrial Security (ASIS)
- BICSI
- CAHED
- Colorado Technology Association (CTA)
- HIMSS
- IEEE
- InfoComm
- Society of Cable Telecommunications Engineers (SCTE)

**ACCREDITATIONS/CERTIFICATIONS**

- Engineer-in-Training
- Certified Technology Specialist

**RELEVANT PROJECTS**

**University of New Mexico Replacement Hospital, Albuquerque, NM**—New 350-400 bed, state-of-the-art hospital and a 300,000-square-foot medical office building. Project Cost: \$500 million

**St. Joseph Heritage Project, Denver, CO**—New 7-story, 826,000-square-foot replacement hospital, 348 beds, modified IPD method. EDI provided full consulting services for IT and low voltage systems, programming/ schematic design through construction administration. Project Cost: \$623 million, Technology Cost: \$27 million, Completed: December 2014

**Madison Community Hospital, Madison, SD**—61,000-square-foot replacement critical care facility with 29,000-square-foot medical office building. EDI provided full consulting services for IT and low voltage systems including network and telephone system, Programming/SD through Construction Administration. Project Cost: \$36.8 million, Technology Cost: \$2.5 million, Completed: 2015

**Saint Alphonsus Medical Center, Nampa, ID**—New 240,000 SF, 100-bed replacement acute care hospital. EDI provided full consulting services for IT and low voltage systems, programming/schematic design through construction administration, Project Cost: \$80 million, Completed: estimated summer of 2017

**St. Mary's Hospital Century Project Completion, Grand Junction, CO**—Build-out of approximately 102,000 SF of shelled space. Design includes full IT, low voltage, and BioMed systems. EDI provided programming/schematic design through construction administration and enhanced program management. Project Cost: \$40 million, Technology Cost: \$3.1 million, Completed: 2016



## Paul Remke, P.E., RCDD, LEED AP

### Low Voltage/IT Project Manager



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. His expertise as a low voltage and communications consultant and project manager includes the design and integration of structured cabling systems, local and wide area networks, access control and security systems, cable television systems, nurse call, RFID, RTLS, desktop hardware, DAS systems, SCIF facilities, and patient interactive systems. Paul will be the low voltage/IT project manager on the Grady CASS project.

#### YEARS OF EXPERIENCE

23

#### EDUCATION

Bachelor of Mechanical Engineering,  
Georgia Institute of Technology

#### REGISTRATIONS

Professional Engineer  
Registered Communications Distribution Designer

#### MEMBERSHIPS/AFFILIATIONS

Building Industry Consulting Service International  
InfoComm International

#### ACCREDITATIONS/CERTIFICATIONS

DigitalMedia Certified-Design  
Leadership in Energy & Environmental Design AP  
National Council of Examiners for Engineers & Surveyors  
Extron A/V Associate

#### RELEVANT PROJECTS

**UNC Surgical Center, Raleigh, NC**—EDI is responsible for the low voltage systems and infrastructure design including nurse call, DAS, network cabling, patient monitoring, infant protection, etc for this 6-story addition to an existing set of buildings at UNC Hospital in Chapel Hill, North Carolina. This new building will include 24 operating rooms, 2 hybrid ORs, 28 pre/post patient care areas, public spaces including patient intake and waiting areas, patient and surgery support spaces including medication, satellite pharmacy and storage rooms, staff support areas including workstations, conference rooms, locker rooms and lounges, clinical offices, classrooms, conference rooms, sterile processing, loading dock, mechanical, electrical and data rooms. Project Cost: \$214 million, Completion: Est. 2021

**Genesis HealthCare System Renovation and Expansion, Zanesville, OH**—Complex multi-phase 275,000-square-foot expansion and 200,000-square-foot renovation including new 35,000-square-foot Cancer Center and 70,000-square-foot medical office building. As the technology consultant, EDI provided planning and design services for the following services: data center assessment, nurse call/code blue, telephone communications VOiP, public address, intercom, data infrastructure with wireless network, DAS, CATV, camera surveillance system, security and access control systems, surgery A/V integration system, wireless clock, structured cabling, infrastructure and audio/visual.

**Cherokee Indian Hospital Authority (CIHA), New Hospital Facility, Cherokee, NC**—In 2015, CIHA opened the new 150,000-square-foot Cherokee Indian Hospital. The former 85,000-square-foot facility, adjacent and connected to the new hospital continue to house some administrative space including, Finance, Materials Management, IT, Contracts, and other various departments. EDI has been hired to provide technology planning and design for their Behavioral Health Treatment and Rehabilitation project, which will backfill the former hospital space. The program includes a men's and women's long-term treatment facility. Specific program components include completion of the new Crisis Stabilization Unit and relocation of the Analenisgi Treatment and Recovery Center from its current temporary location. The program also includes some administrative and staff support areas, a training center, as well as public areas. EDI is designing the following systems: network infrastructure, clinical communication systems, security systems, and audio-visual systems.



## Brian Murphey Senior A/V Consultant



Brian will serve as the Senior Audio-Visual Consultant for the Grady CASS project. Brian has been with EDI since 2000. He provides audio-visual design and acoustical consulting services. His over 20 years of experience includes:

- Engineered systems design in support of presentation, teleconferencing collaborative learning, video-conferencing, sound reinforcement, room combining, and media retrieval
- Project/program management, programming, design, and construction administration for new and existing spaces that utilize technology for healthcare, business, government, and education.
- Construction assistance and systems commissioning Acoustical modeling, measurement, and recommendations for hospitals, courtrooms, education facilities, professional complexes, conference halls, office spaces, and distance learning facilities

### YEARS OF EXPERIENCE

20

### EDUCATION

Master of Fine Arts, Audio for Film and Television,  
Florida State University  
Bachelor of Arts, Mass Communications,  
University of South Florida

### MEMBERSHIPS/AFFILIATIONS

International Communication Industries Association  
InfoComm International

### ACCREDITATIONS/CERTIFICATIONS

Certified Technology Specialist

### RELEVANT PROJECTS

**Children’s Healthcare of Atlanta - North Druid Hills Campus Project, Atlanta, GA**—Children’s Healthcare of Atlanta (CHOA) is actively working to develop the master plan for its North Druid Hills campus, which will include a 1.4 million-square-foot replacement hospital, a 340,000-square-foot replacement administrative support facility, and a 1.5 million-square-foot parking deck for staff and the public. One of the main goals of this project is to implement state of the art technology to help CHOA enhance the patient and family experience, improve clinical work-flows and operations. EDI has been hired to provide technology master planning services and full technology design services for the new hospital, support building, and parking deck. Technology Cost: \$100 million, Completion: Est. 2026

**Memorial Sloan Kettering Cancer Center - Josie Robertson Surgery Center (JRSC), New York, NY**—The JRSC, a 16-story building housing 12 operating rooms, is equipped to provide sophisticated surgical care, including the very latest in minimal-access surgery, such as laparoscopy and robotics, as well as traditional open surgery. EDI developed requirements, designed, wrote specifications, and managed the bid process for the following systems: nurse call, RFID, RTLS, and DAS. Additionally, EDI provided coordination and advisory services for the following systems: voice and data structure cabling, CATV cabling, security, audio-visual, and central clock. Project Cost: \$300 million, Technology Cost: \$300,000, Completed: 2015

**Memorial Sloan Kettering Cancer Center - Campus Telecom Room Upgrade, New York, NY**—EDI was selected to evaluate 90 telecom rooms throughout the campus and develop new strategy.

**Memorial Sloan Kettering Cancer Center - 74th Street Project, New York, NY**—23-story, 722,000-square-foot ambulatory care cancer center that includes outpatient transplant programs, oncology, and clinical trials. EDI is developing the requirements, design, writing specifications and managing the bid process for the following systems: nurse call, RFID, RTLS, DAS, FRS. Completed: Est. 2018



## Michael Cherfane, EIT IT Consultant



Michael will be serving as the IT Consultant for the Grady Center for Advanced Surgery project. Michael is a recent Georgia Tech graduate and consultant at EDI. He recently passed the Engineer-in-Training exam and specializes in BIM models and CAD design for low voltage healthcare projects. His expertise includes structured cabling, outside plant systems, security systems, network, WLAN, Audio-visual, overhead paging, CATV, and nurse call systems. His EDI project experience includes the Bay Area Regional Medical Center, CHI-Memorial Glenwood Campus, and Genesis Healthcare System.

### YEARS OF EXPERIENCE

1

### EDUCATION

Master of Business Administration, Strategy, Entrepreneurship, Leadership, Georgia Institute of Technology  
Bachelor of Science, Mechanical Engineering, Georgia Institute of Technology

### MEMBERSHIPS/AFFILIATIONS

Healthcare Information and Management Systems Society

### ACCREDITATIONS/CERTIFICATIONS

Engineer-in-Training

### RELEVANT PROJECTS

**UNC Surgical Center, Raleigh, NC**—EDI is responsible for the low voltage systems and infrastructure design including nurse call, DAS, network cabling, patient monitoring, infant protection, etc for this 6-story addition to an existing set of buildings at UNC Hospital in Chapel Hill, North Carolina. This new building will include 24 operating rooms, 2 hybrid ORs, 28 pre/post patient care areas, public spaces including patient intake and waiting areas, patient and surgery support spaces including medication, satellite pharmacy and storage rooms, staff support areas including workstations, conference rooms, locker rooms and lounges, clinical offices, classrooms, conference rooms, sterile processing, loading dock, mechanical, electrical and data rooms. Project Cost: \$214 million, Completion: Est. 2021

**Medstar Georgetown University Hospital - New Surgical Pavilion, Washington DC**—Five-story, 496,000-square-foot, \$560 million medical/surgical pavilion will house a new emergency department, larger ORs and 156 private patient rooms in an unparalleled, modern setting that will set the standard for patient care. EDI is the Technology Design Consultant responsible for the programming and design documents/specifications for network, security, audio/visual, nurse call and other technology systems. Completed: Est. 2020

**Memorial Sloan Kettering Cancer Center - 74th Street Project, New York, NY**—23-story, 722,000-square-foot ambulatory care cancer center that includes outpatient transplant programs, oncology, and clinical trials. EDI is developing the requirements, design, writing specifications and managing the bid process for the following systems: nurse call, RFID, RTLS, DAS, FRS. Completed: Est. 2018

**Duke Health - Bed Tower Addition, Durham, NC**—EDI is providing technology program management services for this new 500,000-square-foot, 330-bed tower addition. Services include the design oversight for all technology systems including cabling, nurse call, RTLS, DAS, audio-visual, security, television distribution, and the data network. Technology Cost: \$24 million, Completed: Est. 2020



Debbie Heitzman, RN  
**Medical Equipment Planning Lead**



Debbie has over 25 years of domestic and international experience as a consultant in clinical design, medical equipment planning, clinical consulting and nursing. She has exceptional knowledge in medical technology and she is considered an expert in the operating room, sterilization and critical care environments. Her knowledge comes from working on over 100 new construction and renovation projects across many countries.

Debbie develops and manages the equipment planning services globally for SHR and her experience as a project manager provides insight in the actual cost of equipment and how to negotiate to achieve exceptional pricing.

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**YEARS OF EXPERIENCE**

25

**EDUCATION**

Midwifery Diploma, Preston and Northcote Community Hospital Victoria Australia  
Marketing Diploma, Royal Melbourne Institute of Technology Victoria Australia

**REGISTRATIONS**

Registered Nurse, Preston and Northcote Community Hospital Victoria Australia

**MEMBERSHIPS/AFFILIATIONS**

American College of Healthcare Executives  
Georgia Association of Healthcare Executives  
Women's Health Care Executives

**RELEVANT PROJECTS**

- Grady Health System
- WellStar Health System
- Medical University of South Carolina
- All Children's Replacement Hospital
- Rochester Regional Health System
- Duke Health System
- Niagara Health Replacement Hospital
- Piedmont Health System
- St. Joseph's Healthcare Ontario
- BC Women's and BC Children's Hospital
- Humber River Regional Hospital
- Royal Adelaide Hospital
- Mission Health System
- Georgia Regents University
- Health Central Hospital
- Credit Valley Hospital
- William Osler Health System



## Angela Nichols

### Medical Equipment Planner



Angela is a seasoned medical equipment planner with over 13 years of experience. She is proficient in building the medical equipment program, developing and maintaining budgets, drawing review, reports, and project phase deliverables. Angela has over 20 years of experience in database management and product research specializing in medical equipment. She brings extensive knowledge in procuring and tracking medical equipment and being on-site for the delivery and placement within the facility, allowing for a seamless transition from planning to procurement.

#### RELEVANT PROJECTS

**Grady Health System**  
**Piedmont Health System**  
**WellStar Health System**  
**Duke Health System**  
**Medical University of South Carolina**  
**All Children's Replacement Hospital**  
**University Hospitals**  
**Mission Health System**  
**Augusta Medical Center**  
**Health Central Hospital**  
**Rochester Regional Health System**  
**Augusta Medical Center – Lab**  
**Mountain Lakes Medical Center**

#### YEARS OF EXPERIENCE

13

#### MEMBERSHIPS/AFFILIATIONS

American College of Healthcare Executives

#### ACCREDITATIONS/CERTIFICATIONS

Healthcare Planning Training Instructor, Equipment Solution Planning



R. Brett Withers, CPE  
**Senior Cost Analyst**



Brett provides architectural, civil and structural construction cost and system analysis in cost control, budget monitoring, design estimating, value analysis and construction estimating. Brett's particular expertise, experience and training as an architect enables him to have a good understanding of all of the elements needed to supplement the design team's information. In communicating with the design team, he is able to understand the goals of the design and can offer suggestions that may save money without harming the overall design. In addition to providing cost management services, he is responsible for coordinating project take-off and pricing as a Senior Cost Analyst at CSG.

**YEARS OF EXPERIENCE**

26

**EDUCATION**

Bachelor of Arts, Architecture, University of North Carolina

**ACCREDITATIONS/CERTIFICATIONS**

Certified Professional Estimator

**RELEVANT PROJECTS**

**Grady Health System - Trauma Tactical Campus Master Plan, Atlanta, GA**—Cost estimates for this seven-building site and parking master plan. The scope of work included the renovation of the main hospital, expansion of multidisciplinary clinics, new butler deck, camp gateways, central utility plant, and a new ambulatory care building. Approximate total project size: 997,297 square feet.

**Grady Health System - Trauma Renovations, Atlanta, GA**—Cost estimates for the 11,000-square-foot renovation including technological upgrades and space modifications for the critical care facility.

**Emory University Hospital, Atlanta, GA**—CSG provided construction cost estimating for all phases of the Emory University Hospital (EUH) expansion. The hospital's new tower (or J Wing) is located across Clifton Road from the main hospital building. Featuring an Italianate design recalling the historic character of the campus, the building's contemporary elements look to Emory's future. The 456,144-square-foot, nine-story tower has 210 inpatient beds. The \$200 million project also included operating rooms, diagnostic and treatment spaces and ICU rooms. The wing rests on an underground, 310,726-square-foot four-level parking deck providing 400 to 600 spaces. The new hospital tower connects to EUH via a two-level pedestrian bridge. It also connects to the Emory Clinic Buildings and other parking.

**Mountain Lakes Medical Center, Clayton, GA**—Cost estimating for the 30-acre, 56,613-square-foot medical facility. The project included a 25-bed acute care hospital, 24-hour emergency care, primary care, general surgery, gynecology, pediatrics, orthopedics, community health classes, an advanced cardiovascular imaging center, full service laboratory, administration offices outpatient infusion center and pain management clinic.

**Grady Health System - Anatomic Pathology Offices and Histology Laboratory Renovations, Atlanta, GA**—Schematic design estimates for eight individual spaces for this 4,000-square-foot project.



**Burt Jenkins, CPE**  
**Senior Cost Analyst**



Burt provides architectural, civil and structural construction cost and system analysis in cost control, budget monitoring, design estimating, value analysis and construction estimating. In addition to providing cost management services, including preparation of estimates, cost models, trade-off cost studies and budgeting, he is responsible for coordinating project take-off and pricing.

#### YEARS OF EXPERIENCE

28

#### EDUCATION

Bachelor of Science, Construction Technology,  
 Appalachian State

#### ACCREDITATIONS/CERTIFICATIONS

Certified Professional Estimator  
 GC license: NC, SC, VA

#### RELEVANT PROJECTS

**Monroe County Hospital, Forsyth, GA**—Senior Cost Analyst. CSG led the estimating efforts on this 11,400-square-foot hospital addition and 36,000-square-foot renovation with a combined construction cost of \$5 million. The addition was a one-story concrete structure with brick veneer on CMU. The renovation portion of the project included systems replacements throughout.

**Decatur VA Hospital - 7th, 8th and 10th Floor Renovations, Decatur, GA**—Senior Cost Analyst. CSG performed cost studies to evaluate the connector bridge value and elevator replacement costs. The project scope included gutting and replacing healthcare space on three floors of the Clairmont Road VA Hospital facility. This 60,000-square-foot phased renovation project was estimated at \$10.8 million.

**Grady Health System - Anatomic Pathology Offices and Histology Laboratory Renovations, Atlanta, GA**—Senior Cost Analyst. CSG prepared separate schematic design estimates for 8 individual spaces for this > 4,000-square-foot project. The renovation work included minor layout changes, finish upgrades, and MEP systems modifications.

**Emory Healthcare - New Clinic and Hospital Facilities at Emory University, Atlanta, GA**—Senior Cost Analyst. CSG provides ongoing cost consulting on this Emory Healthcare project. CSG prepared a master plan cost study which included 420,000 square feet of new clinic space, a 150-bed specialty hospital, 100 medical/surgical beds co-located with the specialty hospital and 1,400 cars of underground parking. CSG provided estimates for phase II.

**University of North Carolina - Lineberger Cancer Center, Chapel Hill, NC**—Senior Cost Analyst. CSG prepared cost estimates for this 76,000-square-foot vertical expansion to the existing facility. The exterior wall of the addition consisted of metal panels on metal stud backup. The estimated construction cost was \$32 million.



## James Greiner, CPE Senior Cost Analyst



James is a senior cost analyst at CSG and also serves as Operations Manager providing architectural, civil and structural construction cost and system analysis in cost control, budget monitoring, design estimating, value analysis and construction estimating. In addition to providing cost management services including estimate preparation, James is responsible for assigning the appropriate personnel for cost models and trade-off-cost studies and budgeting efforts for each project.

### YEARS OF EXPERIENCE

16

### EDUCATION

Master of Science, Construction Management,  
Southern Polytechnic State University  
Bachelor of Arts, University of North Carolina at Asheville

### ACCREDITATIONS/CERTIFICATIONS

Certified Professional Estimator

### RELEVANT PROJECTS

**Louisville Veterans Administration Medical Center - Operating Room and Anesthesia, Louisville, KY**—Senior Cost Analyst. CSG provided phased cost estimates for this 11,150-square-foot renovation project which included: structural supports for anesthesia booms, as well as reworked HVAC and electrical systems. Also included were plaster ceilings with finish, gas and vacuum piping, and selective building demolition elements. Estimated construction cost was \$1.9 million.

**Richard L. Roudebush VAMC, Indianapolis, IN**—Senior Cost Analyst. CSG prepared phased cost estimates for this 5,763-square-foot project. Features included resilient base and seamless flooring with ceramic tile, drywall painting and reverse osmosis piping with valves. In addition to these other elements were: drywall cloud and acoustical ceilings, and select demolition with dust walls. Estimated construction cost was \$547,302.

**Monroe County Hospital, Forsyth, GA**—Senior Cost Analyst. CSG led the estimating efforts on this 11,400-square-foot hospital addition and 36,000-square-foot renovation, with a combined construction cost of \$5 million. The addition was a one-story concrete structure with brick veneer on CMU. The renovation portion of the project included systems replacements throughout.

**Decatur VA Hospital - 7th, 8th and 10th Floor Renovations, Decatur, GA**—Senior Cost Analyst. CSG performed cost studies to evaluate the connector bridge value and elevator replacement costs. The project scope included gutting and replacing healthcare space in three floors of the Clairmont Road VA Hospital facility. This 60,000-square-foot phased renovation project was estimated at \$10.8 million.



# John Barja

## Foodservice Principal



John, a principal at Foodesign Associates, has over 39 years of experience involving all aspects of food facilities design including existing facility evaluation, renovation, and new project planning, programming, technical execution, and site supervision. His responsibilities include in-house administration throughout the project, having personal contact for coordination between all design team disciplines. John has a full range of food facility design experience pertaining to educational projects of all types, and a broad base of experience in numerous other types of food service facilities.

### YEARS OF EXPERIENCE

39

### EDUCATION

AA, Hillsborough College

### RELEVANT PROJECTS

**Danville Regional, Danville, VA**  
**Monongalia General Hospital, Morgantown, VA**  
**Self Regional Hospital, Greenwood, SC**  
**Arnold Palmer Hospital, Orlando, FL**  
**Cherokee Indian Hospital Authority-Snowbird, Cherokee, NC**  
**Cherry Point Hospital, Cherry Point, NC**  
**Florida Hospital - Celebration Station (Study), Kissimmee, FL**  
**Florida Hospital – South Nutritional Services, Orlando, FL**  
**Florida Hospital - TRI, Orlando, FL**  
**Ft Benning Replacement Hospital, Ft Benning, GA**  
**Lynchburg General Hospital, Lynchburg, VA**  
**McLeod Sea Coast Hospital, Little River, SC**  
**Naples Community Hospital, Naples, FL**  
**Onslow Memorial Hospital, Jacksonville, NC**  
**Richmond PACE Center, Richmond, VA**  
**Riverside Walter Reed Hospital, Gloucester, VA**



## Kris Morphis

### Food Service Consultant



Kris, a principal at Foodesign Associates, has over 18 years of experience and has been involved in all aspects of food facilities design including planning, technical execution and site supervision. He has completed many types of projects for private, state and federal institutions as well. His responsibilities include in-house execution of the work as well as administration throughout the project.

