URS

December 2, 2008

Purchasing Division
2019 Washington Street, East
P.O. Box 50130
Charleston, WV 25305-0130
Attention: Ms. Roberta Wagner, File 22

Re: Requisition # WSH90086
Architectural and Engineering Services for a new 50-bed Patient Care Unit at the William R. Sharpe Jr. Hospital, Weston, West Virginia

Dear Ms. Wagner,

URS Corporation (URS) is excited to provide this Expression of Interest (EOI) to the Purchasing Division of the Department of Administration for the above referenced project. We hope to clearly demonstrate throughout our proposal why we should be selected for the new patient care project.

Overview of our Qualifications

We believe we are uniquely suited to assist you with this assignment based on the following:

- In the United States, URS is the number one pure design firm with full service capabilities in all aspects of planning, site development, design and construction, architectural design and engineering, utility engineering, and cost estimating.

- URS divides its company into specialty practice areas. The URS Health specialty practice is comprised of over 300 professionals and ranks among the top healthcare design firms in the country by healthcare magazine surveys. Having served over 250 clients in the healthcare industry for over 50 years, members of The Health Group have provided such services to some of the largest and most progressive health systems in the United States.

- Our project team has successfully completed projects for a number of mental health care providers and projects that are similar in scope to the proposed 50-bed patient care unit. The firm's size and staffing levels enable us to effectively meet the demands of new projects while concurrently maintaining existing workloads. If awarded the contract, all of the members mentioned in this document can fulfill their assigned roles. With a second story addition to be constructed above an existing patient unit, the URS project team also recognizes the sensitivity that will be required to successfully execute the design and construction of this type of renovation in a hospital setting.

Further information on our qualifications is provided within Section 1 of this submission.

Approach to Project

We offer many examples of how a well-managed design approach can successfully address and overcome the issues that will likely be encountered as part of your Project. Upon embarking on the design process, URS will work closely with staff from your hospital and for the duration of the Project to assure coordination of design and construction efforts. In addition, we anticipate engaging interest groups from within the community. As part of this approach, our team believes in establishing workshops very early in the process to bring stakeholders together to establish common goals and a

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Vision for the Project. Building consensus and excitement in the participants often leads to a series of creative and unique opportunities for the design, and development of a Vision statement provides a common language and understanding between all team members.

Planning and design of construction activities will require attention to mitigate the disruption of services, extreme sensitivity to the particular needs of your specific patient population, and a focus upon both safety and security for patients and staff.

We understand the important design consideration for creating a healing environment for mentally illness, one which fosters interactions essential to the patient's well-being, enhances social skills and helps develop self-esteem while ensuring the patient's safety and security.

Efficiency in Design / reduced energy consumption

With our own in-house estimating staff, URS is accustomed to working closely to a project budget. We are experienced in utilizing the appropriate construction technology to ensure that a project that is completed on budget without sacrificing quality.

URS has its own Energy Management Group whose primary focus is devoted to assisting owners in finding the most efficient use of energy. We employ advanced technology for energy modeling as a part of a structured quality process for achieving, validating, and documenting that a facility is designed, installed, tested and capable of being operated and maintained in conformity with the Owner's Project Requirements (OPR).

In addition, we offer a broad range of services to assist an owner with developing sustainability, including LEED accredited professionals and commissioning agents. Commissioning helps a building owner to achieve the full level of operating efficiency from the capital investment. It also reduces risk. We have included additional information within Section 1 of this submission.

Summary

In summary, URS is offering the resources of a highly qualified full service team to design and engineer this project. We believe that we have the right experience and staff to successfully complete this project and we look forward to discussing our capabilities further with you. If we can answer any questions, please feel free to contact us.

Very truly yours,

URS Corporation

Gary Hriber
Managing Principal

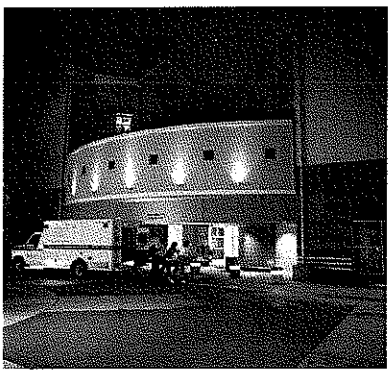
Robert G. Seaman, Architect
Director of Healthcare Group

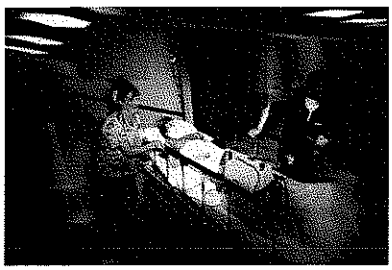
Proposal for
Architectural / Engineering
Design Services for the William
R. Sharpe Jr. Hospital

Prepared for:

William R. Sharpe, Jr. Hospital

December 3, 2008





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URS

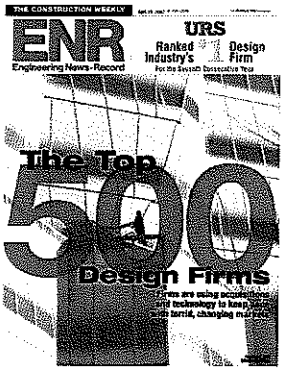
Firm History

Section 1 – Firm History

URS Corporation was founded in 1951, and incorporated in 1957, as Broadview Research – a research group active in the areas of physical and engineering sciences. In 1967, management developed a growth strategy focused on building a multidisciplinary professional services firm. In 1968, Broadview Research acquired United Research Incorporated (URI) of Cambridge, Massachusetts. During this period, the name Broadview Research was changed to United Research Services, which was later shortened to URS.