Kris has a full range of food facility design experience pertaining to educational projects of all types, and a broad base of experience in numerous other types of food service facilities.

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#### YEARS OF EXPERIENCE

18

#### EDUCATION

Art Institute of Charlotte  
University of North Carolina at Charlotte  
Catawba College

#### RELEVANT PROJECTS

Danville Regional, Danville, VA  
Monongalia General Hospital, Morgantown, VA  
Self Regional Hospital, Greenwood, SC  
Arnold Palmer Hospital, Orlando, FL  
Cherokee Indian Hospital Authority-  
Snowbird, Cherokee, NC  
Cherry Point Hospital, Cherry Point, NC  
Florida Hospital - Celebration Station (Study), Kissimmee, FL  
Florida Hospital - South Nutritional Services, Orlando, FL  
Florida Hospital - TRI, Orlando, FL  
Ft Benning Replacement Hospital, Ft Benning, GA  
Lynchburg General Hospital, Lynchburg, VA  
McLeod Sea Coast Hospital, Little River, SC  
Naples Community Hospital, Naples, FL  
Onslow Memorial Hospital, Jacksonville, NC  
Richmond PACE Center, Richmond, VA  
Riverside Walter Reed Hospital, Gloucester, VA



## Timothy J. Murphy, CEI

### Vertical Transportation Principal



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

#### YEARS OF EXPERIENCE

27

#### MEMBERSHIPS/AFFILIATIONS

National Association of Elevator Safety Authorities

#### ACCREDITATIONS/CERTIFICATIONS

Certified Inspector: AL, FL

#### RELEVANT PROJECTS

Mission Health, Asheville NC New Patient Tower

Mount Sinai Medical Center, Miami FL New Patient Tower

Baptist Hospital, Jacksonville FL Cancer Center and Parking Deck

Auburn University Campus wide planning, design and construction, Auburn AL

Brookwood Medical Office, Birmingham Alabama

CHOA Egleston, Butterfly Elevator Modernization

CHOA Scottish Rite ACC Elevator Modernization

Methodist Hospital, San Antonio, TX

Children's Hospital of Birmingham Maintenance Audits and Inspections

Vanderbilt Medical Center, Clinic Elevators raise up

Duke University, Cancer Tower



Steven Thorburn, PE, LEED-AP, CTS-D, CTS-I

**Acoustics Principal**



As a founder of Thorburn Associates, Steve has been involved with over 3,000 different projects. He is active in projects that require both acoustical engineering and technology system design services. His dual degrees in theatre design and electrical engineering enable him to coordinate technical requirements involved in the construction bid process with practical issues required by the end-users. His projects include performing arts centers, recording facilities, entertainment facilities, presentation and conference facilities, government and university buildings, film and video studios, luxury hotels, libraries, churches, and medical facilities.

**RELEVANT PROJECTS**

- Alta Bates Medical Center Conference and Education Center – Berkeley, CA**
- Carolina Medical Center Main, 5th Floor Renovation – Charlotte, NC**
- Carolina Medical Center Northeast Bed Tower– Concord, NC**
- Department of Veteran Affairs Health Care Center – Fayetteville, NC**
- Duke Hospital Surgical Suite Renovations – Durham, NC**
- Eden Medical Center – Castro Valley, CA**
- Forsyth Medical Center – Winston-Salem, NC**
- John Hopkins All Children's Research & Education Building– St. Petersburg, FL**
- John Muir Birthing Center – Walnut Creek, CA**
- John Muir Hospital – 1st and 7th Floors – Walnut Creek, CA**
- Kaiser Medical Office Building III – Santa Clara, CA**
- Kaiser Medical Office Building IV -- Santa Theresa, CA**
- Providence Hospital – Anchorage, AK**
- Riley Outpatient Center – Indianapolis, IN**
- Self Regional Healthcare Operating Room Addition – Greenwood, SC**
- St. Joseph's Medical Center – Walnut Creek, CA**
- Sutter Medical Center – Sacramento, CA**
- Transylvania Community Hospital – Brevard, NC**
- UCSF Pediatrics ICU – San Francisco, CA**
- UNC Hospitals, Surgical Tower – Chapel Hill, NC**
- University of New Mexico, Sandoval Medical Center – Albuquerque, NM**
- Veterans Administration Medical Center – Reno, NV**

**YEARS OF EXPERIENCE**

10

**EDUCATION**

Bachelor of Science, Electrical Engineering, Michigan Technological University  
Bachelor of Science, Theatre and Lighting Design, Michigan Technological University

**REGISTRATIONS**

Professional Engineer: GA, AL, AZ, CA, DC, FL, IL, IN, KY, MO, MI, MN, NC, NM, NV, OH, OR, SC, VA, WA

**MEMBERSHIPS/AFFILIATIONS**

Acoustical Society of America  
American Institute of Architects  
Audio Engineering Society  
InfoCOMM  
Institute of Electrical and Electronic Engineers  
National Council Acoustical Consultants  
National Society of Professional Engineers

**ACCREDITATIONS/CERTIFICATIONS**

Certified Technology Specialist, Design and Installation  
LEED Accredited Professional

This new facility allows us to expand access to quality healthcare to the surrounding area. GS&P worked with our team to design a facility that supported our systemwide ambulatory care systemwide ambulatory care strategy while **developing and enhancing a brand that evokes quality, convenience and service.**"

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Karen Pierce, former Director of Campus Projects, Cone Health

A photograph of a modern hospital interior. The floor is made of light-colored wood. In the foreground, there is a white chair with a metal base. To the right, there is a blue accent wall. In the background, there are windows with white curtains and a dark wood cabinet. The overall atmosphere is clean and bright.

"More important than the significant increase in our available clinical space is the overall concept and design which is **focused on providing our patients, faculty and staff with a new paradigm for health and wellness.** The convenience, accessibility and innovative ways of providing care for our patients are a true transformation of both the architecture and the way our patients experience healthcare."

---

Janice Smith, Chief Administrative Officer, Vanderbilt Health at One Hundred Oaks/Vanderbilt University Medical Center

Bay  
3

Bay  
2

Bay  
1

# 04



**PREVIOUS EXPERIENCE**



# Previous Experience

**16.** The bidder shall have experience in providing similar scope of work in similar institutions as described in this RFP. The firm must have gained the experience as a result of being regularly engaged in the business of providing services in an acute health care/patient and ambulatory care environment.

**17.** Provide at least two case studies from portfolio that would best demonstrate the Company's full range of experience and creative capability to deliver an ambulatory healthcare facility. Describe the project scope, resources, methods, processes, schedules, and specialty software (if any) that were applied in accomplishing the project. Describe the final outcome for the client as a result of your engagement.

**18.** Provide name, title, and contact information for a client representative for each case study who was involved implementing and evaluating the outcomes of the project for each case study presented.

Over the years, GS&P has helped multiple clients expand their outreach by providing planning and design services for outpatient facilities such as ambulatory surgery centers and medical office clinics. These facilities have enabled healthcare providers to achieve greater market share and growth in areas where many residents have few established healthcare relationships.

As the impacts of the Affordable Care Act and advancing technology shape a new generation of ambulatory and outpatient care centers, GS&P is implementing a variety of patient-focused design solutions. These include retrofitting retail space, standardized and adaptable room design, and Lean design; all reduce operational waste, create high-efficiency buildings, and ultimately add up to hospitality design that's clearly focused on the patient experience.

From establishing the first freestanding emergency department in Indiana to the development of ambulatory surgery centers, medical office buildings, cancer centers, rehabilitation facilities and other specialty clinics, our planners, architects and interior designers have the experience to help meet your goals for the CASS and provide convenient, lasting outpatient solutions for patients and communities.





**\$225M**  
avg. annual construction  
cost of GS&P ambulatory  
projects



# University of Florida Health & Shands

## Phase 1 Ambulatory Surgery Center and Medical Office Building



### Relevance to Your Project

- Created a new image of UF & Shands in community
- State-of-the-art ambulatory center
- Flexible space
- Innovations/technology
- Focus on patient experience
- Promotes well-being of caregivers
- Sustainable design/energy efficiencies
- Components: Outpatient surgery, ambulatory services
- Team members: Penny Houchens, Marc Sauvé

**LOCATION**  
Jacksonville, Florida

**SIZE**  
210,000 square feet

**114** | Gresham, Smith and Partners





Designed to add to the existing services located at UF Health's downtown Jacksonville campus, which operates a 695-bed academic medical center, UF Health expanded its services on the north side of the city.

Phase 1 of this two-phase project included a six-story, 210,000-square-foot ambulatory surgery and medical office complex. The facility includes two hospital floors that house emergency, imaging, surgery and support services, which (in total) occupies 120,000 square feet. The remaining four floors as physician office space. As demand increases, less acute functions will migrate to the upper medical office building floors to increase the capacity on the first two floors for higher-acute needs.

The first floor of the ambulatory care space houses emergency, radiology, education, dietary and lab spaces. The emergency department and radiology were designed to function as a freestanding outpatient facility initially, and as part of an inpatient facility once beds are added. Each of the departments has a public front-end for outpatient access and a more discrete back-side to allow for separation of inpatient and outpatient traffic. The second floor accommodates all interventional procedures (e.g., surgery, special

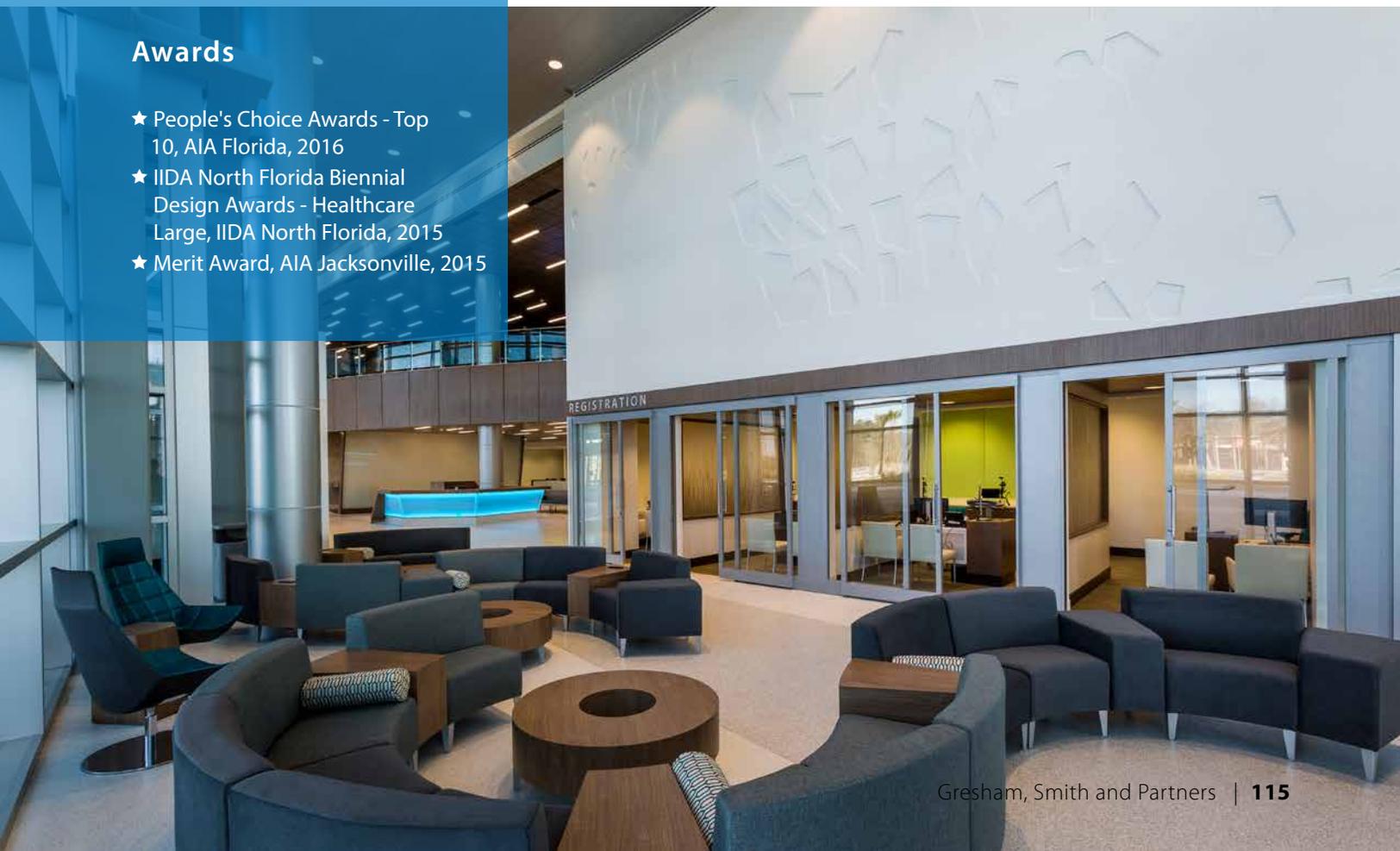
procedures and invasive cardiology) in a single clinical zone. All perioperative services for these three departments are consolidated to efficiently provide care to all patients. Separate public front-end and inpatient back-end access points are provided.

To eliminate unnecessary barriers between departments, as well as create an economically sustainable facility, GS&P designed departments within the hospital to be flexible and boundaries were eliminated. For example, the first-floor layout features zones for rapid assessment, emergent care, patient observation, infusion therapy, PAT, electrocardiogram, PFT, lab/draw and outpatient nursing, all within a single universal care unit.

On the hospital's second floor, GS&P's interventional suite design supports the evolving nature of clinical procedures, and the creation of flex space between each key room permits the continued, logical adaptation and evolution of these interventional spaces. Future renovations can take place within the footprint of each suite, allowing the rest of the department to continue functioning during construction.

## Awards

- ★ People's Choice Awards - Top 10, AIA Florida, 2016
- ★ IIDA North Florida Biennial Design Awards - Healthcare Large, IIDA North Florida, 2015
- ★ Merit Award, AIA Jacksonville, 2015



*(continued)* University of Florida Health & Shands  
**Phase 1 Ambulatory Surgery Center and Medical Office Building**



**REFERENCE**

Wayne Marshall  
UF Health Jacksonville  
Associate Vice President  
15255 Max Leggett Parkway  
Jacksonville, FL  
904.427.2000  
wayne.marshall@jax.ufl.edu

**SERVICES PROVIDED**

Pre-Design Services  
Architecture  
Interior Design  
Environmental Graphics/Wayfinding  
Site Development  
Site Planning  
Sustainable Consulting

**DATES**

September 2012 - December 2014  
(Phase 1)





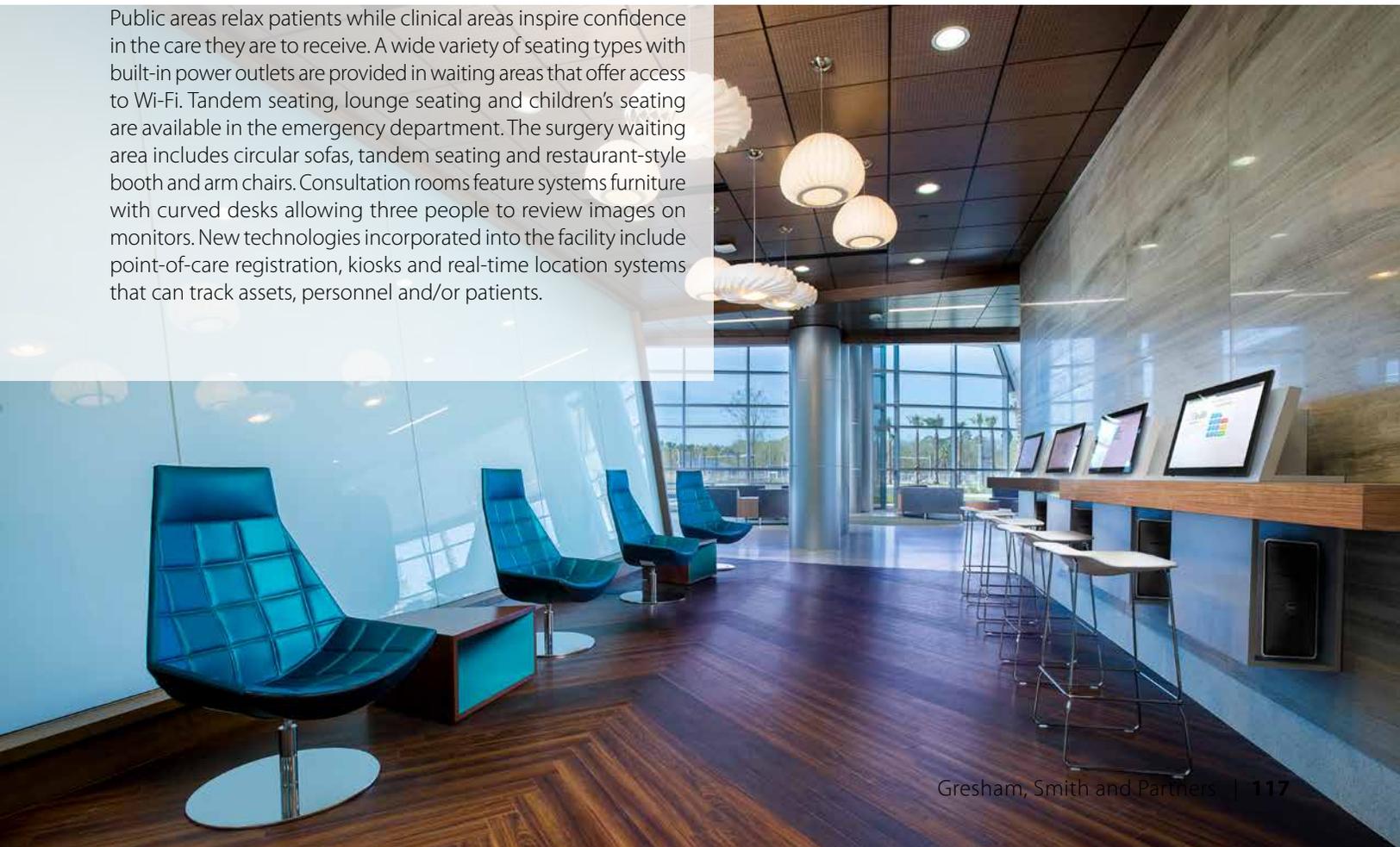
One of the client's main goals was to create an upscale appearance that would rebrand their institution in Jacksonville and give them a competitive advantage in the North Jacksonville area.

The contemporary aesthetic of the interior creates the impression of a state-of-the-science hospital that can deliver the most advanced treatments and is focused on providing value to staff, patients and patient families.

A high-end, clean and functional space was created; finishes include terrazzo, marble, resin, glass tiles, wall-coverings, a specialty 3-D image, back-painted glass, wood and carpet tiles. Thoughtful approaches to architectural features, lighting and interior finishes support a more intuitive wayfinding experience which further reduces anxiety and stress. Extensive access to daylight and views is provided, including light wells that bring natural lighting deep into the facility. Large-scale photography printed on wood, metal and acrylic echo the Florida landscape and supply a positive distraction.

Public areas relax patients while clinical areas inspire confidence in the care they are to receive. A wide variety of seating types with built-in power outlets are provided in waiting areas that offer access to Wi-Fi. Tandem seating, lounge seating and children's seating are available in the emergency department. The surgery waiting area includes circular sofas, tandem seating and restaurant-style booth and arm chairs. Consultation rooms feature systems furniture with curved desks allowing three people to review images on monitors. New technologies incorporated into the facility include point-of-care registration, kiosks and real-time location systems that can track assets, personnel and/or patients.

GS&P's services extended into Phase 2 with the design of a 160,000-square-foot, five-story inpatient tower. The 92-bed wing connects to Phase 1 via elegant courtyard space, unifying the campus and expanding the facility into a full-service hospital (see image below).