URS offers a broad range of planning, architectural and engineering design and program and construction management services to public and private sector clients throughout the United States. The firm is one of the nation's largest professional service organizations whose total staff of more than 55,000 includes some of the most distinguished and experienced representatives of the architectural and engineering professions.

Within this organization is a specialized group of professionals known as **URS Health**. Comprised of over 240 professionals nationwide, URS Health is devoted exclusively to health facility planning, architecture and engineering. It is the primary mission of our practice to work in a participative role with clients to develop solutions that maximize capital expenditures, resource utilization and the quality of patient care - while reducing operational costs.



In 2008 URS was ranked as the nation's #1 design firm by *Engineering News Record* for the eighth consecutive year.

This is accomplished by combining the finest professionals in strategic, operational, facility and financial planning, as well as the full range of architectural and engineering disciplines, into a fully integrated, responsive organization. Many of our architects and engineers have devoted their entire careers to the design of healthcare facilities. Today, URS is one of the leading health facility planning and design consultants in the United States, per *Modern Healthcare* and *Engineering News-Record* magazines' annual surveys.

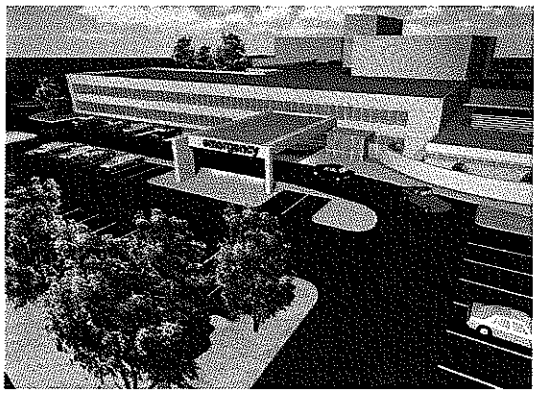
Healthcare projects are unique in their requirements to facilitate the diagnosis, treatment and prevention of illness - while at the same time creating an environment that is responsive to patients and families who may be experiencing the joy of a newborn child, the fear of a diagnostic procedure, or the grief of a serious illness. It is this apparent dichotomy of purposes that makes the design of "healing environments" particularly challenging. When planning a healthcare facility, the functional requirements must be properly addressed: space, flow, equipment, technology and infrastructure must all work in concert to effectively deliver the science of healthcare. Yet the delivery of a true healing process cannot be realized if the human component is ignored.

To accomplish this, URS seamlessly merges the concept of patient-centered care with functionality to create an integrated, patient-oriented healing environment. Part

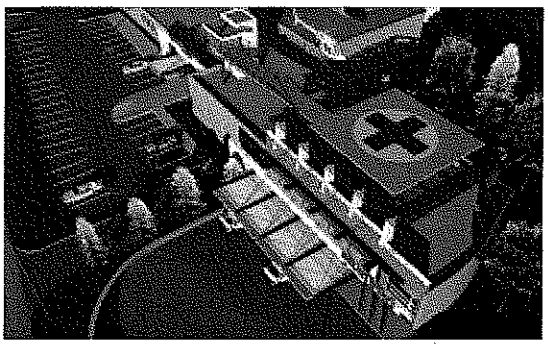
facility response, part human interaction, this *patient first* concept makes the difference between a stressful, clinical experience and a comfortable, healing process for the patient. It is our philosophy to work closely with our clients to creatively incorporate the functional and patient-centered elements of healthcare design into every healing environment we create.

In recent years, URS' health planning experts and related specialists have developed the full range of healthcare service programs for our clients, including:

- Acute Care Hospitals
- Academic Health Science Centers
- Alzheimer's Units
- Ambulatory Care / Surgery Facilities
- Biomedical Research / Clinical Laboratories
- Burn Centers
- Cardiac Cath Labs
- Cardiac Rehabilitation Units
- Cardio / Pulmonary Centers
- Central Utility Plants / Co-Generation Facilities
- Children's Hospitals
- CT SCAN (Computer Tomography)
- Diagnostic Imaging
- Endoscopy / GI
- Emergency Departments
- Head Trauma Rehabilitation
- Hematology / Oncology Facilities
- Intergenerational Day Treatment Centers
- Intensive / Critical Care Units
- Laboratory
- Long-Term Care Facilities
- Materials Management Centers
- Medical Centers
- Medical Office Buildings
- MRI (Magnetic Resonance Imaging)
- Nuclear Medicine
- Rehabilitation Units
- Surgery
- Wellness Centers
- Women's Services



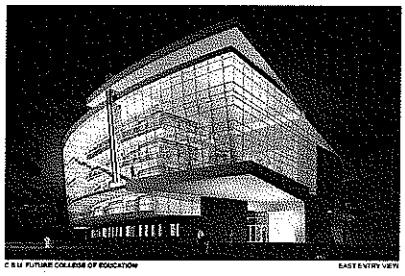
A rendering from the Emergency Department expansion at Marion General Hospital in Marion, Ohio.



A rendering from the Emergency Department renovation and expansion at Grady Memorial Hospital in Delaware, Ohio.

Our experienced professionals have assisted a diverse range of healthcare clients to achieve their program and design objectives for decades. Our architects, engineers, planners, interior designers, and technical specialists are known for delivering the highest quality professional services, often under critical time and budget constraints. As a result, URS has received numerous awards and citations for outstanding performance and technical excellence.

Three-Dimensional Modeling



The URS team has the capability to prepare study models, presentation models and 3-D computer models, utilizing Form Z, as necessary to effectively communicate the design. During this phase, we use our architectural and engineering design capabilities in the civil, structural, mechanical and electrical disciplines to investigate systems and solutions that provide efficiencies and economies in space utilization, energy management and conservation, maintenance and the integration of the engineering systems into the architectural design. All schematic design documents will be prepared in AutoCAD format.

Energy Savings Projections

URS believes in utilizing actual rate structures when calculating the savings for our customers. This method of converting units saved to dollars saved is the most accurate way to calculate energy savings.

URS' Professional Engineers and Certified Energy Managers have over 30 years experience in the Energy Services field. They utilize sound engineering practices, computer software and experience to project savings. They examine the interaction of systems in order to accurately identify savings opportunities.

Our savings projections also take into consideration our clients business environment, operations, and local utility issues. Understanding these needs allows us to project savings for the near and long term.

The key to verifying and quantifying system performance is gathering and analyzing accurate data. Trending incremental data of various inputs reveals system performance and efficiency. Many of the points necessary for proper system evaluation are resident in the building automation systems. Other points are gathered with stand alone test equipment that the team owns for use in building evaluations.

The measured values are entered into a variety of engineering calculations and computer models for evaluation. The team engineers and Certified Energy Managers make recommendations for improved performance.

Operational Savings Projections

A project that reduces some energy use, but requires a great deal of costly maintenance is not necessarily cost effective over time. Alternately, while newer, more efficient equipment may require more costly replacement parts, it may also require less maintenance and repair. These considerations are kept in mind when developing projects for our clients. The team is dedicated to developing solutions that return a net savings to our clients in maintenance and operating costs.

Utilizing standard maintenance schedules on equipment we calculate the future spend on both material and labor to service installed equipment and compare it to past spends on existing units. This differential is developed and agreed upon through communication with the client and carried forward as a stipulated annual savings. Accurate determination of these projections is essential as to provide analysis on, and present further opportunities for operational savings.

The team believes that all operational and maintenance savings should be co-authored utilizing existing data from both the customer and prior experience with similar projects. Our calculations are conservative by any of the industrial associations (Illuminating Engineering Society, International Association of Lighting Management Companies, Association of Energy Engineers) standards.

Operational savings on lighting are achieved by replacing existing material with material that has a longer rated life. This saves both labor dollars and material dollars.

Design Approach

Our approach to evaluating the reduction of energy consumption and maximization of capital improvements is to utilize energy simulation programs to model existing building conditions. We then model multiple proposed approaches and compare those multiple approaches against the existing conditions. To calculate proposed savings and maximize total impact, independent and separate analyses are performed that back-check energy savings projections.

Service and Training

Successful project deployment will require proposing local and national training programs on new equipment, systems and process. URS has a regional training center, utilizes vendor national training centers, and provides training video tapes for future employees and ongoing employee training renewal programs.

URS looks forward to developing our relationship with the William R. Sharpe, Jr. Hospital and growing and evolving into a true partner for a campus-wide, comprehensive energy conservation program.

Facility Maintenance and Operations Improvements

URS has the operating experience in working with municipal maintenance, facilities, environmental, health and safety staff, processes and systems that is essential to identification and analyses of facility maintenance and operational improvements that yield energy efficiencies and savings, improvements in safety, and comfort. Our staff has direct experience in identifying, costing and deploying maintenance and operating savings that have been included and guaranteed in numerous design/build energy conservation programs in major health care institutions. In addition, our team has substantial experience working with significant levels of data from FAMIS, and building and automation systems. Our team will utilize existing data to model current state operations, and then model future state energy savings opportunities, to determine feasibility, to predict and quantify potential energy efficiency outcomes, and to determine practical executability for our recommendations.

Programs to Encourage faculty, staff and public energy conservation involvement

In order to develop a comprehensive programmatic strategy that is actionable for William R. Sharpe, Jr. Hospital, our team can leverage the expertise at the hospital with our experience in program planning at other sectors in sustainability principles and practices that include waste management, energy management, resource conservation, planning and design, "Green purchasing", plantings, transportation, stakeholder well being, sustainability awareness, sustainability education, outreach, corporate public and private sponsorship, publicity and communications, and change management strategies.

Our approach can include:

- Perform current-state analysis of established hospital policies and programs;
- Review procedures, goals and objectives with key stakeholders;
- Benchmark best-in-class programs and practices from our experience and knowledge base, and build a future program for the hospital that is based on environmental stewardship that will be fully integrated, deployable and measurable for the long term.