# Kaiser Foundation Health Plan, Inc.

## South NOVA Hub and Parking Garage

### Relevance to Your Project

- State-of-the-art ambulatory center
- Flexible space
- Sustainable design/energy efficiencies
- Innovations/technology
- Components: Parking garage, ambulatory services
- Team members:  
Jim Brennan

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#### LOCATION

Woodbridge, Virginia

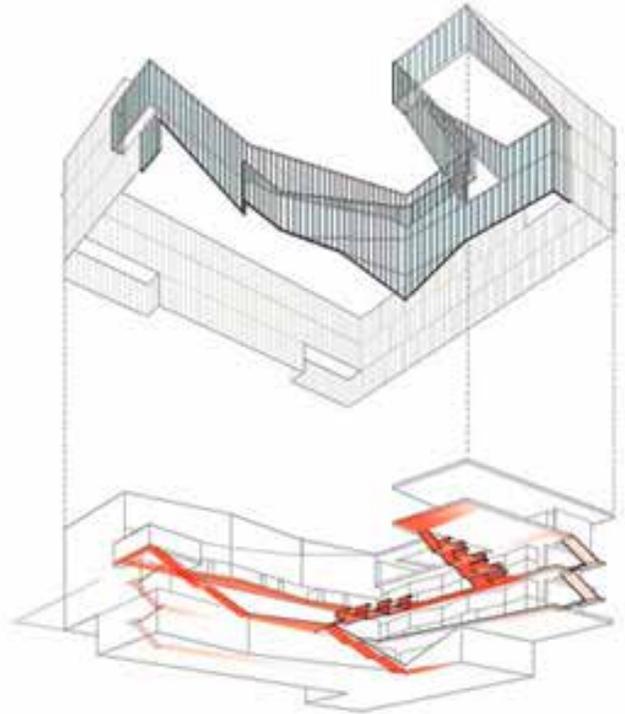
#### SIZE

300,000 square feet

#### REFERENCE

Alton Millwood  
Kaiser Foundation Health Plan, Inc.  
11921-A Bournefield Way  
Silver Spring, MD 20904  
404.846.6703

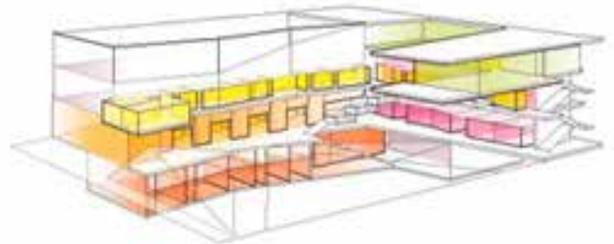
**SKIN**  
■ glass curtain wall  
■ metal panel



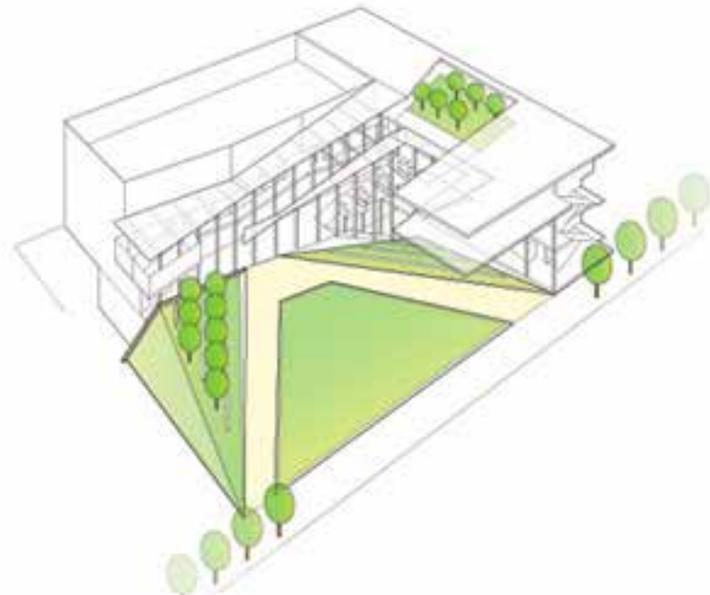
**CIRCULATION**  
■ primary route  
■ secondary route

**RESEARCH & COLLABORATION**

■ forum space  
■ offices  
■ cleanroom  
■ characterization  
■ general laboratories  
■ MEP



**LANDSCAPE**  
■ green roof  
■ campus landscape





When Kaiser Foundation Health Plan of the Mid-Atlantic States, Inc. began evaluating site locations for a new 300,000-square-foot medical office building in Woodbridge, Virginia, they called upon GS&P to perform a feasibility study for their proposed Northern Virginia (South NOVA) hub. A Preferred Provider to the organization, GS&P was tasked with developing a concept design for the **five-story MOB and three-story parking garage**, along with massing options, renderings and program axons based on input from the Kaiser Permanente design team. What started out as a master planning exercise for a long-term client, however, developed into a mutually rewarding architectural investigation that served as a testing ground for an emerging internal dialogue at GS&P about design process.

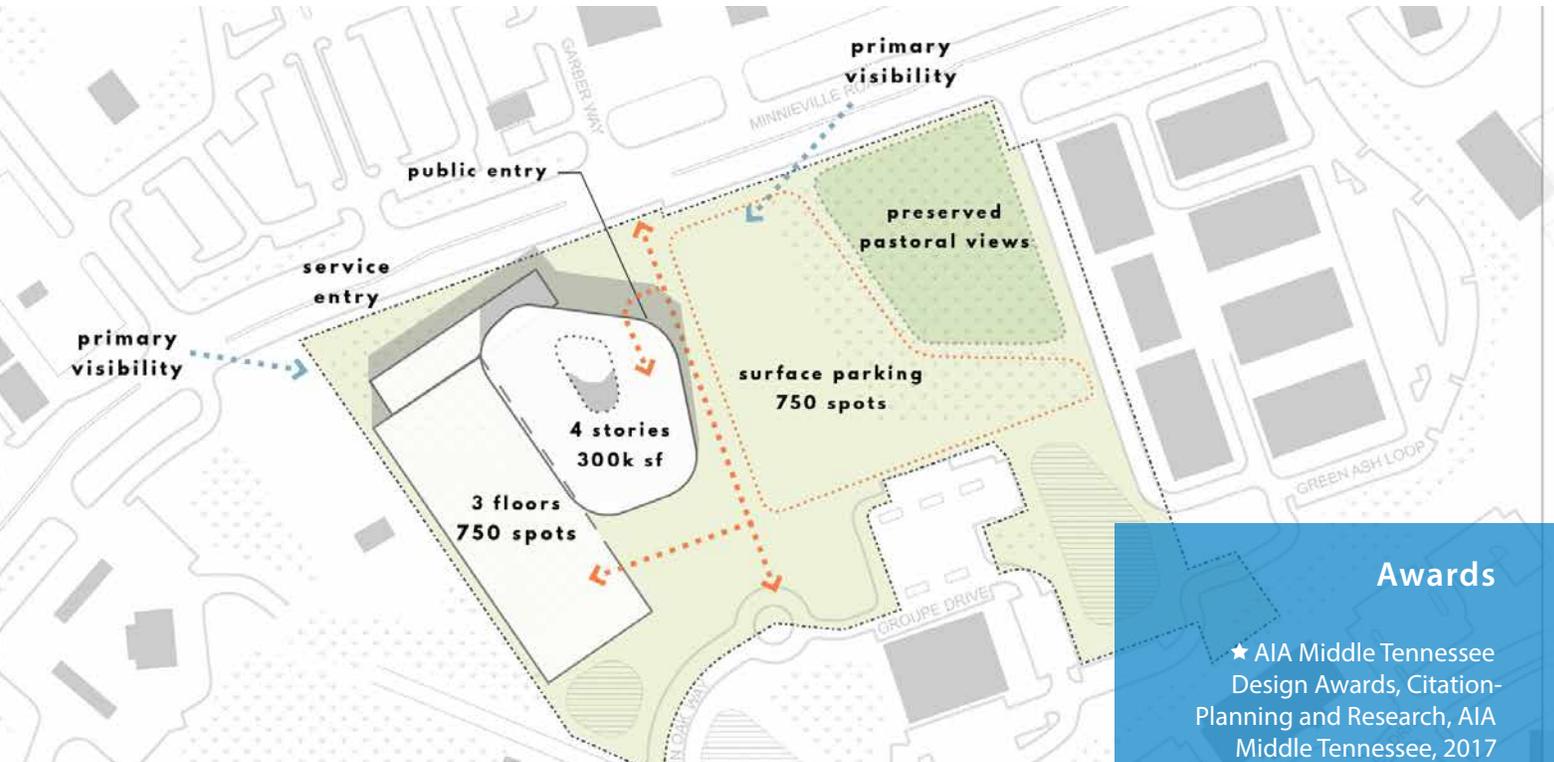
The project was largely the catalyst for rapid concept generation—a generation of ideas that allowed GS&P designers to hand-sketch design alternatives as opposed to developing numerous models in Revit. Before starting the project, the design team held initial conversations with Kaiser to establish key design criteria for the new MOB. These included visibility, expansion capabilities, site maximization, clear and convenient circulation patterns, and energy efficiency. Out of the hand-drawn ideas came 12 design options that GS&P shared with the client. Each configuration represented a unique approach to massing and site utilization. This sharing of ideas and open dialogue not only built trust but also provided an all-important common perspective.

Following rapid concept generation, the design team developed a comparative matrix, which allowed both GS&P and the client to analyze and rank each of the 12 design options based on how successfully they met the various design criteria. An alternative referred to as “the potato” ultimately met the most design objectives.

By listening to and collaborating with the client, GS&P was given the opportunity to challenge some long-held beliefs about healthcare design. The team started by examining clinical organizations traditionally executed in an outpatient, ambulatory setting and focused on simple ideas such as increasing daylighting and reducing travel distances. GS&P advised Kaiser that by making a sequence of moves—relocating the program block of physicians’ offices, folding the building form onto itself, and designing the exterior envelope to prioritize penetration of natural light—they could arrive at a design solution that was not only aesthetically intriguing but would also enhance the human experience for both patients and staff.



(continued) Kaiser Foundation Health Plan, Inc.  
**South NOVA Hub and Parking Garage**



**Awards**

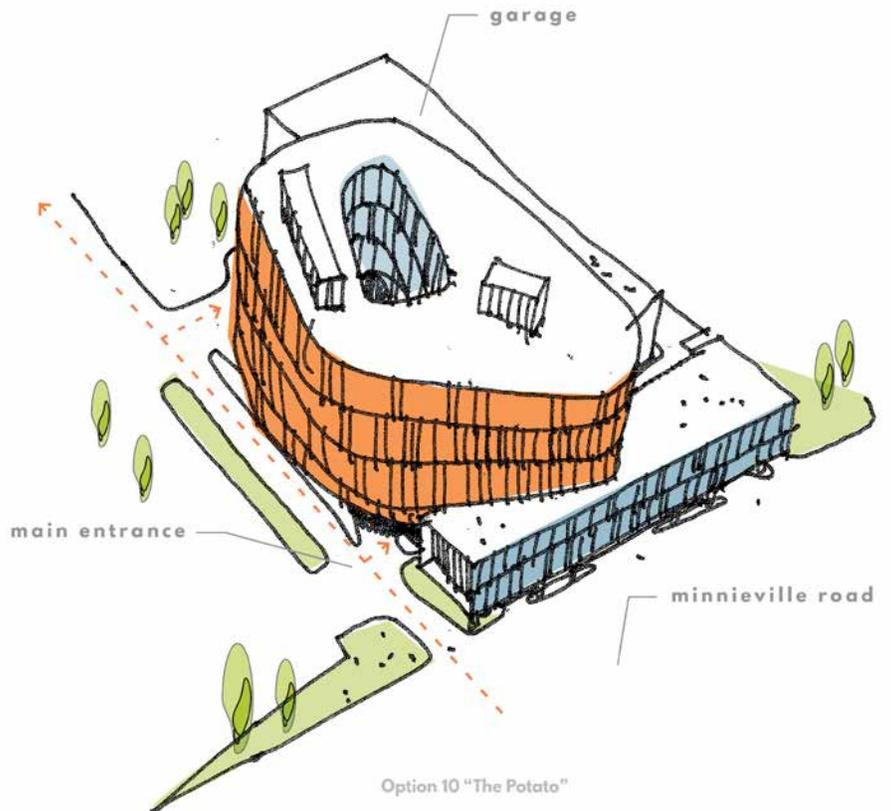
- ★ AIA Middle Tennessee Design Awards, Citation-Planning and Research, AIA Middle Tennessee, 2017

**SERVICES PROVIDED**

Architecture - Conceptual Design  
 Master Planning  
 Due Diligence Study

**DATES**

May 2016 - January 2019 (est.)





Fostering an honest and vibrant discussion about creative design solutions, the award-winning Kaiser Permanente South NOVA Hub project allowed GS&P and the client to tease out design problems related to spatial organization, circulation and form. By utilizing a design process that prioritizes idea generation, design value and criticality, GS&P was able to engage in better design conversations with the client, generate early buy-in with design direction and improve the overall architectural quality of the product.

“Kaiser Permanente truly values our collaborative approach, and this particular effort has helped the entire project team to think differently about efficiency, sustainability and the human experience. I’m proud that this project was the catalyst for a growing internal discussion about design process, and that different people from diverse backgrounds were able to come together and do some great brainstorming that led to some extremely innovative ideas.”



Brent Hughes, Principal-in-Charge, GS&P



# John D. Archbold Memorial Hospital

## Lewis Hall Singletary Oncology Center Replacement, Patient Tower and System Upgrades



### Relevance to Your Project

- Completed in Georgia
- State-of-the-art ambulatory center
- Focus on patient experience
- Innovations/technology
- Components: Oncology
- Team members:  
Jeff Morris

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#### LOCATION

Thomasville, Georgia

#### SIZE

45,000 square feet (Oncology Center)  
200,000 square feet (Patient Tower)

#### REFERENCE

Perry Mustian  
CEO/President  
John D. Archbold Mem. Hospital  
PO Box 1018  
Thomasville, GA 31799  
229.551.2107  
pmustian@archbold.org

**122** | Gresham, Smith and Partners





Established in 1925, Archbold Memorial is the flagship hospital of Archbold Medical Center's healthcare provider system. Looking to expand and modernize its facilities while maintaining its signature Mediterranean-style architecture, Archbold engaged GS&P to develop a campus master plan and design a new patient tower, freestanding oncology center, interior and exterior signage, and various system and infrastructure upgrades.

In the initial phase of the 2007 campus plan, non-core hospital operations were unbundled and moved off campus to minimize congestion. As part of the relocation, laundry and materials management services were consolidated in a new facility, and a 29,100-square-foot office building was constructed to house other system functions.

As part of a comprehensive program of signage and wayfinding upgrades, GS&P created a new system-wide sign standard for Archbold inspired by the region's historic character and charm. Pristine white stucco, wrought iron fencing and posts, Mediterranean tile, and copper patinas blend together to create a new brand that captures the essence of Thomasville and presents a positive image of the hospital. Installations on the main campus

include a new primary ID sign, related exterior campus signs, and a complete revamp of interior signs.

### LEWIS HALL SINGLETARY ONCOLOGY CENTER REPLACEMENT

Projecting the needs of an aging population while endeavoring to expand their services, GS&P was engaged to design a state-of-the-art outpatient center to serve as an extension of the main hospital campus that integrates the practices of medical and radiation oncology. The new freestanding, 45,000-square-foot facility houses outpatient radiation and medical oncology services with 19 exam rooms and 22 infusion stations. The infusion area is an intimate environment with private, semiprivate and open bay options and an exterior healing garden.

In addition to three new linear accelerator vaults, the new facility will also incorporate a gamma knife vault and a CT simulator. The aesthetic for the oncology center is derived from the Mediterranean style architecture that was established on the John D. Archbold Memorial Hospital campus nearly a century ago. Pristine stucco

## Awards

- ★ Award of Excellence, Southeast Construction Magazine, 2010



*(continued)* John D. Archbold Memorial Hospital  
**Lewis Hall Singletary Oncology Center Replacement,  
Patient Tower and System Upgrades**



**SERVICES PROVIDED**

Architecture  
Interior Design  
BIM  
Environmental Graphics/Wayfinding  
MEP Engineering  
Structural Engineering  
Civil Engineering  
Site Planning  
Space Planning  
Process Mapping  
Programming  
Lean Process Improvements  
Site Planning  
Landscape Design

**DATES**

June 2008 - July 2010  
(Oncology Center)  
January 2008 - February 2011  
(Patient Tower/System Upgrades)





walls and low sheltering clay tile roofs dominate the built structure that inhabits a lushly landscaped site. With a new facility and a continued focus on providing exceptional service to their patients, the administration and staff of Archbold Memorial Hospital has reinforced their commitment to the community of Thomasville.

Careful design considerations were married with advanced process mapping and operational efficiencies, standardization, and a strict adherence to patient safety to create a calm and tranquil setting for healthcare givers and a vulnerable patient population who are referring to the LHS Oncology Center as the *New Home for Hope*.

### PATIENT TOWER AND SYSTEM UPGRADES

The cornerstone of the main campus master plan was the new North Tower, an eight-story, 200,000-square-foot addition completed in 2012 with 96 med/surg beds, up to 24 ICU beds and an expanded ED (11 general exam rooms and 4 fast-track exam rooms). The project was designed for flexibility and adaptability to support the hospital's continued growth, and includes additional shell space to provide six ICU beds as needed. Designed to fit

seamlessly into existing operations and facilitate future expansion, the tower is a patient-first healing environment with sustainable landscaping and efficient lighting and HVAC systems. Based on energy modeling conducted by GS&P, the hospital's central energy plant was also redesigned with high-efficiency boilers and water chillers and enhanced pumping systems to match the hospital's new operating profile.

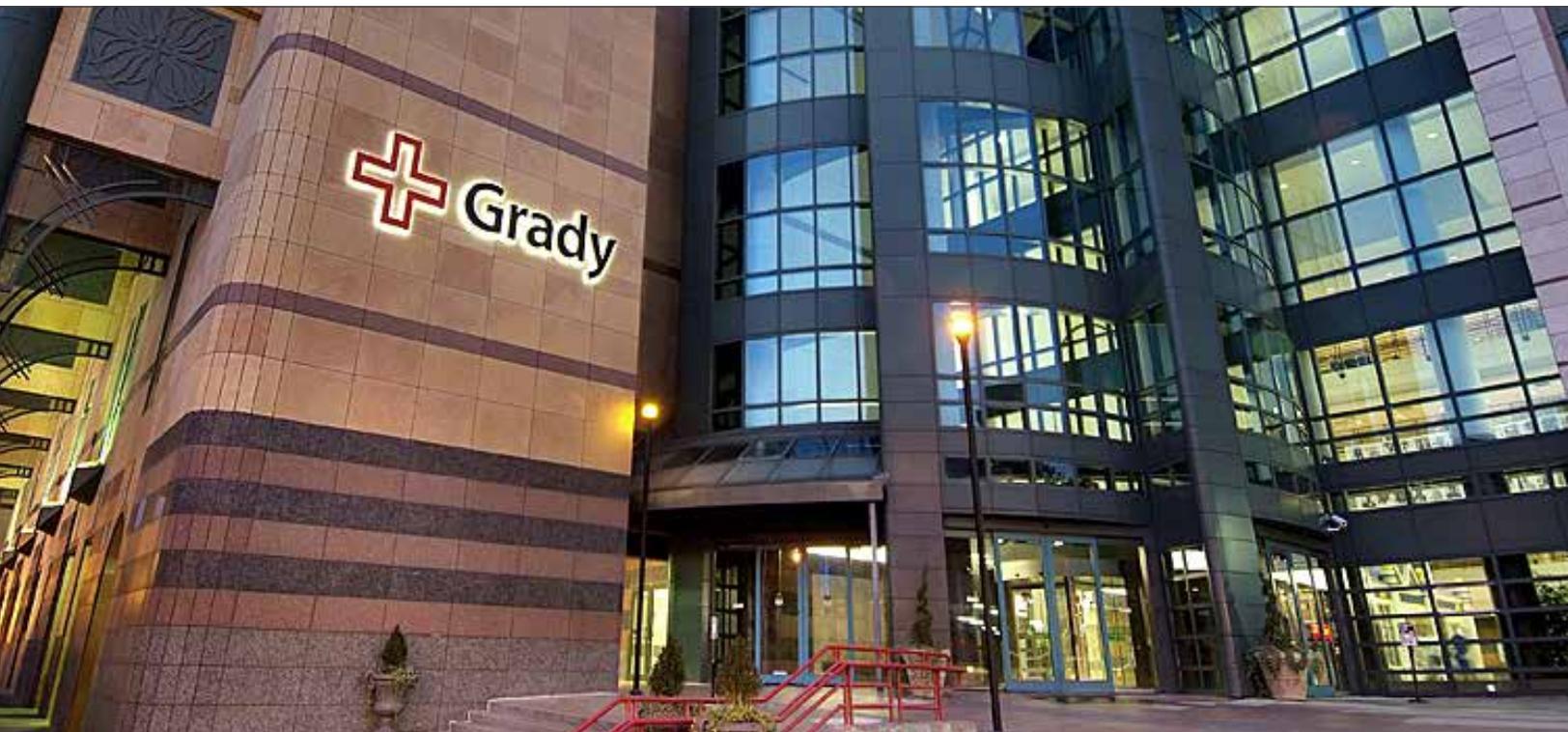
During the North Tower phase, an existing hallway-waiting area was transformed into a history exhibit to celebrate the hospital's heritage. GS&P designed the space, casework and graphics and worked with the Archbold Foundation to identify storylines, images and artifacts. The hospital's main lobby underwent renovation at the same time, incorporating wood and stone accents, terrazzo flooring and unique iron light fixtures fabricated by a local artist. A new donor wall gives the lobby a dramatic focal point, utilizing a modular, grid-based system with etched glass panels for a timeless look.

*Georgia Trend* magazine ranked Archbold Memorial Hospital higher than any other large hospital in South Georgia in 2015, its fifth consecutive year as a "Top Georgia Hospital." The hospital has also earned an "A" in patient safety from the Leapfrog Group, an independent nonprofit focused on quality, safety and transparency in healthcare.



# Grady Health System

## Wayfinding Services



### Relevance to Your Project

- Grady Health System
- Completed in Georgia
- Team members: Jim Alderman

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#### LOCATION

Atlanta, Georgia

#### SIZE

14 buildings

#### DATES

November 2010 - January 2013





Grady Health System's campus has experienced many changes over the years, with buildings and their accompanying signage being built and torn down, resulting in a disjointed wayfinding system. GS&P's Environmental Graphics Group worked with Grady Health System to design a new exterior wayfinding and branding program for their campus in downtown Atlanta, Georgia. In phase one, the GS&P team conducted an in-depth analysis of the dense urban campus' wayfinding needs. In phase two, the team designed a new exterior sign system for 14 buildings throughout the multi-block campus. The project helps to foster a positive experience for the hospital's guests while also unifying and strengthening the Grady Health brand.

Paying special attention to key decision points, available parking, and building entries, the EGD team implemented new graphic standards and a kit-of-parts sign program that can be applied to future expansions. The hospital's exterior is now rejuvenated with eye-catching, cohesive signage that clearly communicates important information as well as an image of success.

The site encompasses over seven square blocks in downtown Atlanta with multiple buildings, with limited access to parking that is further complicated by a combination of one-way and two-way street circulation. The first phase was a detailed wayfinding study and analysis was conducted and recommendations for both vehicular and pedestrian wayfinding solutions were presented and approved.

The second phase provided the conceptual design and implementation of directional, identification and the new Grady brand. A key concept to solving their long-standing problem with guiding their patients and visitors to the parking in this dense urban area with limited footprint to install typical monument signs was a simple series of trailblazer signs that included the new Grady cross logo and the parking P in a circle.

#### SERVICES PROVIDED

Environmental Graphic Design  
Wayfinding Analysis, Planning, Design  
and Implementation



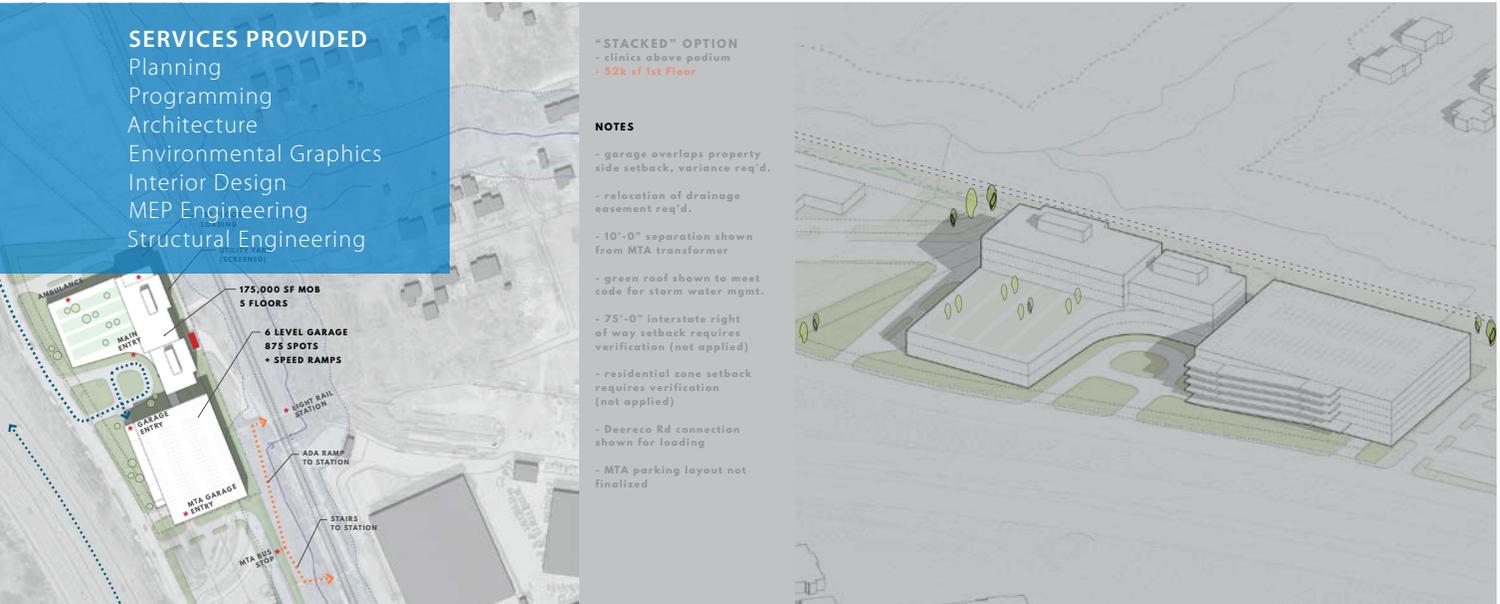
# Kaiser Foundation Health Plan, Inc.

## North Baltimore Hub and Parking Garage



### SERVICES PROVIDED

Planning  
Programming  
Architecture  
Environmental Graphics  
Interior Design  
MEP Engineering  
Structural Engineering



"STACKED" OPTION  
- clinics above podium  
- 52k sf 1st Floor

### NOTES

- garage overlaps property side setback, variance req'd.
- relocation of drainage easement req'd.
- 10'-0" separation shown from MTA transformer
- green roof shown to meet code for storm water mgmt.
- 75'-0" interstate right of way setback requires verification (not applied)
- residential zone setback requires verification (not applied)
- Deereco Rd connection shown for loading
- MTA parking layout not finalized

### Relevance to Your Project

- State-of-the-art ambulatory center
- Flexible space
- Sustainable design/energy efficiencies
- Innovations/technology
- Components: Outpatient surgery, ophthalmology, orthopedics, parking garage, ambulatory services, support services
- Team members:  
Jim Brennan

GS&P has been working with Kaiser Permanente for the past two years on the feasibility and planning of a new 200,000-square-foot medical office building hub and parking structure. The new MOB will provide primary care, medical specialties, orthopedics and podiatry, surgical services, vision services, CDU/urgent care, ambulatory surgery, outpatient procedure suite/services, ancillary services, and administrative and general building support services. The project will pursue LEED Gold certification.

\*Schedule note: GS&P was awarded the project and has been assisting the client with the site selection process since 2017. Sites were identified and assessed, and the project was put on hold until the appropriate site was selected and purchased. GS&P is now providing full A/E services, with expected project completion in 2020.

### LOCATION

Towson, Maryland

### SIZE

200,000 square feet

### REFERENCE

Tim Hudgins, AIA, LEED AP  
Senior Project Manager  
240.309.5550

### DATES

October 2017 - June 2020 (est.)\*

# Kaiser Foundation Health Plan of Georgia, Inc.

## Southwood Comprehensive Medical Center



### SERVICES PROVIDED

Architecture  
BIM  
Environmental Graphics  
Interior Design  
Civil Engineering  
MEP Engineering  
Landscape Architecture  
LEED Coordination

### Relevance to Your Project

- Completed in Georgia
- State-of-the-art ambulatory center
- LEED Silver certification
- Components: outpatient surgery, ophthalmology, orthopedics, oncology
- Team members:  
Jeff Morris

### LOCATION

Jonesboro, Georgia

### SIZE

93,500 square feet

### REFERENCE

Steve Cox  
Manager, Facilities Design & Constr.  
404.846.6703

### DATES

August 2011 - June 2014

As part of a strategic growth initiative for the Atlanta market, an expansion and renovation of Kaiser Permanente's existing Southwood facility was needed to provide additional capacity for the growing community. The project completes improvements to one of Kaiser Permanente's four major facilities in Atlanta, which each expand services to a different quadrant of the metro area.

Guided by Kaiser Foundation Health Plan's (KFHP) design guidelines, GS&P provided a comprehensive building design, site layout and phasing plans for the new Kaiser Permanente Southwood Comprehensive Medical Center. The 93,500-square-foot expansion and renovation of the existing outpatient medical center includes imaging, high-acuity urgent care, a procedure suite and specialist departments.

While renovations were performed throughout the entire Southwood facility, the most significant renovations took place on the second floor, where GS&P expanded the primary care and pediatric clinics and added a new central check-in area. The design team implemented Lean design principles, reorganizing medical assistant work spaces into a centralized area to allow for efficient staff movement. The first floor renovations include a comprehensive imaging upgrade and addition complete with an MRI, CT, a nuclear medicine camera and cardiac stress testing. The imaging renovation, combined with a fully renovated lab and blood draw/specimen collection area, provides the Southwood facility with a new and efficient diagnostic center to complement the adjacent clinics.

The expansion component comprises additional specialty clinics, an acute care center and a procedure suite. By integrating these functions into one facility, the medical center significantly expanded its existing departments and services, resulting in the most complete patient care possible in an outpatient setting.

**To connect the new facility to the original medical center, GS&P designed a two-story glass walkway** inspired by KFHP's "Thrive" campaign. The new connector promotes physical movement and features a monumental staircase for easy access from one building to the next. By assessing work flow patterns and applying KFHP's standards templates, every element of the project focused on Lean efficiencies to reduce waste and implement cost-saving solutions.

# Phoebe Sumter Medical Center Oncology and Outpatient Surgery Building



## SERVICES PROVIDED

Architecture  
Environmental Graphics  
Interior Design  
Civil Engineering  
Landscape Architecture  
LEED Coordination

## Relevance to Your Project

- Completed in Georgia
- State-of-the-art ambulatory center
- Sustainable design/energy efficiencies
- Components: Outpatient surgery, orthopedics, oncology
- Team members: Penny Houchens

## LOCATION

Americus, Georgia

## SIZE

20,100 square feet

## REFERENCE

Susan Bruns  
Phoebe Sumter Medical Center  
229.924.6011

## DATES

August 2009 - December 2010

After Sumter Regional Hospital was destroyed by a tornado, GS&P was selected to plan and design the new facility. The new medical campus includes a 198,815-square-foot, 76-bed hospital and three medical office buildings organized using principles of new urbanism, centered around a town square that features the hospital-landscaped garden and reflecting pool.

Phoebe Sumter Medical Center's (PSMC) new 20,100-square-foot, two-story oncology and outpatient surgery building contains medical oncology, medical offices for orthopedic surgeons, general surgeons and radiology services.

To help gain community support and also encourage staff buy-in, the team implemented an all-inclusive design process. Team meetings were held in a downtown Americus storefront building so passersby could see the team at work, or even stop in. Both the exterior and interior design draws inspiration from the historical 19th century architecture of downtown Americus. To augment the medical village's historic look and feel, the design team closely collaborated to develop a library of authentic details that could be used in different combinations throughout the campus. Throughout the new facility's interiors, darker woods and a warm color palette of brown hues were used to reinforce the historic arts and crafts context.

PSMC incorporates a rainwater/graywater harvesting system, uses zero potable water for irrigation and reduces the overall need for irrigation by using native plants and high-efficiency irrigation equipment. **The hospital and the three outpatient service buildings received LEED Silver certification from the Green Building Certification Institute, making PSMC the first LEED-certified medical campus in the state of Georgia.**

# Sarasota Memorial Hospital

## Surgical Suite, Central Sterile and Connector Bridge Addition



### SERVICES PROVIDED

Architecture  
Interior Design  
Environmental Graphics



### Relevance to Your Project

- State-of-the-art surgical services
- Connector bridge
- Components: surgery, orthopedics

GS&P was hired to provide planning and design services for the surgical suite, central sterile relocation and connector bridge at Sarasota Memorial Hospital. The three-floor addition on top of the critical care tower includes a 24-OR surgical floor (with four fully integrated Stryker ORs) performing open-heart, gynecological, orthopedic, neurological and general surgery, 12 prep/recovery bays and four step-down recovery chairs as well as a new 11,000-square-foot central sterile and dialysis suite.



### LOCATION

Sarasota, Florida

### SIZE

3 floors

### REFERENCE

Tom Perigo  
Sarasota Memorial Hospital  
941.917.1804

### DATES

December 2007 - July 2011

As a vertical expansion to an active patient tower housing surgical and intensive care units, this project required detailed attention to mitigate impacts, infection control, and the flow of patients, staff and materials. Extensive teamwork and planning between the design team, owner and contractor resulted in a multiphased construction strategy that delivered state-of-the-art facilities while allowing the client to continue to provide excellent clinical care in existing facilities. The project also included the design and construction of an enclosed walkway spanning a public street providing a safe, efficient connection to an existing parking structure.



# Innovative Cancer Institute

**New Outpatient Services Facility //** South Miami, Florida



## REFERENCE

Beatriz Amendola  
Innovative Cancer Institute  
305.669.6833

In need of a new facility to accommodate growing demand and incorporate the latest technologies, the Innovative Cancer Institute (ICI) commissioned GS&P to design a brand new, state-of-the-art building. The four-story radiation cancer treatment facility offers a comfortable, quiet and aesthetically pleasing layout in a visually stunning package. The approximately **60,000-square-foot building includes a clinical area, offices, open-air parking garage with 80 spaces, lush garden views, and some of the most sophisticated cancer treatment planning and delivery equipment in the world.**

ICI is the first freestanding cancer treatment center in the U.S. to offer the Varian Edge™ radiosurgery system, which quickly and easily targets tumors with pinpoint accuracy while protecting the surrounding healthy tissue. Other treatment options available include brachytherapy, conformal therapy, IMRT, IGRT, and RapidArc™, as well as a dedicated, state-of-the-art 64-slice wide-bore Siemens CT scanner for radiation treatment planning.

# Tampa General Hospital

**Brandon Healthplex //** Brandon, Florida



## REFERENCE

Tamara Rice  
Tampa General Hospital  
813.844.7000

GS&P provided the design for Tampa General Hospital's (TGH) Brandon Healthplex, a medical center that offers comprehensive services and expands TGH's presence in the community. It is one of the first facilities in Florida to include the array of acuity levels and service centers in one building.

Sited prominently along a major Tampa-area expressway, the facility establishes the brand image by echoing the design language of the main campus and reflecting TGH's quality of care. With an eye towards the future, select patient rooms in the **ambulatory surgery center** are equipped with showers. This would allow patients to stay longer than 24 hours, should the ambulatory surgical center regulations in Florida change. Additionally, the standardized, same-handed exam rooms provide efficiencies. Caregivers can focus on the patient rather adapting to various exam environments.

The four-story, 130,000-square-foot facility houses an emergency department as well as primary and specialty care physician practices, ambulatory surgery, an outpatient laboratory draw station, a retail pharmacy, café, outpatient surgery center.

# Additional Ambulatory Experience

## Multiple Projects // Various Locations



GS&P has completed more than **350 ambulatory clinics**/projects. A sampling of our experience with this project type includes:



*Kaiser Foundation Health Plan of the Mid-Atlantic States, Inc. - North Arundel Medical Center Medical Office Building*



*UF Health - Emergency Center Kanapaha*



*John D. Archbold Memorial Hospital - Bainbridge Specialty Clinic*

- Aventura Hospital and Medical Center - Comprehensive Cancer Center
- Baptist Clay Medical Campus - New Ambulatory Center and Freestanding Emergency Department
- Baptist Medical Center Beaches - Ambulatory Surgery Center
- Baptist Medical Center Clay County - Baptist and Wolfson Children's Emergency Center
- Baptist Medical Center Princeton - Simon-Williamson Clinic
- Baptist Medical Center South - Medical Office Buildings Number One, Two and Three
- Bascom Palmer Eye Institute - New Outpatient Ambulatory Surgery Center
- Boca Raton Regional Hospital - Marcus Neuroscience Institute Addition and Imaging Renovation
- Bradley Memorial Hospital - Asthma and Allergy Suite
- Cancer Specialists of North Florida – AC Skinner Cancer Treatment Facility
- Cancer Treatment Centers of America - Facility Analysis and Master Plan
- Community Hospital of New Port Richey - Cardiac Rehab, Physical Therapy, Senior Center
- Cone Health MedCenter High Point - Ambulatory Care Center, Emergency Department and Medical Offices
- Cone Health MedCenter Kernersville - Medical Office Building and Ambulatory Surgery Center
- Cookeville Regional Medical Center - Outpatient Imaging Center
- Denver Health and Hospital Authority - Community Health Center
- Erlanger Health System - East Campus Free Standing Emergency Department
- Erlanger Medical Mall - Physician Office Building
- Florida Radiology Imaging - Medical Office Building and Imaging Center
- Greater Baltimore Medical Center - Medical Office Building and Parking Garage
- H. Lee Moffitt Cancer Center - Clinical Lab
- H. Lee Moffitt Cancer Center - West Clinic Interior Buildout
- H. Lee Moffitt Cancer Center and Research Institute - Clinical Lab and Faculty Offices Addition
- Hanover Emergency Center - Freestanding Emergency Department and Imaging Center
- HCA Reston Hospital Center - Medical Office Building

# *(continued)* Additional Ambulatory Experience

## **Multiple Projects //** Various Locations



- HCA Texas Orthopedic Hospital - Fondren Clinic
- HealthSouth - Rehabilitation Hospital of Alpharetta
- HealthSouth Corporation - Vanderbilt Stallworth Inpatient Rehabilitation Refresh
- Henrico Doctors' Hospital Parham Campus - Orthopaedic Center of Excellence Build-out
- Hutcheson Medical Center - Ambulatory Surgery Center and Cancer Center Complex
- Innovative Cancer Institute
- John D. Archbold Memorial Hospital - Bainbridge Specialty Clinic
- John D. Archbold Memorial Hospital - Lewis Hall Singletary Oncology Center Replacement
- Kaiser Foundation Health Plan - North Baltimore Hub and Parking Garage
- Kaiser Foundation Health Plan of Georgia, Inc. - Southwood Comprehensive Medical Center
- Kaiser Foundation Health Plan of the Mid-Atlantic States, Inc. - North Arundel Medical Center Medical Office Building
- Kaiser Permanente - South NOVA Hub
- Kaiser Permanente - Stafford Medical Pavilion
- Main Line Health - Medical Office Buildings
- Martin Health System - SB 10 Ambulatory Care Center
- Mary Black Memorial Hospital - Steadman Hawkins Clinic, Outpatient Surgery Addition and Renovation
- Mayo Clinic - Davis Building, Psych Clinic Renovation
- Meharry Medical College - HIV Research Laboratories and Center for Women's Studies
- Memorial Hospital Miramar - Medical Office Building and Ambulatory Surgery Center
- Miami Valley Hospital South - Facility Master Plan, Women's Services Renovation and Patient Tower Addition
- Mount Carmel Health System - Master Plan and New Medical Campus
- Naval Station Kings Bay - Branch Health Clinic Modernization
- Nemours Children's Clinic of Jacksonville - Outpatient Center
- Nemours Children's Clinic/Arnold Palmer Hospital for Women and Children - Programming Services
- Phoebe Sumter Medical Center - Oncology and Outpatient Surgery Building
- Phoebe Sumter Medical Center - Wellness and Education Outpatient Building
- Sacred Heart Hospital on the Emerald Coast - Medical Office Building
- Saint Thomas Midtown Hospital - Medical Office Building
- Saint Thomas Rutherford Hospital - Medical Office Building II - Wellness/Cardiac Rehab/Pulmonary
- Sarasota Memorial Hospital - Surgical Suite/Central Sterile/Connector Bridge Addition
- Sentara Port Warwick II - Ambulatory Surgery Center and Medical Office Building
- Sentara Virginia Beach General Hospital - Fourth Floor Behavioral Health Unit
- Sentara Williamsburg Community Hospital - Campus Master Plan and Phase I Ambulatory Care Center
- Seton Medical Office Building at Saint Thomas Rutherford Hospital - Medical Office Building II
- Shanghai International Medical City for Medical Tourism - Master Plan and Feasibility Study
- Southeast Georgia Health System - Outpatient Care Center and Medical Office Building
- St. Anthony's Hospital - Carillon Outpatient Center
- St. Vincent Northeast Medical Center - Fishers Freestanding Emergency Department, Ambulatory Surgery Center and Medical Office Building
- St. Vincent's Medical Center - Family Medicine Center
- Tampa General Hospital - Brandon HealthPlex
- Temple University Health System - Jeanes Hospital - Master Site and Facility Plan
- University of Alabama Birmingham - The Kirklin Clinic
- University of Alabama Birmingham - Whitaker Clinic Buildout
- UF Health - Emergency Center Kanapaha
- UF Health North - Ambulatory Care and Medical Office Complex
- UF Health - Wildlight Planning Urgent Care/Clinics
- Vanderbilt University Medical Center - One Hundred Oaks, Mall Redevelopment and HIV Clinic

# Parking Garage Experience

## Multiple Projects // Various Locations



GS&P has completed more than **140 parking garages**. A sampling of our experience with this project type includes:



*CJW Medical Center Chippenham Campus - Levinson Heart Hospital, Emergency Expansion and Parking Garage*



*Aventura Hospital and Medical Center - Parking Garage*



*Greater Baltimore Medical Center - MOB and Parking Garage*

- Athens Regional Medical Center - Parking Garage Expansion
- Aventura Hospital and Medical Center - Parking Garage
- CJW Medical Center Chippenham Campus - Levinson Heart Hospital, Emergency Expansion and Parking Garage
- Dept. of Veterans Affairs - Veterans Administration Center Parking Garage
- Erlanger Health System - Medical Mall and Garage
- Greater Baltimore Medical Center - Medical Office Building and Parking Garage
- H. Lee Moffitt Cancer Center - South Expansion
- Hartsfield-Jackson Atlanta International Airport - Maynard H. Jackson Jr. International Terminal
- HCA - Lewis Gale Medical Center Parking Structure
- HCA - Ocala Regional Med Center Parking Plaza Addition
- HCA, Inc. - 1100 Charlotte Pike, Capitol View Headquarters of Parallon, Sarah Cannon + HealthTrust
- Kaiser Foundation Health Plan - North Baltimore Hub and Parking Garage
- Kaiser Foundation Health Plan of Georgia, Inc. - Southwood Comprehensive Medical Center
- Kaiser Permanente - South NOVA Hub and Garage
- Main Line Health - Medical Office Buildings and Parking Garage
- Mary Black Memorial Hospital - Surgery Addition/Renovation and Parking Garage
- Memorial Hospital of Jacksonville - Parking Deck
- Mercer University - Parking Study and Master Plan
- Miami Children's Hospital - New Parking Garage
- Northwest Medical Center - Four-Story Parking Garage
- Saint Thomas Rutherford Hospital - Parking Improvements
- Sarasota Memorial Hospital - Parking Garage
- Sky Ridge Medical Center - Parking Garage
- Sky Ridge Medical Center - South Parking Addition
- St. Vincent's Medical Center - Cancer Center and Parking Garage
- Sumner Regional Medical Center - Parking Garage
- Tallahassee Memorial Hospital - Patient Entry/Garage Upgrade
- Tampa General Hospital - Parking Garage Expansion
- The Orthopaedic Group PC - Medical Office Building, Clinic and Outpatient Surgery Center
- Vanderbilt University Medical Center - Children's Way Parking Garage
- Virginia Hospital Center Arlington - Parking Garage
- Wake Forest Baptist Medical Center - Parking Garage

# Grady Health System

Newcomb & Boyd

## Center for Advanced Surgical Services Programming // Atlanta, Georgia

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### REFERENCE

George C. Smith  
Grady Health System  
404.616.3228

Programming for the Center for Advanced Surgical Services located across from the main hospital, comprising an ambulatory surgery center, procedure suites, imaging, outpatient clinics, and a central utility plant.