LEED Design

As an industry leader in embracing and utilizing LEED design concepts, URS employs over 60 LEED accredited professionals, allowing for extensive experience helping clients obtain highly efficient, sustainable designs with minimum impact to the construction cost. To accomplish this, URS coordinates closely with all design disciplines to minimize energy expenditures during and after construction. Useful strategies have included the following:

- Building layout, including orientation and floor design, minimizes energy costs by bringing daylight into the inner building areas;
- Recycled materials are specified throughout the facility;
- Flexible layouts favor reconfiguration with minimum use of new materials and occupant recycling of disposable materials;
- Exterior materials, including glazing for an atrium and facades, are chosen for energy conservation benefits;
- Central atriums, one of the best devices to bring daylight into a building, reduce heat gains and losses by limiting exterior building perimeters; and
- Indoor air quality is monitored through identification and control of pollution sources and special venting of storage areas, copier rooms and laboratories.

URS takes a proactive approach in turning environmental liabilities into assets. We offer the latest technology and expertise in assisting our clients achieve regulatory compliance, enhance operating efficiency, and reduce costs. Our goal in sustainable design is to reduce the impact of the building on the environment through energy and resource efficiency. Over the long run, a sustainable building will limit the use of scarce resources, reduce energy usage, and help to improve the quality of the environment.

URS Commissioning Philosophy

URS Corporation provides commissioning services for many different client and building types. What began as a service to individual building projects has expanded into a service for major client and building groups. The foundation of our services revolves around the systematic process of documented verification that all building systems perform interactively, that fulfill the functional and performance requirements of the contract documents and that meet the owner's operational objectives and needs.

URS' commissioning process begins with design criteria and any owner design programming requirements. During design, these criteria are carried into A/E material and equipment selection and are carefully reviewed through our technical submission/reviews. During construction, we work with the A/E, CM and the Owner to conduct construction control/inspections and tests that will lead into turnover practices for facility operations and subsequent recertification testing. This is then followed by extended operating practices and a Post Occupancy Evaluation that provides the necessary lessons learned to further enhance our commissioning process.

We at URS believe that commissioning is the responsibility of the entire delivery team. Each member must do their part to ensure that all decisions reflect the programmed goals; that the submissions and constructed feature are reviewed and tested for effectiveness; and that proper documentation is made to certify and support the maintenance of expectations.

URS has in the past provided commissioning services during both the design and construction phases. Below is a list of services provided during both phases of a project.

Design Phase Services

1. Provide peer design review services and attend design review meetings.
2. Provide LEED peer design review services and attend design charrettes.
3. Value engineering/construction cost review.
4. Review HVAC load energy, life cycle cost and load calculations.
5. Develop commissioning specifications and functional test procedures.
6. Develop commissioning plan.
7. Develop re-commissioning plan.
8. Recommend energy optimization strategies.
9. Assist with contractor prequalification/selection process.

Construction Phase Services

Assist the Independent Commissioning Authority with the following:

1. Compile and prepare procedures and documentation for functional performance test on the HVAC as indicated by this scope of services.
2. Develop a pre-commissioning management manual.

3. Assist the Construction Manager to establish schedules for all commissioning activity.
4. Review design intent and basis of design documentation.
5. Field verify installation for compliance with construction documents and Owner design standards.
6. Field verify through sampling techniques that start up and initial checkout has been completed.
7. Review preliminary air and water balance reports.
8. Witness functional performance test.
9. Review and approve functional performance test results.
10. Review and approve air and water balance reports.
11. Assist Owner to establish responsibility for performance issues and make recommendations for necessary repairs and modifications to equipment and systems to comply with base contract performance requirements.
12. Review training procedures and ensure that training occurred.
13. Review operation and maintenance manuals.
14. Document functional test results.
15. Complete final commissioning report.
16. Review and document building systems performance and warranty related issues near the end of the warranty period for the project.
17. Review actual, modeled and past energy consumption and document discrepancies and energy reduction opportunities. This review will occur one year after occupancy in order to evaluate one full year

While incorporating "Green Design" at the onset of a project may have some initial cost impacts these are usually out-weighed by lower operating and maintenance costs.

Section 2 – Project Experience

URS is committed to providing full service to meet each client's specific needs. Our firm offers all professional design services from a single source of project leadership and control. Clients gain the most when the professional design component of the project team is provided as an integrated single source.

With all technical disciplines within a single organization, responsibility is established and flexibility to react to options is expanded. A summary of our services is listed below:

- Architectural Planning and Design
- Building Commissioning
- Certificate of Need Assistance
- Cogeneration and Power Generation
- Construction Administration
- Cost Estimating and Scheduling
- Engineering Planning & Design
  - Civil Engineering
  - Communications Engineering
  - Electrical Engineering
  - Energy Engineering and Planning
  - Environmental Engineering
  - Geotechnical Engineering
  - Mechanical Engineering
  - Process and Chemical Engineering
  - Structural Engineering
  - Survey
  - Transportation Engineering
- Facility Assessment
- Facility Management – Planning, Operations and Preventative Maintenance
- Financial Feasibility Analysis
- Fire Protection and Life Safety Systems Design
- Functional and Space Programming
- Fundraising Assistance
- Graphic Design
- Information Systems Consulting
- Interior Design
- Landscape Design
- Master Site and Facility Planning
- Medical Equipment Coordination
- Parking and Traffic Analysis and Engineering
- Post Construction – User Orientation, Post Occupancy Evaluation
- Program Management
- Regulatory Planning Assistance
- Scheduling and Budgeting
- Site Assessment and Selection Evaluation
- Strategic Facility Planning
- Visualization Techniques

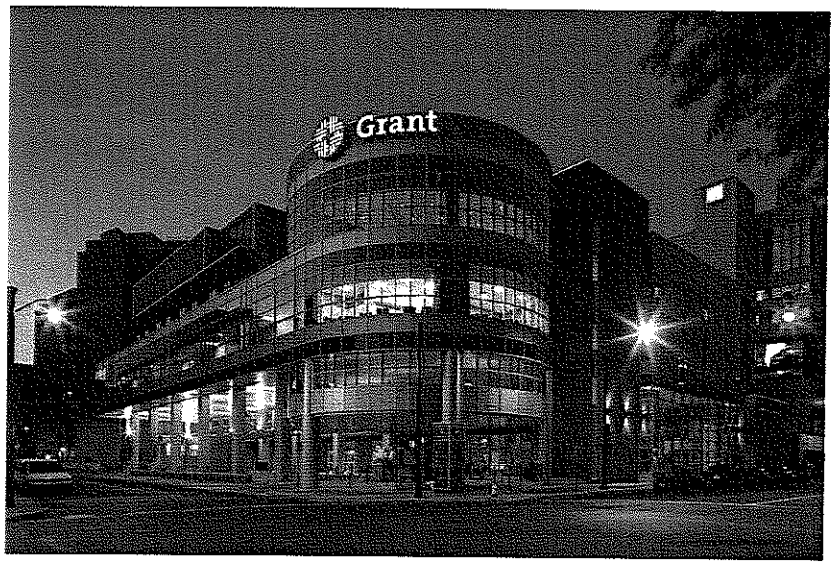
We have included a selection of our past experience on the following pages.

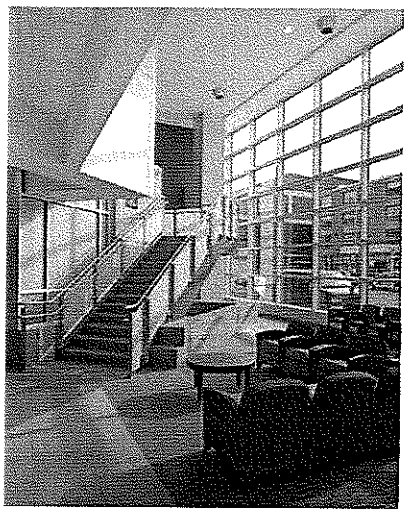
Surgical and Heart Center at Grant Medical Center
Columbus, Ohio

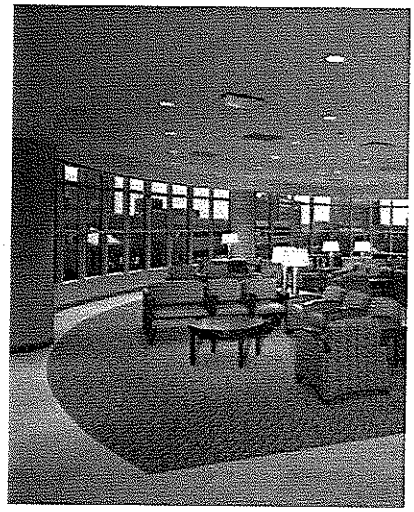
Grant Medical Center is the primary downtown Columbus hospital of Grant / Riverside Methodist Hospitals and the Ohio Health System. It is their vision to be the downtown provider of choice. The hospital seeks to accomplish this by building their strengths as leaders in surgical services, quality patient care and services, and to capitalize on current and proposed downtown revitalization and development plans.

The master plan calls for the demolition of an outdated, 50-year-old nursing school now serving as physician offices. To prepare for this demolition, a new 6-story, 110,000 sq ft Medical Office Building has been constructed on an adjacent site to serve as a replacement for Baldwin Tower offices. With the MOB completed, the demolition of the tower can take place to create the footprint for the key component of the master plan: a new 150,000 sq ft, 4-story Surgery and Main Entrance.

The new addition will be architecturally defined by a 2-story lobby space, which will also serve as a new front door for Grant. Patient access will be facilitated by drop off / queuing lanes, temporary parking for valet service, and direct vehicular access to the Parking Garage. To maximize the utilization of this urban site, the project will be designed for future vertical expansion of 4 to 5 additional occupied levels.