The center expands clinic capacity, increases efficiency, and allows for a more patient-centered environment through a 25% increase in operating room volume.

Services provided: MEP engineering, fire protection, communications.

# Children's Healthcare of Atlanta

Newcomb & Boyd

## Center for Advanced Pediatrics // Atlanta, Georgia

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### REFERENCE

Steven M. Lange  
Children's Healthcare of Atlanta  
404.785.7180

The Center for Advanced Pediatrics houses pediatric clinics and research laboratories for complex care and medical specialists. A landscaped entry plaza, garden gazebo, and sculpture garden create a relaxing entry to the building.

The first floor is also home to pediatric ENTs, therapists, and phlebotomy staff. The second floor features clinical neighborhoods for medical specialties, an airborne isolation infection room, special needs exam rooms, and a bariatric specialized exam room. Endocrinology and diabetes clinical spaces are located on the third floor and the fourth floor supports the neuropsychology team, including an EMG/EEG suite. On the fifth floor, specialists are dedicated to research and treatment of cystic fibrosis, pulmonology, immunology, and sleep issues, and features a pulmonary function testing room. The sixth floor is home to the Multispecialty Clinic For Children and the Sibley Heart Center, including echocardiogram rooms.

The complex includes a 290,000-square-foot, six-level parking deck. This project is pursuing LEED Gold certification.

Services provided: MEP engineering, fire protection, acoustics, communications, lighting, security.

# University of Miami

## The Lennar Foundation Medical Center // Coral Gables, Florida Newcomb&Boyd



### REFERENCE

Richard K. Jones  
University of Miami  
305.284.6726

A four-story outpatient surgery center with six operating rooms, intervention and chemotherapy areas, one IR, diagnostic imaging including two linear accelerators, two MRI suites, one CT scan, one PET scan, and one Spec CT scan, an urgent care clinic, a sports medicine clinic, an eye clinic, a USP 800 pharmacy, a student and employee health clinic and examination rooms.

Communications systems include a nurse call and raceway systems to support owner-provided structured cabling, alarm management video surveillance, access control, and duress and intercom systems.

The project includes a 10,000-square-foot standalone central energy plant, containing a centrifugal chiller, heat pump chillers, cooling towers, a boiler, pumps, and an emergency back up generator, and is configured for expansion to house 4,000 tons of cooling capacity with N+1 redundancy. This project is pursuing LEED Gold certification.

Services provided: MEP engineering, fire protection, communications, security.

# Tidelands Health

## Market Commons MOB // Myrtle Beach, South Carolina

Newcomb&Boyd



### REFERENCE

Rodney Softy  
Tidelands Health  
843.520.8238

A three-story medical office building housing an ambulatory surgical center, a compounding pharmacy, an imaging center a Physical Therapy Suite, an Oncology Suite, and a pain management center with a procedure room.

The ambulatory surgical center comprises two operating rooms and an Endoscopy Suite.

The imaging center houses a CT, MRI, Mammography, Ultra Sound, and Nuclear Camera specialty equipment.

Services provided: MEP engineering, fire protection.

# Grady Health System

## Center for Advanced Surgical Services // Atlanta, Georgia



Eberly & Associates provided land planning and civil engineering programming services for a new 198,000-square-foot Center for Advanced Surgical Services. Located on the Grady Health System campus, the new standalone center will be connected to the main hospital via pedestrian bridges.

# Piedmont Fayette Hospital

## ED and Inpatient Expansion // Fayetteville, Georgia



Eberly & Associates provided civil engineering and landscape architecture services for the Phase I, three-story expansion along the hospital's east side. The expansion added 27 emergency examination rooms and three trauma rooms. The additional floors above housed patient rooms and included in-room dialysis, observation beds, medical/surgery and private inpatient rooms.

In anticipation of future development, the site development team used 3-D video modeling to analyze different landing pad locations. The site chosen offered the most flexible options for the future. Emergency vehicle access was re-routed to the new entrance with attention to separate patterns for employee and visitor traffic patterns.

A new 29-space lot was located to minimize grading, tree relocation within an optimum distance to entry.

### REFERENCE

Piedmont Fayette Hospital  
Don Allen  
770.719.7100

# Children's Healthcare of Atlanta

## Egleston Campus & Scottish Rite Expansion // Atlanta & Sandy Springs, GA



### EGLESTON CAMPUS

Eberly & Associates completed civil engineering and landscape architecture services which included permit drawings for 587,000 square feet of new hospital and renovation at the Emory location. Landscape architecture services consisted of evaluating existing plantings, as well as consultations regarding documentation and preservation of the memorial garden in preparation for a major hospital expansion.

### SCOTTISH RITE CAMPUS EXPANSION

Civil engineering services and landscape permit drawings for a 402,000-square-foot hospital, renovation and parking deck.

#### REFERENCE

Realty Trust Group  
Dan Maxwell  
404.942.2250

#### REFERENCE

Greenville Health Systems  
Trey Weathers  
864.455.8718

# Northside Hospital System

## Center Pointe Parking Deck // Sandy Springs, Georgia



Eberly & Associates is providing civil engineering and landscape architecture services for a new four-level parking deck addition to the existing Northside Center Pointe medical office building.

#### REFERENCE

Northside Hospital  
Chris Ogletree  
christopher.ogletree@northside.com

# Emory University

## J Wing Hospital Expansion

WALTER P MOORE



**SERVICES PROVIDED**  
Structural Engineering

### LOCATION

Atlanta, Georgia

### REFERENCE

Kevin Kuntz  
McCarthy  
770.980.8183

This project is part of the Emory University Hospital System located on Clifton Road in Atlanta, Georgia. The J-wing Expansion is a 10-story hospital building on top of a four-story below-grade parking deck. The hospital includes 210 inpatient beds dispersed across several floors, several operating rooms, imaging and diagnostic rooms, and various ancillary services.

The new hospital is directly adjacent to and ties into Clinic B, and is connected to The Emory Clinic, the CAP Lobby, The Emory Hospital, Lowergate Parking Deck, and Winship Cancer Center through a massive network of single story and multistory pedestrian bridges. The new bridge network is elaborate and curvilinear which on the surface appears complex. In order to simplify the bridge structure, Walter P Moore used Parametric Modeling techniques for design. Various optimization algorithms were studied to arrive at the most efficient (least structural material) geometric configuration for each portion of the bridge. Our parametric modeling tools were also used to arrive at a geometry that was as simple and easy to construct as possible, while maintaining the architectural vision of our client.

Logistics challenges abound with construction phasing of the new J-wing and the associated bridge network. Walter P Moore was instrumental in providing the client and contractor with various options of building specific portions of the structure in a phased manner, along with temporary structures as needed to facilitate construction and keep the adjacent hospital and parking facilities fully operational.

# Piedmont Healthcare System

## Piedmont Newnan Replacement Hospital

WALTER P MOORE

### SERVICES PROVIDED

Structural Engineering

#### LOCATION

Newnan, Georgia

#### REFERENCE

Zach Holt  
Piedmont Healthcare  
770.253.1912

The Piedmont Newnan Replacement Hospital is a new replacement hospital built on a “green-field” site. The project consists of approximately 366,000 GSF, including a nine-story bed tower, three-story surgery, one-story emergency department and a central energy plant. The surgery portion was designed for an additional two-story vertical expansion and the emergency department portion was structured for an additional four-story vertical expansion. Construction initially began in October 2008 but was suspended in December 2008 due to the economic downturn. Construction activities re-started in April 2010. During the suspension, the project was re-bid with the new building cost coming in at approximately 10% below the original project budget.

The typical structural system consists of composite steel framing with braced frames used for lateral load resistance. Because of the use of braced frames, intense coordination was necessary to ensure that both present and future space flexibility was maximized. Some notable project features include: a polished concrete slab-on-grade to elevated slab transition; a 19'-4" floor to floor height mechanical floor designed for a heavy live load due to MEP equipment loads; and entry canopies that cantilever out to provide column free drop off space. Other notable features include structural design provisions for future green roofs, and project has rooftop screen walls, including some walls that are cantilevering up approximately 20' above the main tower roof. Project is currently tracking to achieve LEED certified status.

Walter P Moore facilitated clash detection services for the entire design team. After design milestones, the structural, architectural, mechanical, electrical, and plumbing models were combined using Navisworks. This design team coordination using clash detection resolved coordination issues that would traditionally be resolved in the field, ultimately resulting in increased construction productivity.

# Mission Health

## Mission Hospital for Advanced Medicine

WALTER P MOORE



**SERVICES PROVIDED**  
Structural Engineering

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### LOCATION

Asheville, North Carolina

### REFERENCE

Toby Kay  
Mission Health  
828.213.9442

The new 12-story, 608,000-square-foot tower will include 220 patient rooms, consolidated Operating Rooms (ORs) with support space, expanded Emergency Department space, Interventional Cardiology and Interventional Radiology, and indoor and outdoor gathering areas for families, visitors, friends and loved ones.

The proposed project is anticipated to be 635,000 square feet of new or renovated hospital space, consisting of high rise construction and will include major ties between existing campus buildings.

The construction project could be the biggest ever in Asheville. Construction on the tower, which will have two floors underground, is set to be completed in November 2019.

# University of North Carolina

## **Surgical Center //** Chapel Hill, North Carolina



Six-story addition to an existing medical campus at UNC Hospital. The new building will include 24 ORs, two hybrid ORs, 28 pre/post patient care areas, public spaces including patient intake and waiting areas, patient and surgery support spaces with medication, satellite pharmacy and storage rooms, staff support areas with work stations, conference rooms, locker rooms and lounges, clinical offices, classrooms, sterile processing, loading dock, and mechanical/electrical rooms. Additionally, coordination with the existing facilities includes the exterior mechanical and electrical equipment on the corresponding Ground and Roof Levels, a utility yard with screen walls surrounding two existing generators, two back flow preventers, and four electrical transformers.

EDI is supporting the project as technology consultant, providing the following services: structured cabling, television distribution, security access control and video surveillance, nurse call, overhead paging, synchronized clocks, A/V for operating rooms and conference rooms.

# Memorial Sloan-Kettering Cancer Center

## **Josie Robertson Surgery Center //** New York, New York



EDI was hired to serve as the Owner's IT Consultant. In this role, EDI is serving as an extension of MSK's facilities and IT groups to provide overall program and project management for the technology equipment and systems. These duties included: technology strategy and visioning, IT GAP analysis, design oversight, procurement management, budget and schedule control, and activation oversight. EDI also developed the requirements, design, write specifications, and manage the bid process for the nurse call, RFID, RTLS, DAS, and interfaces/integration of the IPI devices. Facility is a 16-story, state-of-the-art outpatient surgery facility housing 12 ORs, and totaling 179,000 square feet.

### REFERENCE

Memorial Sloan-Kettering Cancer Center  
Gary Acord  
646.888.8450

# MedStar Georgetown University

## **Medical/Surgical Pavilion //** Washington, D.C.



New, state-of-the-art, 477,000-square-foot medical/surgical pavilion housing 156 private patient rooms, a new ED, larger ORs, a rooftop helipad, and three levels of below-grade parking. EDI was hired to serve as the Owner's IT consultant. EDI is serving as an extension of their facilities and IT groups to provide overall program and project management for the technology equipment and systems. These duties included: technology strategy and visioning, IT GAP analysis, design oversight, procurement management, budget and schedule control, and activation oversight. EDI also developed the requirements, design, write specifications, and manage the bid process for the nurse call, RFID, RTLS, DAS, and interfaces/integration of the IPI devices.

# Grady Health System

## Multiple Projects // Atlanta, Georgia



SHR has provided medical equipment planning, procurement and facility transition/move management services for multiple projects across various Grady Health System at the locations below. Projects have varied in size from 5,000-100,000 square feet, and have included both new design/construction and renovation projects. Medical equipment budgets have also varied in size, from \$100,818-\$7,419,138.

- B-Wing Renovation
- ED Critical Care
- GI Clinic Renovation
- GU Clinic Renovation
- Marcus Shock Trauma
- Marcus Stroke ICU
- Marcus Stroke Clinic Renovation
- Cardiac Cath Lab
- Lindbergh Clinic
- Hybrid OR
- Neurovascular Lab
- Camp Creek Ambulatory Center
- Mother-Baby Renovation

# Duke University Health System

## Multiple Projects // Durham, North Carolina



SHR has provided inventory, medical equipment planning, procurement and facility transition/move management services for multiple projects (ranging from 15,000-580,000 square feet) including:

- Duke Medicine Pavilion
- Duke Cancer Center
- Duke Eye Center
- Duke Pediatric Cath Lab and ICU
- Duke Bed Tower Addition

### REFERENCE

Duke University Health System  
Robin Thomas  
919.668.2906

# Medical University of South Carolina

## Children's Ambulatory Campus & Shawn Jenkins

## Children's Hospital // Charleston, South Carolina



SHR is providing medical equipment planning, procurement and/or facility transition/move management services for the MUSC Children's Ambulatory Campus (CAC) and Shawn Jenkins Children's Hospital. The CAC includes multidisciplinary clinics, diagnostic imaging, procedure rooms, operating rooms, and urgent care. The 98,356-square-foot new construction project includes a medical equipment budget of \$12 million. Project is currently in design development. SHR is also providing full procurement services and drawing revisions for construction on the Shawn Jenkins project.

# Grady Health System

## Multiple Projects // Atlanta, Georgia



GS&P has completed multiple projects for Grady Health System, including:

- Grady Memorial Hospital - Cafeteria
- Grady Memorial Hospital - Center for Advanced Surgical Services Programing
- Grady Memorial Hospital - Hybrid OR/Perioperative Renovation
- Grady Memorial Hospital - Ponce Clinic
- Grady Memorial Hospital - Heart Cath Lab
- Grady Memorial Hospital - 5C Renovation
- Grady Memorial Hospital - 9th Floor Renovation
- Grady Memorial Hospital - Core Lab
- Grady Memorial Hospital - Kitchen Improvements
- Grady Memorial Hospital - ICU Renovations
- Grady Memorial Hospital - Anesthesia Upgrades
- Grady Memorial Hospital - Burn Unit
- Grady Memorial Hospital - Switchgear Replacement
- Grady Memorial Hospital - Clinical Research Center Renovation
- Grady Memorial Hospital - Tactical Master Plan
- Grady Memorial Hospital - Servery and Kitchen Renovation
- Grady Memorial Hospital - Emergency Department Study
- Grady Memorial Hospital - Emergency Department and Observation Unit Renovations
- Grady Memorial Hospital - Anatomic Pathology Offices and Histology Lab Renovation
- Grady Memorial Hospital - Trauma Renovations
- Grady Memorial Hospital - GI Suite, GU Suite, Oral Surgery, and Mammography Renovations
- Grady Memorial Hospital - Resident's Lounge
- Grady Memorial Hospital - Physical/Occupational
- Grady Memorial Hospital Expansion - 1990
- Grady Hospital Renovations

# Duke University

## Surgical Suites Renovation // Durham, North Carolina



TA provided acoustical consulting services for a renovation project at Duke Hospitals located on the campus of Duke University in Durham, North Carolina. The project included the renovation of Surgical Suites for the hospital for which TA provided a two-stage assessment.

Stage 1 was to provide an evaluation of the current operating suite for Mechanical Noise and Vibration Control related to its physical relationship to the current mechanical rooms. The output from this phase was a report establishing criteria for future successful operating suites to be built or renovated.

Stage 2 was to evaluate the proposed mechanical systems for the new surgical suites and provide a report of how they will perform in relationship to the mechanical space.

# UNC Hospital

## Surgical Tower // Chapel Hill, North Carolina



This project is a new, four-level, 205,000-square-foot medical building. TA provided acoustical design consulting services for the medical facility which includes: 24 operating rooms, 28 pre/post patient areas, public spaces for intake and waiting, patient and surgery support, workstations, conference rooms and lockers, clinical offices, education classrooms, sterile processing areas, electrical and data rooms and a loading dock. The construction for this project is expected to be completed by 2021.

### REFERENCE

Terence McCabe  
WHR Architects  
tmccabe@whrarchitects.com

# Forsyth Medical Center

## Assessments and Acoustical Engineering // Winston-Salem, North Carolina



This 961-bed tertiary care facility recently expanded and retained TA for two projects.

First, TA took measurements to assess if the vibration levels in the new MRI suites would affect the equipment as well as improve the existing conditions.

Second, TA was to provide acoustical engineering for the new two-story infill conference center constructed between the 10-story hospital additions and parking structure.

A modern office lounge with large windows, a white sofa, and colorful armchairs. The room is bright and airy, with a view of a parking lot and trees outside. The furniture includes a long white sofa, a small white table, and several armchairs in shades of green, blue, and orange. The floor is covered in a patterned carpet.

Please find GS&P's Business Deal Structure (including Appendix B: Bid Form) provided under separate cover as requested.

# 05

## BUSINESS DEAL STRUCTURE



The following requested forms are provided on the following pages:

- **Appendix A:** Representations, Certifications, and Other Statements of Proposers
- **Appendix C:** Solicitation/Contract Form
- **Appendix E:** Section 7: Supplier Diversity
  - Business Identification and Nondiscrimination
  - Diverse Supplier Subcontracting Plan (Program Management)
  - Certification of Efforts
  - Statement of Intent - Knight Architects
  - Statement of Intent - Costing Services Group
  - Statement of Intent - SHR
  - Statement of Intent - R. Powell & Associates
  - Statement of Intent - Eberly & Associates
- *Note: **Appendix B: Bid Form** provided under separate cover as Business Deal Structure*

# 06

## REQUIRED FORMS





**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:** David L. King, AIA, NCARB

**TITLE:** Division Vice President

**COMPANY:** Gresham, Smith and Partners

**ADDRESS:** 10 South Sixth Street, Suite 100  
Richmond, VA 23219

**TELEPHONE:** 804.788.0710

**FACSIMILE:** N/A

**E-MAIL:** David\_king@gspnet.com

  
**(SIGNATURE)**

3.28.18  
**DATE**



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*The Grady Memorial Hospital Corporation d/b/a Grady Health System  
Request for Proposal*

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**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 **3:00 p.m. EDT, March 28, 2018.**

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

Questions regarding RFP#**F2017032\_AE** 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: April 3, 2018

**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:** 3/7/2018

**Addendum No.:** 2

**Date:** 3/9/2018

**Addendum No.:** 3

**Date:** 3/13/2018

**Addendum No.:** 4

**Date:** 3/14/2018

**Addendum No.:** 5

**Date:** 3/19/2018



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*The Grady Memorial Hospital Corporation d/b/a Grady Health System*  
*Request for Proposal*

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**NAME OF RESPONDING FIRM:** Gresham, Smith and Partners

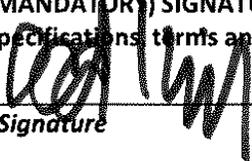
**NAME OF COMPANY OFFICER:** David L. King, AIA, NCARB

**(Company officer must have authority to legally bind the company)**

**TITLE:** Division Vice President

**DATE:** 3.28.18

**(MANDATORY) SIGNATURE OF COMPANY OFFICER BELOW (Certifying agreement with specifications, terms and conditions unless otherwise noted).**

  
\_\_\_\_\_  
*Signature*



## BUSINESS IDENTIFICATION AND NONDISCRIMINATION

(TO BE SUBMITTED WITH BID)

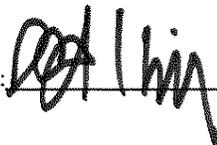
				Yes	No
Small Business as defined by the US. Small Business Administration (DBE, SBE, HubZone)					X
Minority Business Enterprise (MBE) If yes, please indicate the percentage of minorities who own, control or operate your company:					
African American	%	Asian American	%		X
Hispanic/Latino	%	Pacific Islander	%		
Native American	%	Other	%		
WOMAN-OWNED BUSINESS ENTERPRISE (WBE)					X
DISABLED VETERAN BUSINESS ENTERPRISE OR VETERAN BUSINESS ENTERPRISE (DVBE, VBE)					X
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 <sup>rd</sup> party certifying agencies recognized and accepted by GHS are included.					N/A
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					N/A

### 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.	X	

Please explain any no answers, use additional paper as necessary: Please see the following page for explanation of "no" answers.

Authorized Representative Signature: \_\_\_\_\_



Date: \_\_\_\_\_

3.28.18



# Business Identification and Nondiscrimination

Please find explanation of "No" answers from previous page below:

**1. Are you an individual and do not employ anyone?**

No. GS&P is a General Partnership with 850 employees across 25 office locations.

**2. Do you belong to any unions?**

No. GS&P has not been approached by any union or member of a union to be unionized; GS&P's management is approachable and has not needed an intermediary to communicate with employees.

**3. Does your company have a collective bargaining agreement with workers?**

No. GS&P is not organized by, or affiliated with, any union and therefore has no need for a collective bargaining agreement.

**4. Do you conduct, at least annually, an inventory and evaluation of minority and female personnel for vendors, and Contractor's Equal Employment Opportunity policies and Affirmative Action obligations?**

No. While GS&P does inventory and evaluate as a component of Affirmative Action Planning, we do not specifically encourage any group of people to seek, train, and prepare. Instead, all employees are encouraged to seek, train and prepare.



## **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? GS&P partners with Diverse Suppliers whenever possible, if the firm brings proven knowledge, experience, capabilities, and capacity to provide the professional services required for the project. For the CASS project, we have partnered with local Diverse Supplier firms for the cost estimating, civil engineering, and landscape architecture scopes of work.

How are Diverse Supplier capabilities determined by your company? Whenever possible, GS&P relies on past performance to verify our subconsultants' capabilities. If we are considering a firm we have not previously worked with, we rely on professional references to aid our subconsultant selection.

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.)? GS&P is committed to the inclusion of Diverse Suppliers on all of our projects; additionally, we are frequently required to meet minimum DBE participation goals. Therefore, we solicit qualifications from Diverse Suppliers on our projects to ensure project success.

How will your company ensure that Diverse Suppliers are made aware of upcoming subcontracting opportunities and how will you prepare them to respond appropriately? The suppliers we utilize are, by definition, diverse because of the many varied skillsets our client projects require. Where possible, we will communicate subcontracting opportunities to proven consultants via email, telephone, or in person.

How will you monitor your company's Diverse Supplier subcontracting performance to this agreement and make any adjustments to achieve the subcontracting plan goals? GS&P does not currently have a specific tool used for monitoring or tracking subcontractor and supplier performance - information is tracked and monitored on a per-project basis to ensure goals are met.

**Will your Diverse Supplier subcontracting administrator:**

Yes / No

Yes 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

Yes 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: Gresham, Smith and Partners

Agreement Term: \_\_\_\_\_

GHS Business Unit: \_\_\_\_\_

GHS Business Unit Contact Name: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Vendor Contact e-mail: pat\_burke@gspnet.com

Description of goods/services provided under this primary agreement (include name of project if applicable):

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

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

Name/Title: Pat Burke, Senior Vice President

Company: Gresham, Smith and Partners

Address: 201 South College Street, Suite 110, Charlotte, NC 28244

Phone: 704.806.2988

Fax: N/A

E-Mail Address: pat\_burke@gspnet.com

State the total dollar value planned to be subcontracted associated with this GHS agreement:

**Please list all of the GHS Accepted 3<sup>rd</sup> 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
Costing Services Group	1270 W Peachtree St. NW Atlanta, GA 30309	Brett Withers Sr. Cost Analyst	404.815.9555	brett@costing-servicesgroup.com	100% WBE/DBE by 21 state and local gov agencies	Cost Consulting Services		
Strategic Hospital Resources	2011 Bolton Road Suite 201 Atlanta, GA 30318	Debbie Heitzman Med. Equip. Planning Lead/CEO	770.434.7840	dheitzman@hrhome.com	WBE	Medical Equipment Planning, Procurement and Move Management		
Knight Architects	2358 Perimeter Parks Drive, Ste 350 Atlanta, GA 30341	Lourdes B. Knight Architectural Consultant	770.452.0101	lknight@knightarch.com	DBE, WOSB	Architecture, Planning		
R. Powell	1312 Killian Way Lilburn, GA 30047	Roosevelt Powell, P.E. Principal	770.806.0143		MBE	MEP Engineering		
CSF Consulting	3000 Royal Blvd. Suite B Alpharetta, GA 30022	Carlos Gutierrez, P.E., S.E. Sr. Structural Engineer	678.615.7582		HUB, MBE, DBE, HABE, SBE, POHA, TxDOT	Structural Engineering		

Submitted by: David L. King, AIA, NCARB

\_\_\_\_\_  
Authorized Representative Signature

April 3, 2018

Date

\_\_\_\_\_  
Division Vice President

Title



Eberly & Associates    2951 Flowers Road South, Suite 119, Atlanta, GA    Wesley Reed, P.E. Civil Engineering PM    770.452.7849    wreed@eberly.net

Civil Engineering,  
Landscape  
Architecture



**CERTIFICATION OF EFFORTS**  
**(TO BE SUBMITTED WITH BID) – SUPPLIER DIVERSITY**

**Vendor:** Gresham, Smith and Partners

**Solicitation Name:** The Center for Advanced Surgical Services (CASS) **Solicitation Number:** F2017032\_AE

I certify that the following efforts were made to achieve Certified Diverse Supplier participation.

- a) Provided written notices to certified diverse business enterprises who have the capability to perform the work of the contract or to provide the service \_\_Yes X No
- b) Direct mailing, electronic mailing, facsimile or telephone requests X Yes \_\_No
- c) Provided interested certified diverse business enterprises with adequate information about plans, requirements and specifications of the contract in a timely manner to assist them in responding to a solicitation X Yes \_\_No
- d) Allowed certified diverse business enterprises the opportunity to review specifications and all other solicitation related items at no charge, and allowed sufficient time for review prior to the bid deadline X Yes \_\_No
- e) Acted in good faith with interested certified diverse business enterprises, and did not reject certified diverse business enterprises as unqualified or unacceptable without sound reasons based on a thorough investigation of their capabilities X Yes \_\_No
- f) Did not impose unrealistic conditions of performance on certified diverse business enterprises seeking subcontracting opportunities X Yes \_\_No
- g) Additionally, I contacted the referenced certified diverse business enterprises and requested a bid. The responses I received were as follows:

Name and Address of certified diverse business enterprises	Type of work and Contract Items, Supplies or Services to be Performed	Response	Reason for Not Accepting Bid
Costing Services Group 1270 W Peachtree St. NW Atlanta, GA 30309	Cost Consulting	Accepted	N/A
Strategic Hospital Resources 2011 Bolton Road, Suite 201 Atlanta, GA 30318	Civil Engineering, Landscape Architecture	Accepted	N/A
Knight Architects 2358 Perimeter Parks Drive, Suite 350 Atlanta, GA 30341	Architecture, Planning	Accepted	N/A

*(If additional space is required this form may be duplicated)*

If applicable, please complete the following:

I hereby certify that certified diverse business enterprises were "Unavailable" or "Unqualified" to submit bids to provide goods and services for this Solicitation response. I further certify that efforts have been made to establish "Joint Ventures", and said entities were also unavailable at this time.

Reasons for the "Unavailability" or being determined "Unqualified";

---

Submitted by Gresham, Smith and Partners

  
Authorized Representative Signature

Division Vice President

Title

3.28.18  
Date



**CERTIFICATION OF EFFORTS**  
**(TO BE SUBMITTED WITH BID) – SUPPLIER DIVERSITY**

**Vendor:** Gresham, Smith and Partners

**Solicitation Name:** The Center for Advanced Surgical Services (CASS)    **Solicitation Number:** F2017032\_AE

I certify that the following efforts were made to achieve Certified Diverse Supplier participation.

- a) Provided written notices to certified diverse business enterprises who have the capability to perform the work of the contract or to provide the service \_\_Yes X No
- b) Direct mailing, electronic mailing, facsimile or telephone requests X Yes \_\_No
- c) Provided interested certified diverse business enterprises with adequate information about plans, requirements and specifications of the contract in a timely manner to assist them in responding to a solicitation X Yes \_\_No
- d) Allowed certified diverse business enterprises the opportunity to review specifications and all other solicitation related items at no charge, and allowed sufficient time for review prior to the bid deadline X Yes \_\_No
- e) Acted in good faith with interested certified diverse business enterprises, and did not reject certified diverse business enterprises as unqualified or unacceptable without sound reasons based on a thorough investigation of their capabilities X Yes \_\_No
- f) Did not impose unrealistic conditions of performance on certified diverse business enterprises seeking subcontracting opportunities X Yes \_\_No
- g) Additionally, I contacted the referenced certified diverse business enterprises and requested a bid. The responses I received were as follows:

Name and Address of certified diverse business enterprises	Type of work and Contract Items, Supplies or Services to be Performed	Response	Reason for Not Accepting Bid
R. Powell 1312 Killian Way Lilburn, GA 30047	MEP Engineering	Accepted	N/A
CSF Consulting 3000 Royal Blvd., Suite B Alpharetta, GA 30022	Structural Engineering	Accepted	N/A
Eberly & Associates, Inc. 2951 Flowers Road South Suite 119 Atlanta, GA 30341	Civil Engineering, Landscape Architecture	Accepted	N/A

*(If additional space is required this form may be duplicated)*

If applicable, please complete the following:

I hereby certify that certified diverse business enterprises were "Unavailable" or "Unqualified" to submit bids to provide goods and services for this Solicitation response. I further certify that efforts have been made to establish "Joint Ventures", and said entities were also unavailable at this time.

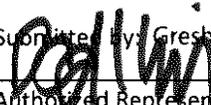
Reasons for the "Unavailability" or being determined "Unqualified";

---



---

Submitted by: Gresham, Smith and Partners

  
 Authorized Representative Signature

Division Vice President

Title

3.28.18  
 Date



## STATEMENT OF INTENT

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

*(TO BE SUBMITTED WITH BID)- SUPPLIER DIVERSITY*

**Vendor:** Gresham Smith and Partners

**Solicitation Name:** RFP FOR ARCHITECTURAL and ENGINEERING DESIGN SERVICES for

THE CENTER FOR ADVANCED SURGICAL SERVICES (CASS)

**Solicitation Number:** F2017032\_AE

**E4H Environments for Health, LLC** agrees to enter into a contractual agreement with

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

Architectural Design Services including: Concept, Schematic, Design Development and Construction

Administration Services as a supplemental team-member \_\_\_\_\_ for an estimated amount of

\_\_\_\_\_ or \_\_\_\_\_% of the total contract value.

Gresham Smith and Partners

Knight Architects, 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:

---

Subcontractor/Consultant Signature:

*Lourdes B Knight*

Print Name:

---

Print Name, Title and Date:

Lourdes B. Knight, President 3/29/2018

Title:

---

Address:

Knight Architects, Inc

2358 Perimeter Park Dr. Ste. 350

Atlanta, Georgia 30341

Date:

---

Phone

O: (770) 452-0101

C: (770) 401-3121

Fax:

(770) 452-0980



# Costing Services Group

The Grady Memorial Hospital Corporation d/b/a Grady Health System  
Request for Proposal

## STATEMENT OF INTENT

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

Vendor: \_\_\_\_\_

Solicitation Name: \_\_\_\_\_

Solicitation Number: F2017032\_AE

\_\_\_\_\_ agrees to enter into a contractual agreement with Prime  
Supplier  
Costing Services Group, 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:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

for an estimated amount \_\_\_\_\_ or 3 % of the total contract value.  
of \$ \_\_\_\_\_

Gresham Smith & Partners  
Prime Supplier

Costing Services Group, 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:

\_\_\_\_\_  
Print Name:

\_\_\_\_\_  
Title:

\_\_\_\_\_  
Date:

\_\_\_\_\_  
e-dress:

Anita S. Greiner  
Joint Venture/Subcontractor/Consultant Signature:

Anita S. Greiner, CEO 3/12/2018  
Print Name, Title and Date:

1270 W. Peachtree St. NW Suite 3  
Atlanta, GA 30309

\_\_\_\_\_  
Address:

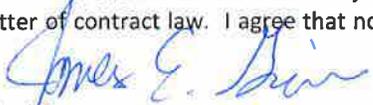
Phone: 404 815 9555

Fax: 404 815 9666



**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

Sr. Cost Analyst      15 March 2018

Title

Date



STATEMENT OF INTENT

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

Vendor: \_\_\_\_\_

Solicitation Name: CASS

Solicitation Number: F2017032

\_\_\_\_\_ agrees to enter into a contractual agreement with

Strategic Hospital Resources <sup>Prime Supplier</sup> 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:

medical equipment planning

for an estimated amount of \$ \_\_\_\_\_ or \_\_\_\_\_ % of the total contract value.

\_\_\_\_\_ Prime Supplier Strategic Hospital Resources 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:

\_\_\_\_\_

Title:

\_\_\_\_\_

Date:

\_\_\_\_\_

Joint Venture/Subcontractor/Consultant Signature:

Debbie Heitzman

Print Name, Title and Date:

Debbie Heitzman, CEO 3.16.18

Address:

2011 Bolton Rd, Ste 201  
Atlanta, GA 30318

Phone

770.434.7840

Fax:

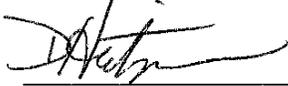
770.434.7836



**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



3.16.18

Title

Date



# R. Powell & Associates

## 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 Prime Supplier agrees to enter into a contractual agreement with

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  
Prime Supplier

R.Powell & Associates  
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  
Lilburn, GA 30047

Address:

March 20, 2018  
Date:

Phone: 770-806-0143  
Fax: 770-925-9162  
e-dress: rosie@rpowell.com



# Eberly & Associates, Inc.

## STATEMENT OF INTENT

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

Vendor: Eberly & Associates, Inc.

Solicitation Name: GHS A/E Services for CASS

Solicitation Number: F2017032\_AE

Gresham, Smith & Partners agrees to enter into a contractual agreement with

Prime Supplier  
Eberly & Associates, 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 Services with Landscape Architecture as an additional service.  
\_\_\_\_\_  
\_\_\_\_\_

for an estimated amount of \$ 133,148 or \_\_\_\_\_ % of the total contract value.

\_\_\_\_\_  
Prime Supplier

Eberly & Associates  
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:

\_\_\_\_\_

Title:

\_\_\_\_\_

Date:

\_\_\_\_\_

Joint Venture/Subcontractor/Consultant Signature:

  
\_\_\_\_\_

Print Name, Title and Date:

Wesley Reed, PE, Associate 03/22/2018

Address:

3291 Flowers Road South, Atlanta, 30341

Phone

770-452-7849

Fax:

770-452-0086



**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 *Wesley Reed*

Associate 3/28/2018  
Title Date



GS&P acknowledges the Supplier Diversity Goal for this contract is 10% of the total contract value.

A top-down view of a diverse group of people's hands stacked in a circle. The hands are of various skin tones and are wearing different colored sleeves: black, orange, red, yellow, and blue and white checkered. Some people are wearing watches and rings. The background is a light-colored, textured surface.

# 07

## APPENDIX E: SECTION 7: SUPPLIER DIVERSITY

# Supplier Diversity

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Per **Appendix E: Section 7: Supplier Diversity**, of the RFP:

**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 services 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.

GS&P strives on all our projects, not just those involving Supplier Diversity requirements, to find the best possible subconsultants to assist us in accomplishing our clients' objectives and goals. Understanding the importance of promoting disadvantaged business entities of all types, we often specifically seek out opportunities to team with firms who are at an economic or social disadvantage and will add value to our project team. We feel that this is our social and moral responsibility and it is something we take very seriously. When specific Supplier Diversity requirements do exist, it is not uncommon for GS&P to meet and surpass those goals.

Our business objective is to develop project teams that provide value to the project, client, the community, and also the development and growth of local small business as it reinforces the local economy. When we are beginning the process of developing a project team we do an initial evaluation of the technical needs for the project, assess our internal staff availability and experience, and list opportunities where meaningful and measurable products can be provided by other team members, in particular minority or small business firms.

We identify potential firms we believe provide the types of services required and who have shown a demonstrated capability to perform. We then contact these firm's to learn of their interest and follow on with a discussion of the required scope of services. The percentage of contractual involvement is a result of what it takes to complete their assignment on the project. We endeavor to achieve, and usually exceed, our clients' participation objectives. Strategically we are building business relationships that transcend participation programs to achieve our mission statement, "to provide the best services for the built environment". Once we have an agreement to work together with our diversity partners, we integrate the minority or small business firm, along with any other subcontractors, into the analysis and finalization of the details of preparing the project management plan, including staff roles and responsibility, scope of services, deliverables, budget, and schedule.

Equally as important, GS&P will reinforce the technical competence of all consultant partners through incorporating each firm with part of the GS&P Quality Assurance process that we implement on every project assignment. This proven process is designed to provide the highest quality product, success of each firm, and our ultimate goal of a satisfied client.

GS&P takes the responsibility to meet or exceed our clients requirements for diversity participation very seriously. As a firm, we work extensively in the public sector where we act as a champion and mentor for smaller, perhaps disenfranchised firms as they grow and mature in their own practices. Our primary responsibility is to ensure that our clients receive the level of expertise and service required to meet the specific demands of any given project, and those demands vary widely from project to project.

The team proposed successfully achieves and exceeds the 10% diversity goal identified for the CASS project.

GS&P has worked with clients across the United States, and works routinely in the Atlanta region with County and City municipalities, transportation clients, and sewer agencies to ensure projects are staffed with some form of minority or small business participation to meet and exceed project goals. GS&P supports these programs, primarily working with qualified locally based firms, as a subcontractor on our projects. Additionally, GS&P encourages Supplier Diversity participation on all types of healthcare projects: hospitals, medical office buildings, outpatient facilities/ambulatory surgery centers, academic medical centers, etc.

**A sampling of healthcare clients for whom we have met or exceeded Supplier Diversity goals within the last two (2) years includes:**

**1. ISA M. NUNEZ, P.E.**

Jackson Health System  
Vice President, Facilities Design & Construction  
Jackson North Medical Center Miracle Bond Project  
305.585.3555 / isa.nunez@jhs-miami.org  
Miami, Florida