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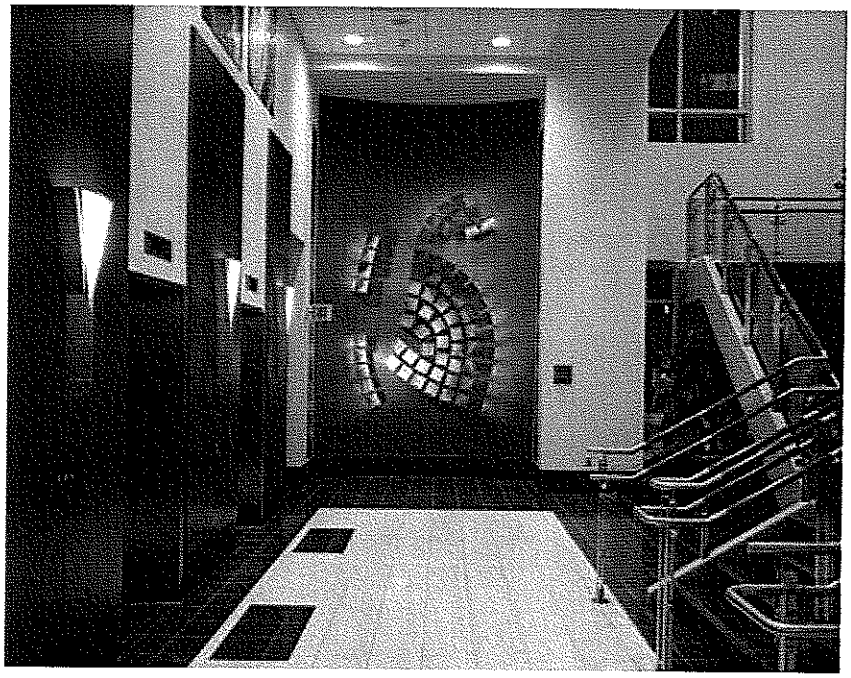
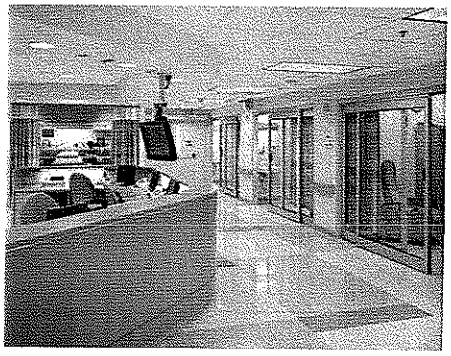
The Heart Center
Spectrum Health
Grand Rapids, Michigan

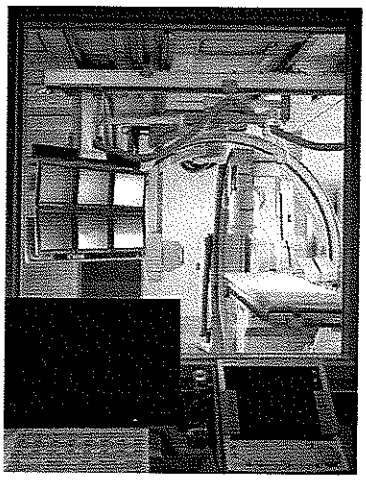
URS was retained by Spectrum Health to provide planning and architectural / engineering services for a new comprehensive Heart Center. The 10-level tower includes: 105 private patient rooms; 19 pre-and post-operating rooms; 12 room Chest Pain Observation Center; 6 Cath Labs, with expansion space for two more; and 6 operating rooms, with expansion space for two more.

The first floor of the Heart Center is the Diagnostic Center. This Center will be for patients who need echocardiograms, stress tests and other noninvasive tests. In addition, this floor will have a comfortable lobby for all guests to enjoy. The Chest Pain Observation Center is adjacent to the first floor and connects the Heart Center to the Emergency Department. This 12-room unit will enable patients coming to the ED who are experiencing cardiac factors to be evaluated immediately.

The second floor is the Surgical Center with 6 operating rooms specially equipped with the latest in cardiac technology. This floor also includes 19 pre-and post operating rooms and three quiet rooms where families can meet with healthcare providers in privacy. The third floor is the Intervention Center with six catheterization labs, 24 patient rooms, and 2 quiet rooms. The fourth and fifth floors contain Critical Care Centers with 30 private patient rooms and 5 ultra critical care rooms. At each floor, the sixth and the seventh floor each providing Inpatient Centers with 46 private patient rooms, an atrium healing garden and 2 garden lounges providing respite for families and patients. The Education Center with conference space for medical and community meetings, along with private physician offices is on the eighth floor.







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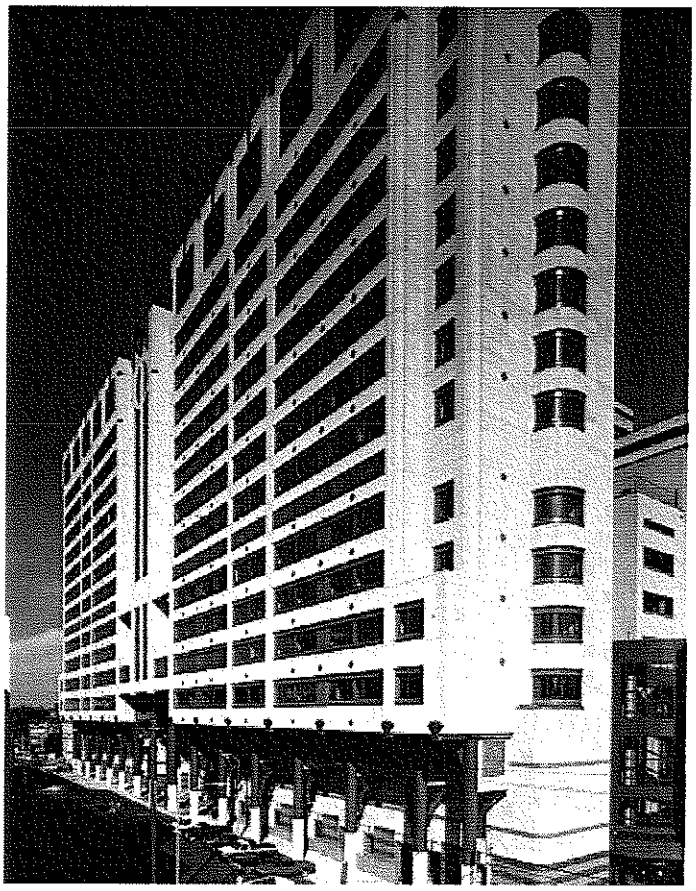
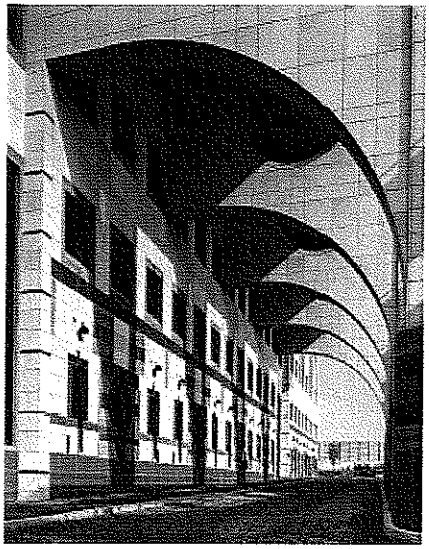
Grady Memorial Hospital
Professional Design Services
Atlanta, Georgia