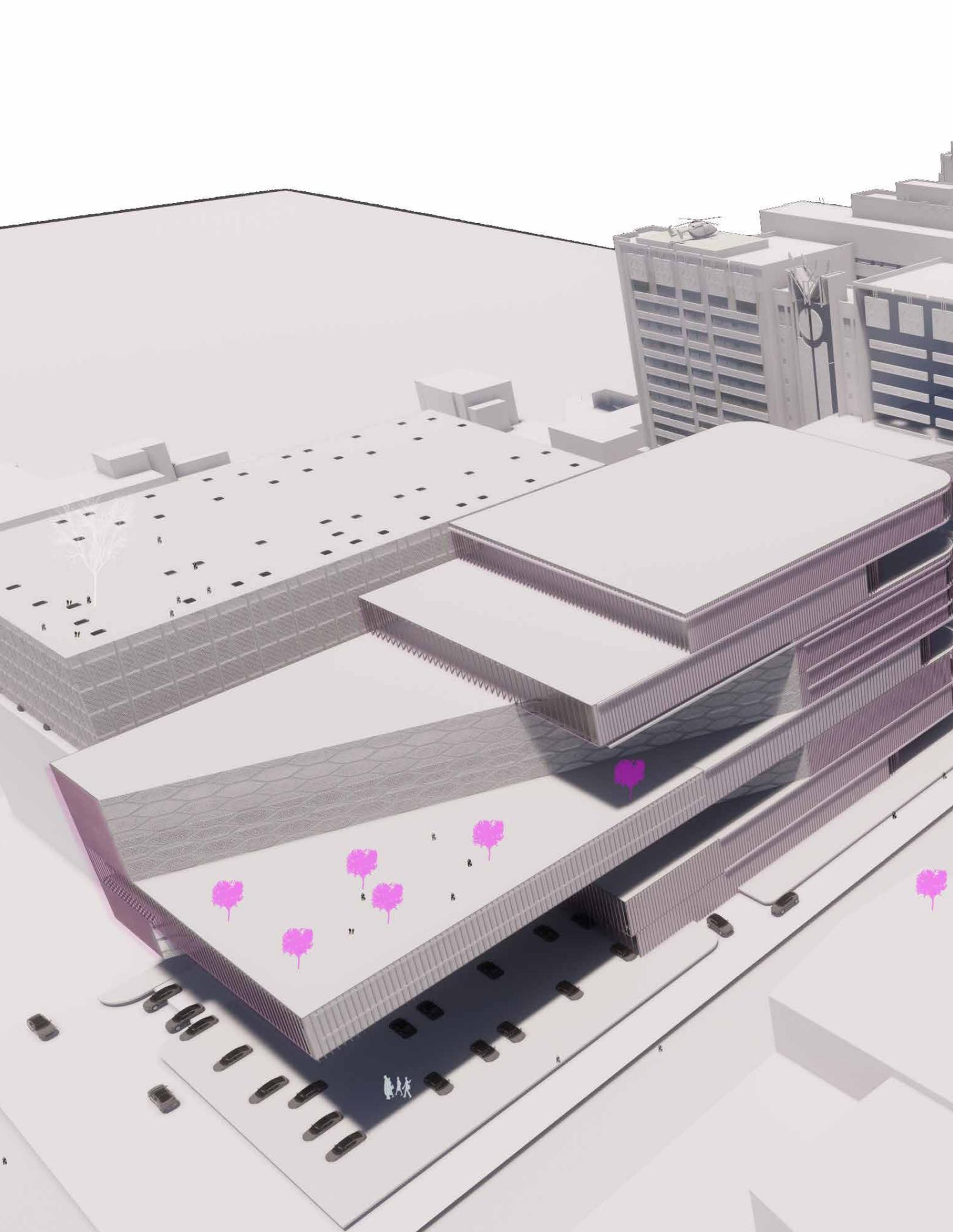
**2. ALTON M. MILLWOOD**

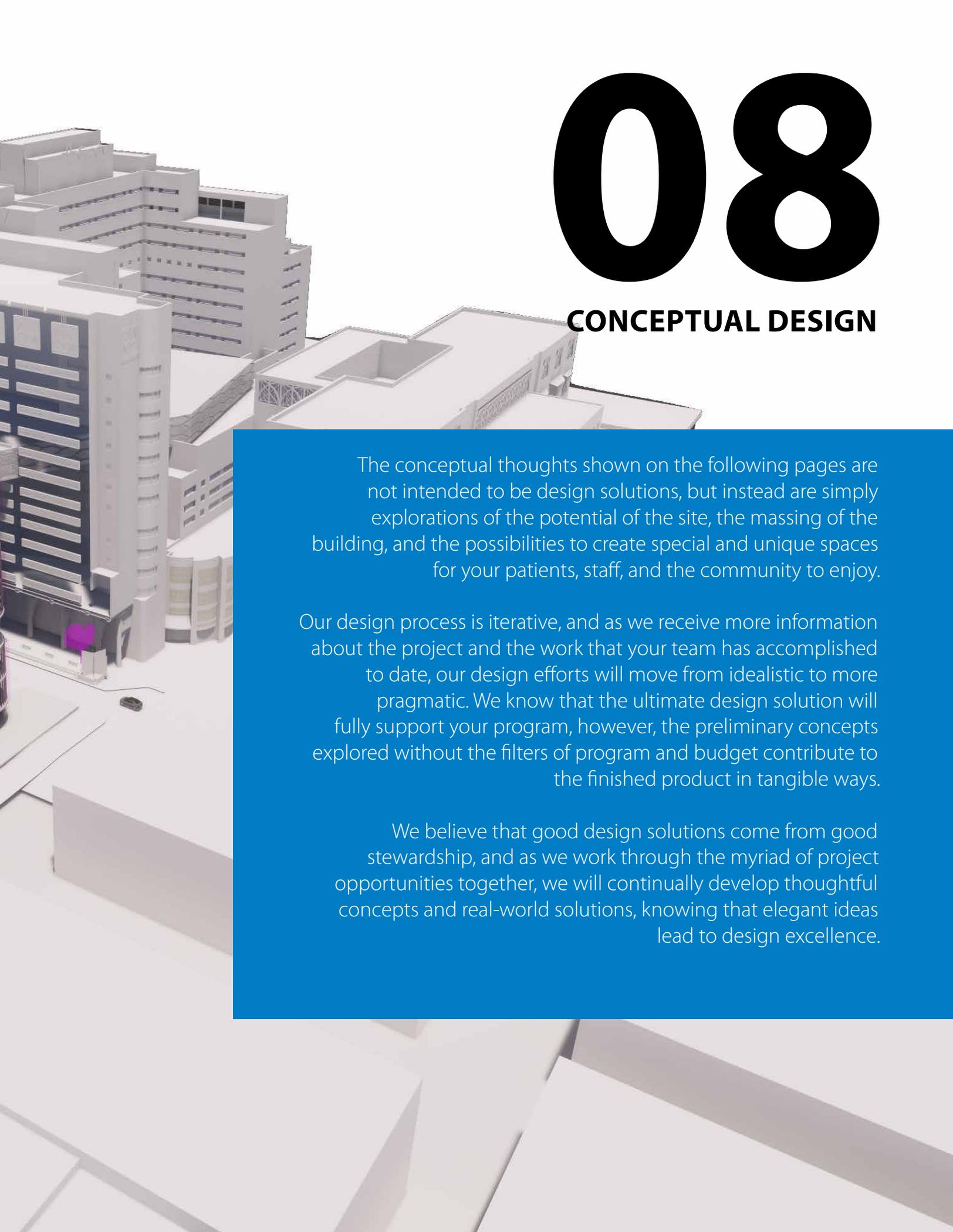
Kaiser Permanente  
Team Manager  
Kaiser North Baltimore Hub and Parking Garage  
301.680.4162  
Silver Spring, Maryland

**3. TOM MCAVOY\***

University of Alabama Health Services Foundation, P.C.  
Associate VP, Corporate Administrative Services  
Executive Administrator, UAB Dept. of Urology  
UAB Medicine Medical Office Building - Gardendale  
UAB Medicine Medical Office Building - Hoover  
205.731.9399  
Birmingham, Alabama

*\*Note: UAB Health Services projects did not include diversity participation goal; GS&P is committed to inclusion of minority business enterprises and has included such firms as part of our team on these projects.*





# 08

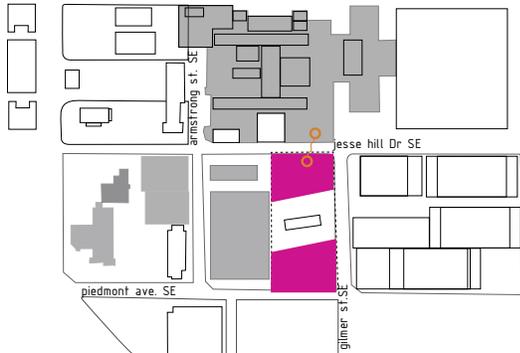
## CONCEPTUAL DESIGN

The conceptual thoughts shown on the following pages are not intended to be design solutions, but instead are simply explorations of the potential of the site, the massing of the building, and the possibilities to create special and unique spaces for your patients, staff, and the community to enjoy.

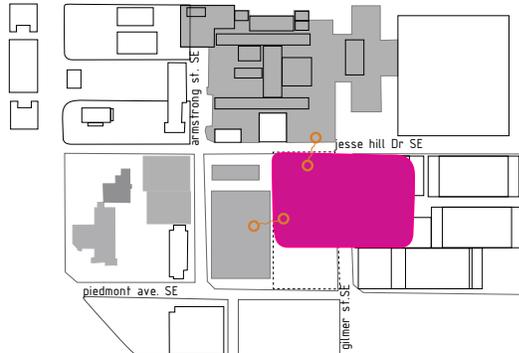
Our design process is iterative, and as we receive more information about the project and the work that your team has accomplished to date, our design efforts will move from idealistic to more pragmatic. We know that the ultimate design solution will fully support your program, however, the preliminary concepts explored without the filters of program and budget contribute to the finished product in tangible ways.

We believe that good design solutions come from good stewardship, and as we work through the myriad of project opportunities together, we will continually develop thoughtful concepts and real-world solutions, knowing that elegant ideas lead to design excellence.

# Conceptual Design Options and Considerations



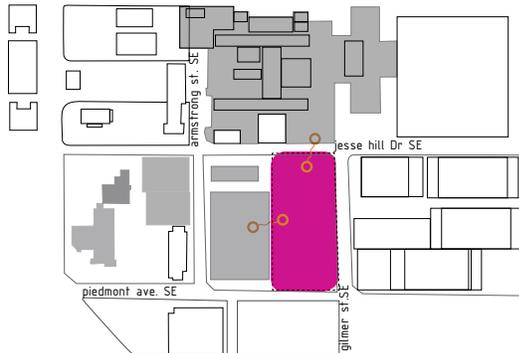
*split tower and plinth*



*rotated program*

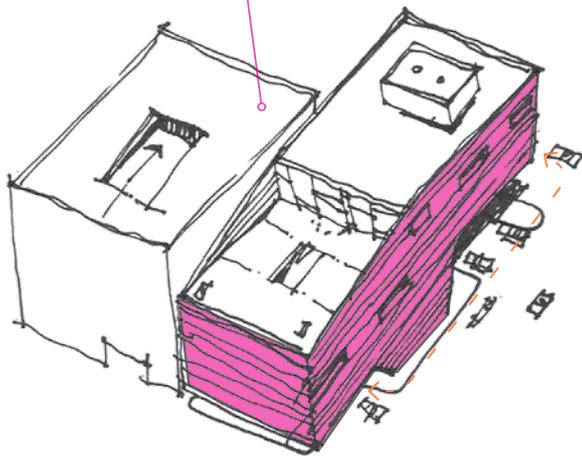


*adjacent parking garage option*

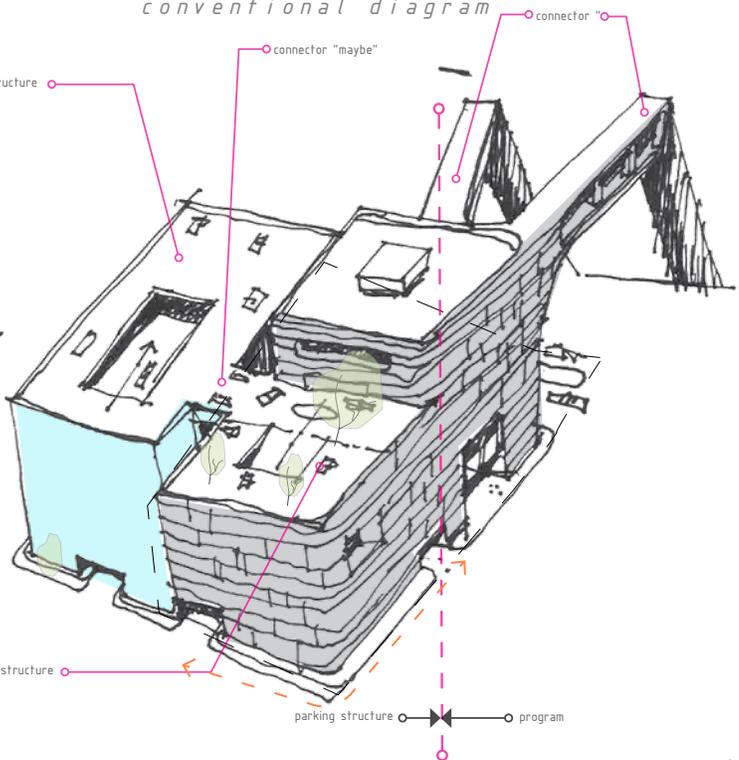


*conventional diagram*

existing parking structure  
park 1600 spots.  
can we move additional parking  
above this structure.



existing parking structure

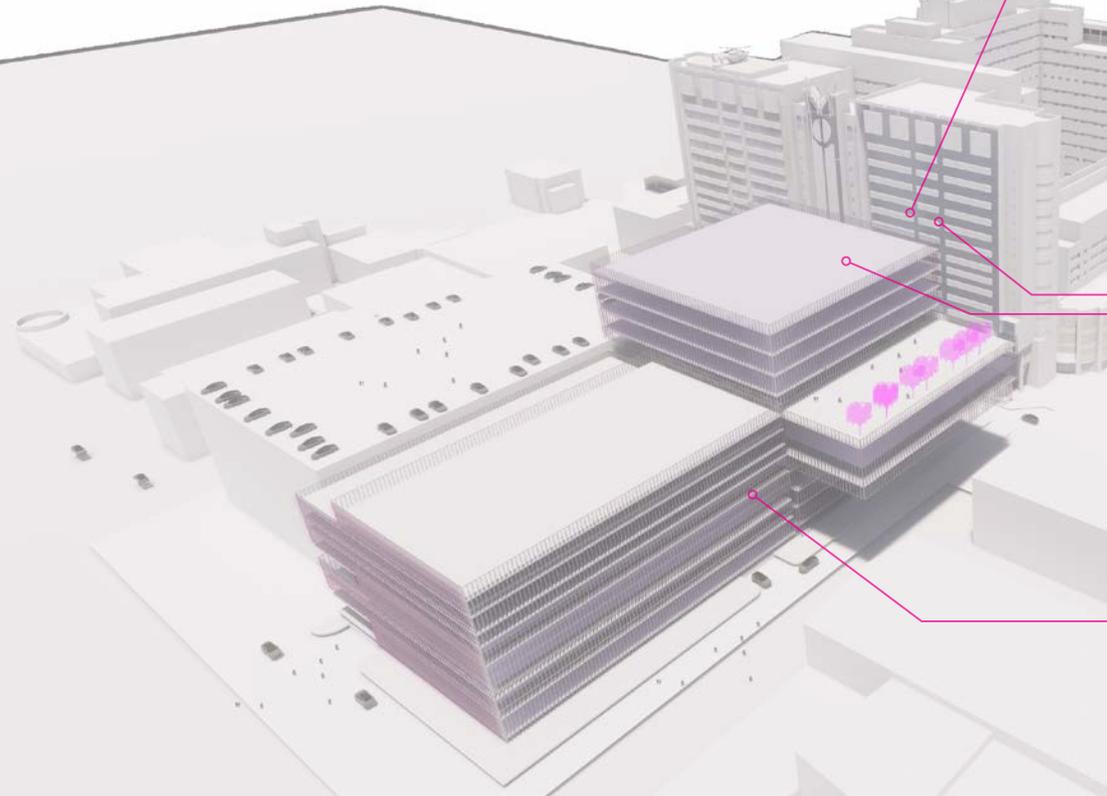


new parking structure

parking structure      program

- SKETCH BEGINNING -

**- SLIDE PROGRAM -**



green space to lobby

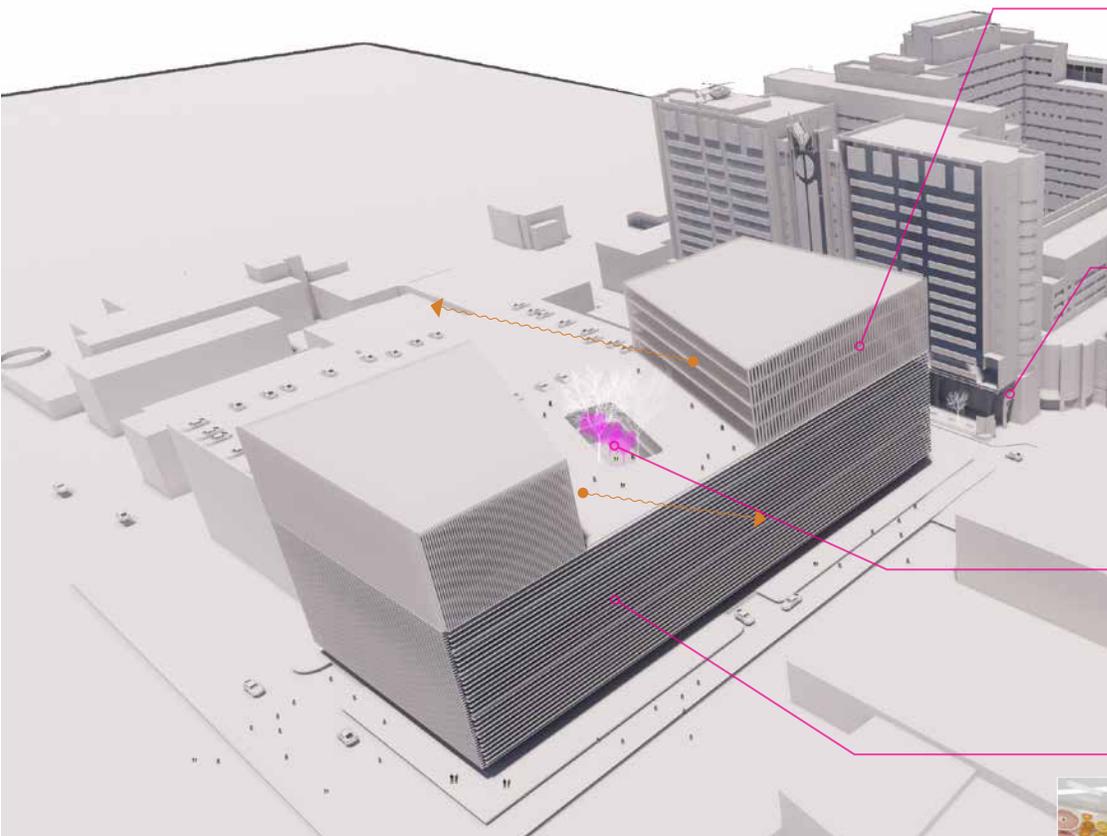


double ht. interior lobby spaces



skin to deck should not be the poor stepchild

**- INTEGRATED SPLIT PLATFORM AND PLINTH -**



slide stack



local lobby



simple lobby



**- STAND ALONE, ELEVATED PUBLIC SPACE -**

pad



skin analysis.



elevated exterior space



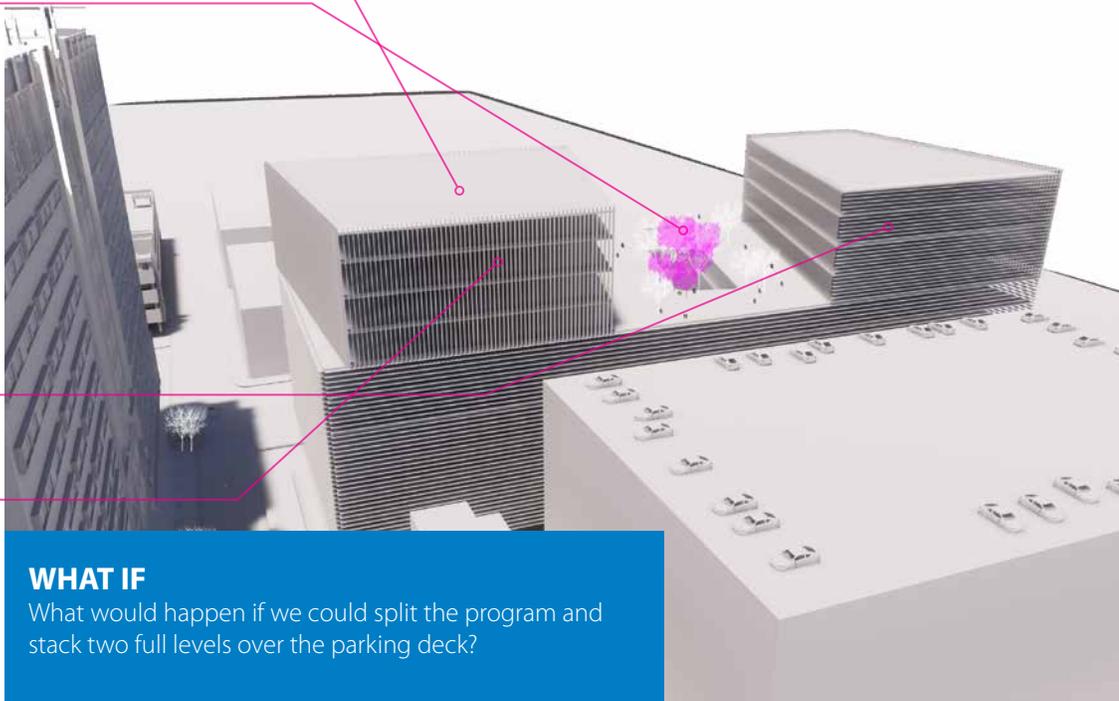
**- INTEGRATED SPLIT PLATFORM AND PLINTH -**



4-sided view of spectacular exterior spaces.