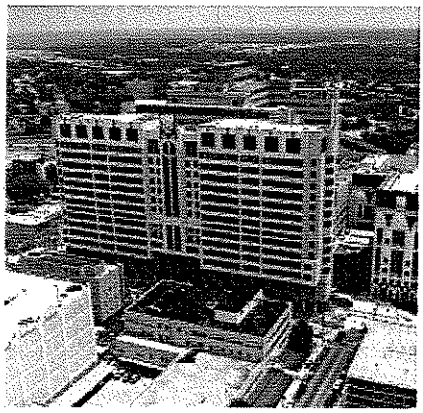
Established in 1892, Grady Memorial Hospital had sprawled into a 16-building medical complex, and its outmoded physical plant could no longer keep pace with the increasing demands placed upon it for delivery of modern health care services. URS headed a team of six architectural and engineering consulting firms that analyzed the hospitals space and programmatic needs, then developed schematic plans to meet those needs. These plans set the stage for a seven-year, $285 million expansion/ renovation that consisted of several major projects: a 370,000-sq ft new outpatient care clinic addition; two new nursing towers encompassing 265,000-sq ft; a 12,500-sq ft new outpatient imaging center; and a 12,400-sq ft service building. Major renovations in three existing buildings involved another 1.25-million sq ft.

Phased renovation converted existing patient wards into private and semiprivate rooms with baths; antiquated plumbing, mechanical and electrical systems were replaced.

All tasks were com pleted within stringent budgets and with minimal inconvenience to the 3,000 daily hospital and clinic visitors and 6,200 employees.