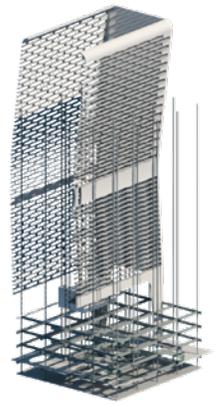
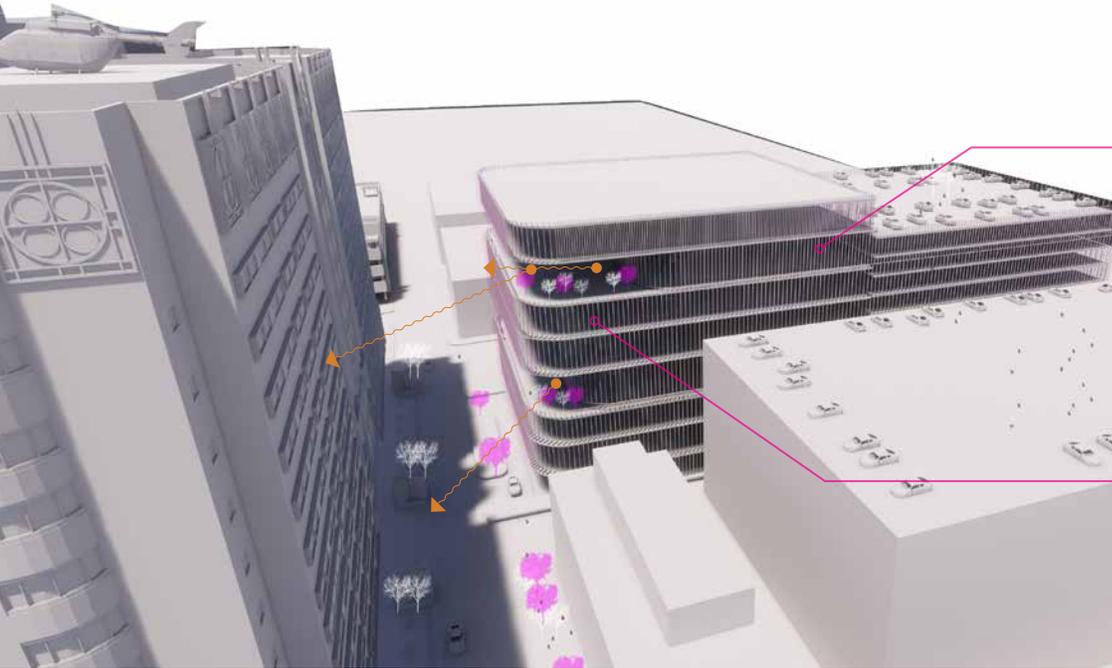
public plaza deck  
2 levels of program below.  
parking deck below



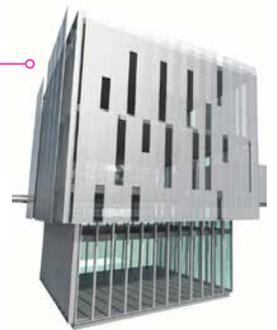
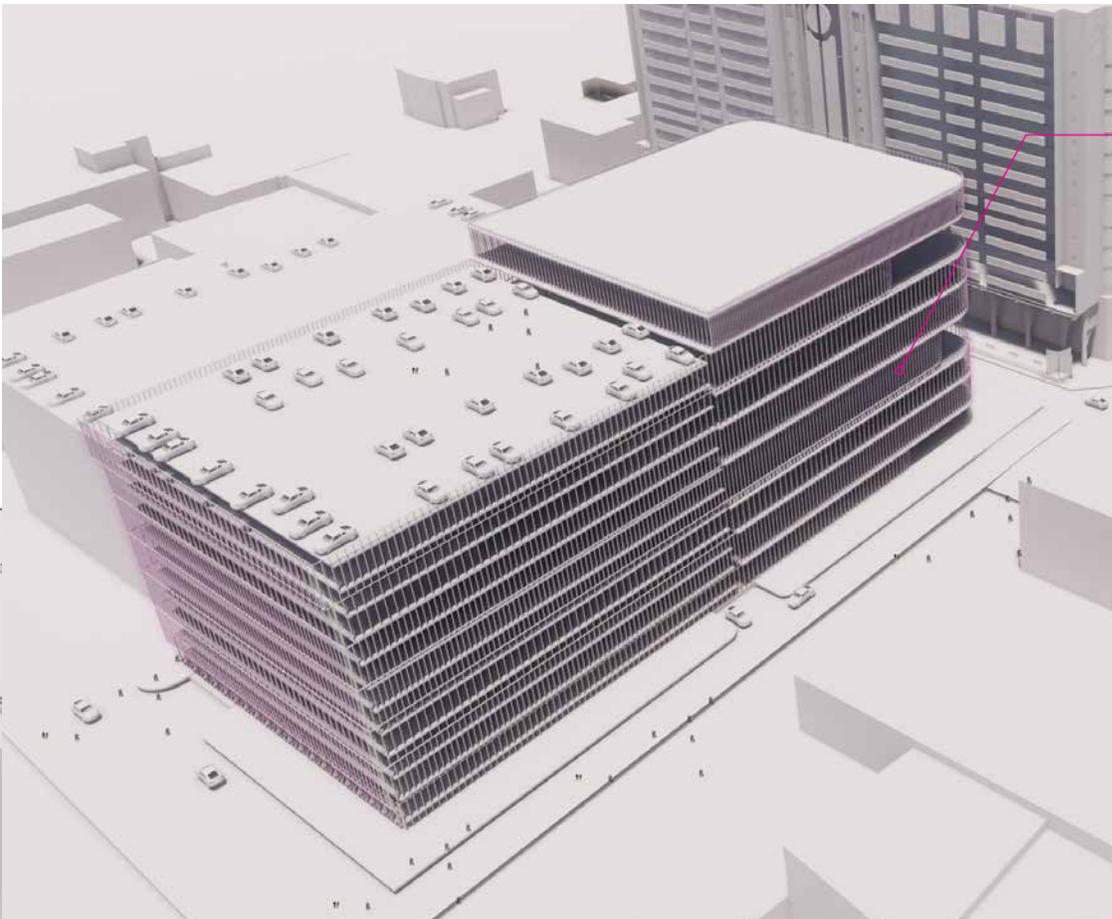
**WHAT IF**

What would happen if we could split the program and stack two full levels over the parking deck?

**- STAND ALONE, ELEVATED PUBLIC SPACE -**



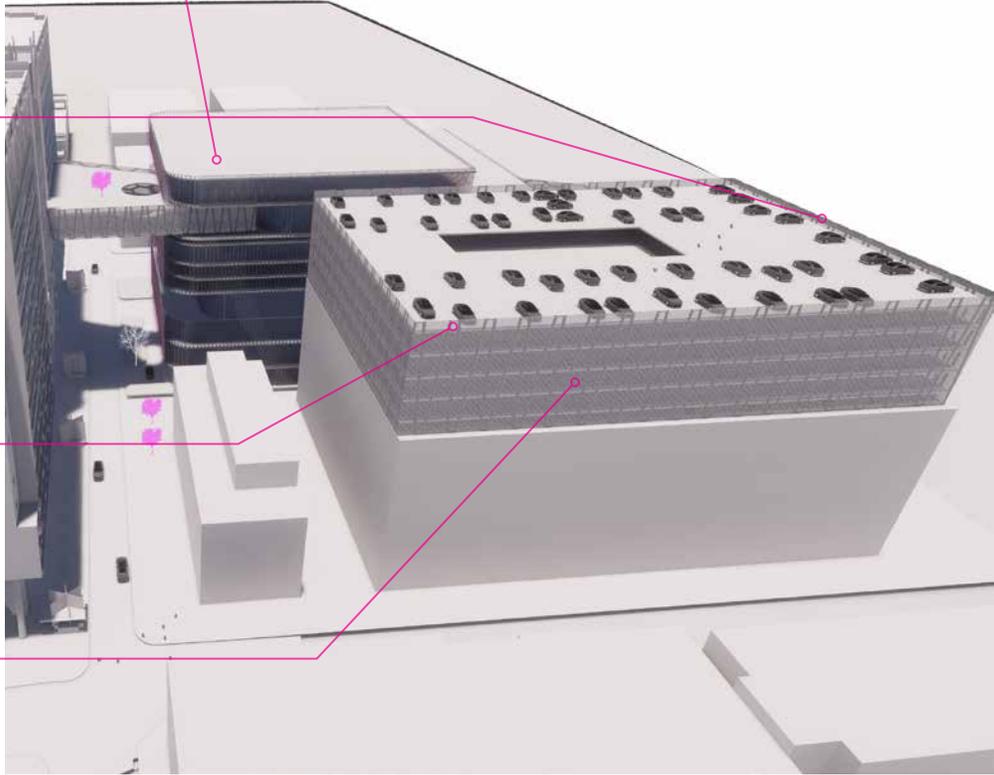
**- INTEGRATED SCHEME -**



**- PARKING DECANT -**

bridge connector

PARKING DECANT  
could we build above  
existing parking  
structures?



**WHAT IF?**

We could build above the  
existing parking structure/s

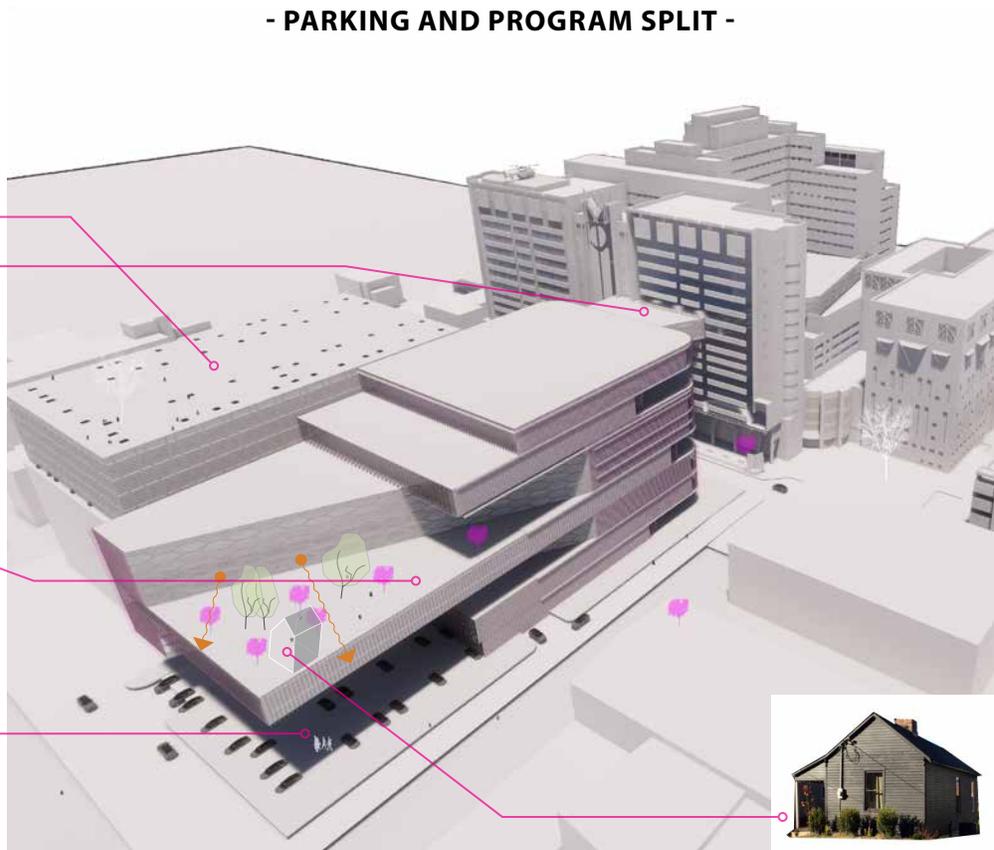


understanding the campus

parking deck decant

bridge connector

**- PARKING AND PROGRAM SPLIT -**



public plaza deck  
2 levels of program below.  
parking deck below

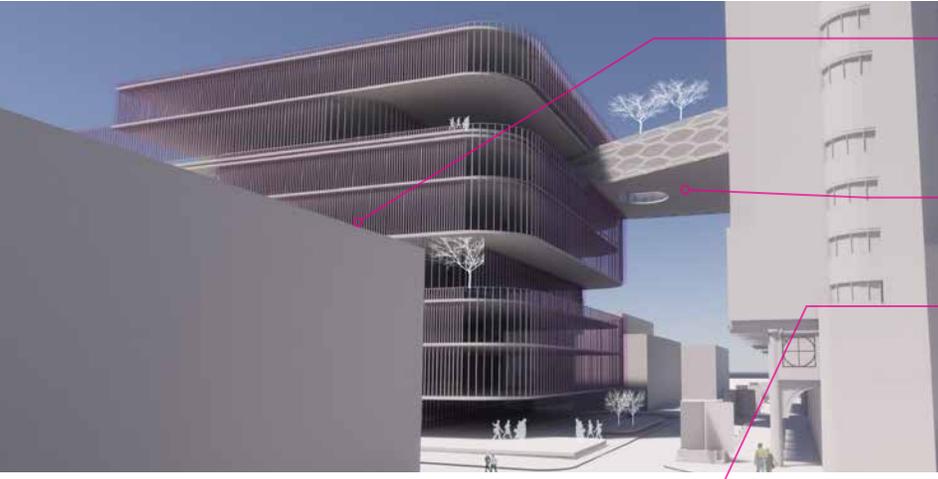


skin surface/surface parking  
and drop-off



home

**- RELATIONSHIP TO CONTEXT -**

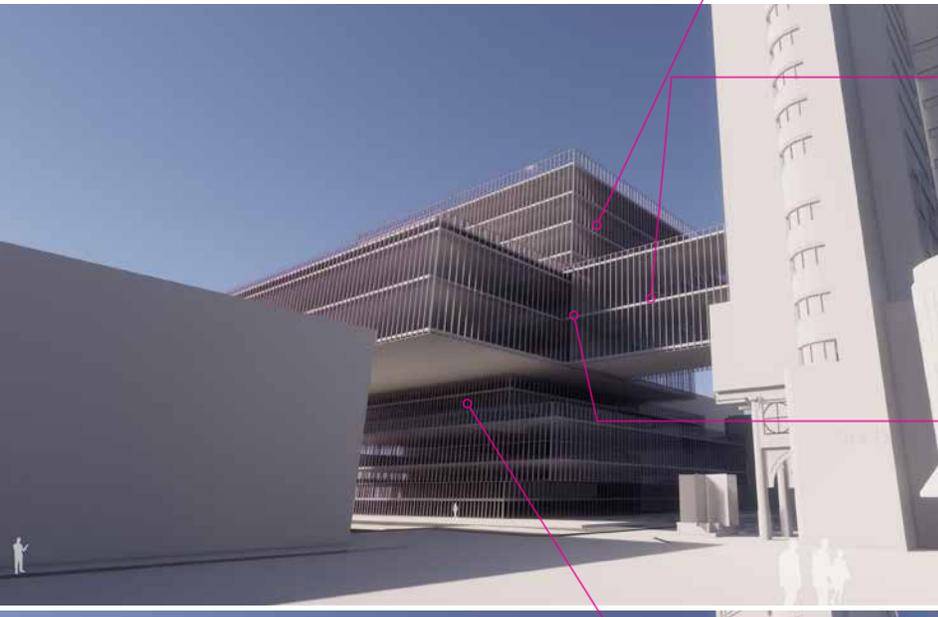


PUBLIC PLAZA DECK  
2 levels of program below,  
parking deck below

bridge connector

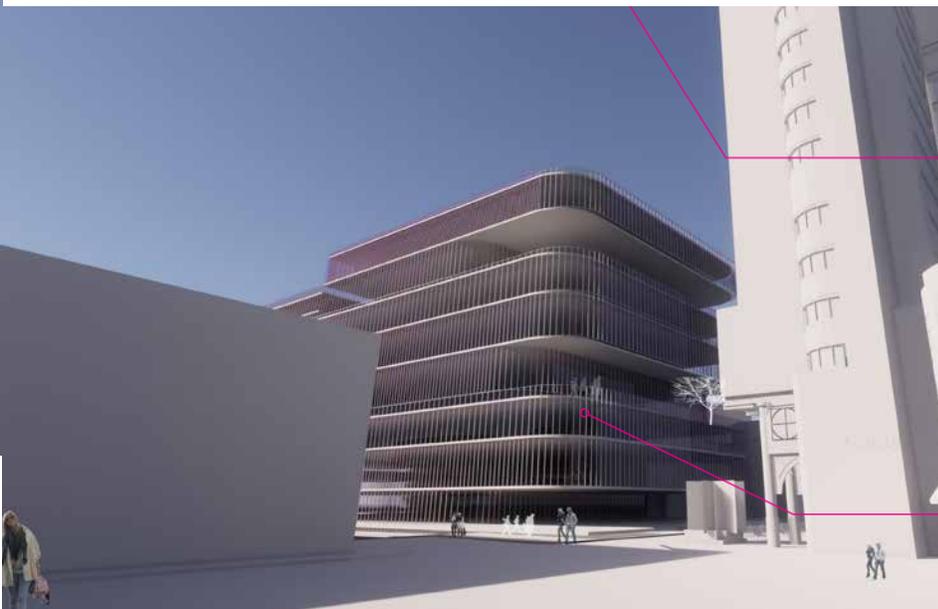


**- BRIDGE CONNECTOR -**



discreet transparent edge

**- NO BRIDGE OPTION -**



roof landscape



skin options

## Philosophy and Design Intent

Our role as lead designers is to work intimately with our clients to help them realize the design potential of their project. We are passionate about stimulating both the design team and the client team to think clearly about ideas and solutions, helping us all understand the **DESIGN PROCESS** along the way. Creating a great design solution lies in the ability of our designers to collect and manage critical design information, process this information, and work with the client to convert the aspirations of the whole team into the design vision. Our hope is that the design team and the client team become one and the same, so that, as we move through the process, **THE LINES BETWEEN THE CLIENT AND DESIGNERS BECOME BLURRED AND OUR PHILOSOPHIES BEGIN TO MELD.**

Part of what we do is to act as a filter and ensure that as we develop a solution, important aspects of the project aren't lost in the rush to completion. Our area of expertise is working with large, diverse groups, on complex problems, and we will develop with the client a process that unlocks the knowledge that the stakeholders have, and **apply that knowledge to develop a design solution.**

As we begin the design process, we will need to understand how your organization works, how decisions are made, and create a platform where **we can all work collectively.** During the initial phase of the project, we will use the existing building to create a work space for the design team and stakeholder work sessions. Our start-up workshop usually begins with a week-long design charrette, which is the most successful way to jumpstart the design process. It provides the best opportunity to meet and work closely with the client team and to understand the stakeholders' requirements quickly. Materials produced in these sessions would include paper hand sketches and computer models. Our focus on diagrams is important to the process not only as it relates to design but also because of how these diagrams relate to how we work and function. **LITERALLY DRAWING OUT IDEAS** is an important part of our process. We draw to explain team dynamics and to explain program adjacencies; we draw to explore design concept. This rigor creates design dialogue, fervor, excitement, and joy.



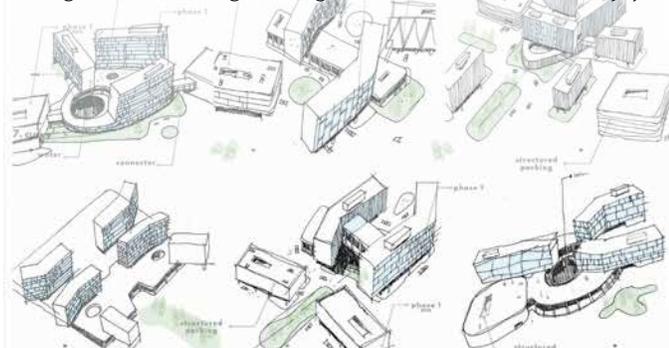
Visioning session



CAPTURE known elements



UTILIZE known elements



It is only through these key design exercises that we can develop great solutions. We are all acutely aware of the anxiety that a building and design process creates, not only amongst the initial design team (client + consultant = design team), but also amongst the community and its constituents. In the past, we have developed approaches with public architecture that involve a large group of people, using **workshops or town hall-type design presentations**. It is important that we understand early what tools we will need to develop to ensure that we can allow external participation and be flexible enough to adjust our behavior to accommodate the flux of the project process. It's clear that the physics of these project types, although similar, are never the same.

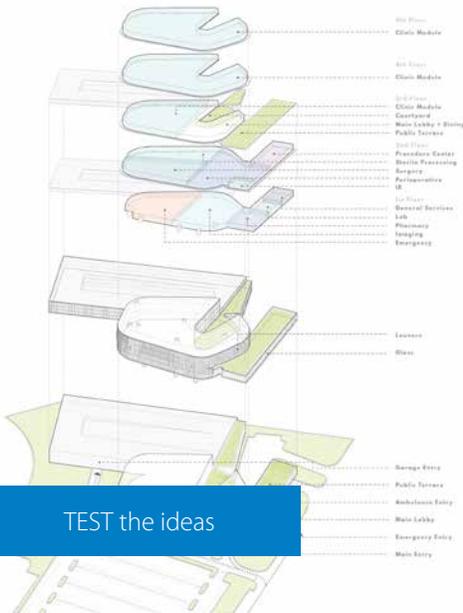
We really want the energy of our design work to be apparent. The creative process is both demanding and challenging; an ultimately, an enjoyable and immensely rewarding experience.

Sustainability is an integral part of our everyday design philosophy, it is simply part of being a responsible designer. We believe sustainable design shouldn't be viewed as a separate niche. Greenwashing is not fundamentally sound.

**Successful sustainable design always starts with your project goals** – what is important to make the building fulfill your vision and mission? Armed with that knowledge, our designers zero in on strategies that support the mission while adding sustainable value.

At its core, sustainable design is a holistic process, rather than a series of isolated decisions; our commitment to sustainable design revolves around an integrated, interdisciplinary approach. The team works together to identify synergies among architectural, engineering, and construction disciplines and take advantage of interaction between active/mechanical and passive/natural strategies. Considerations range from social and cultural concerns to resource efficiency and technical engineering challenges; all viewed through the lens of your aspirations for the building.

STACK the ideas



TEST the ideas

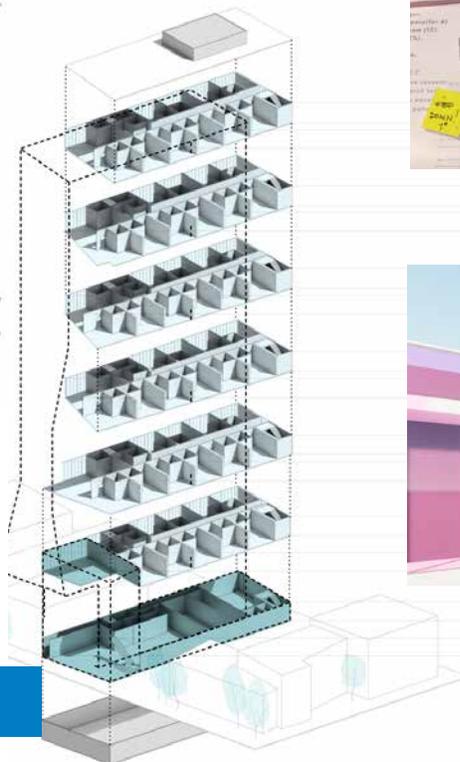


DIALOGUE, define program



DECISIONS and selections

DETAIL the stack, and study



The image shows a large, modern hospital building with a light-colored stone or concrete facade. A prominent feature is a red cross logo followed by the word "Grady" in a bold, sans-serif font. The building has several curved architectural elements and large windows. In the foreground, there are concrete steps and ramps with metal railings, leading up to the entrance. The overall scene is captured in a slightly desaturated, blue-tinted color palette.

 **Grady**





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P A R T N E R S

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Baton Rouge	Jackson	Shanghai
Birmingham	Jacksonville	St. Louis
Charlotte	Knoxville	Tallahassee
ChIPLEY	Lexington	Tampa
Cincinnati	Louisville	
Columbus	Memphis	