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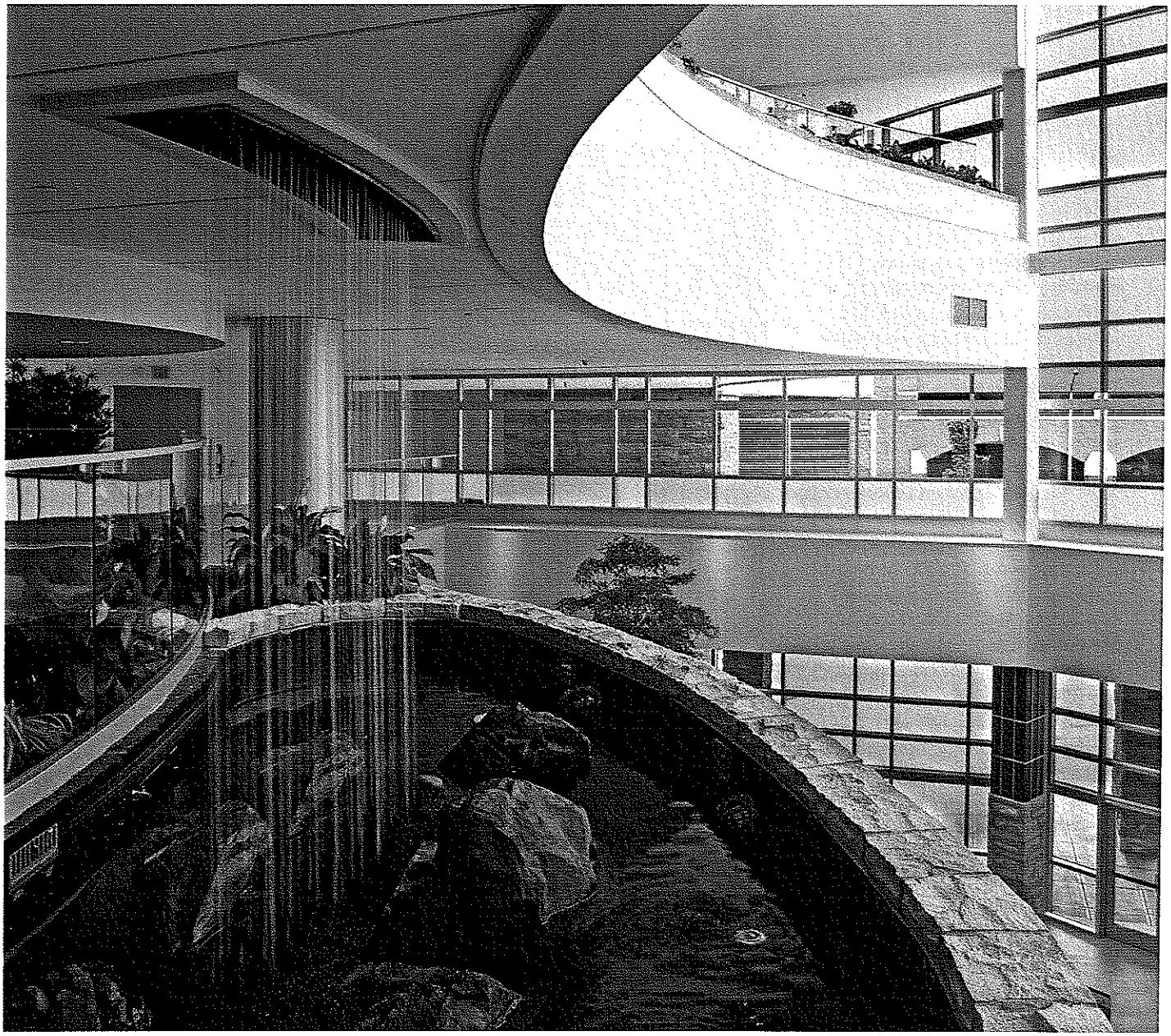
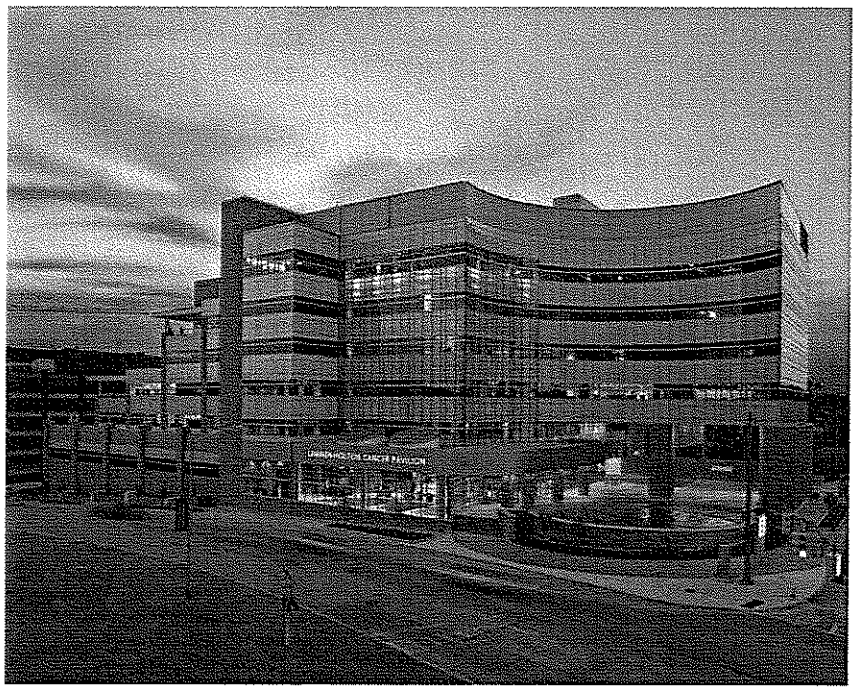


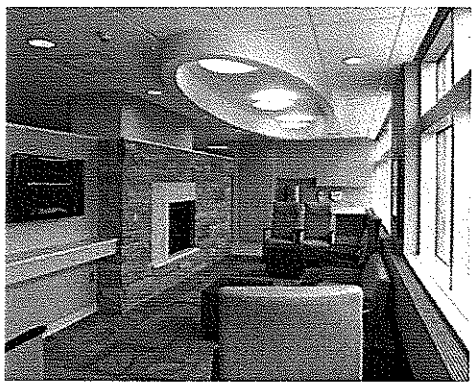
Lemmen-Holton Cancer Pavilion
Spectrum Health System
Grand Rapids, Michigan

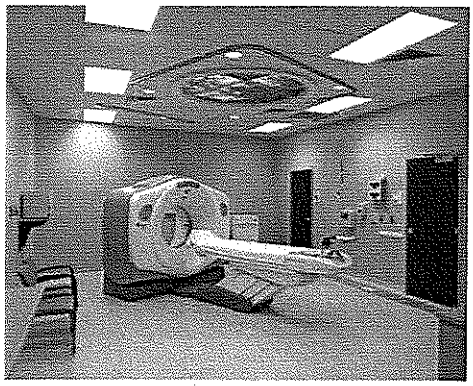
Spectrum Health is a major regional provider of healthcare services in western Michigan, with seven hospitals and more than 140 service sites.

Committed to continued high-quality care, Spectrum's facility development includes a multi-disciplinary cancer center. The new six-level, 273,000 sq ft Lemmen-Holton Cancer Pavilion is designed to serve as the hub for cancer services in the 13-county area served by the Spectrum Health Regional Cancer Network. The facility moves Spectrum toward its goal of being a center of excellence.



The Pavilion is designed to provide a seamless continuum of care and features state-of-the-art clinical technology. It brings highly specialized physicians together in one location designed to make patient visits as convenient and efficient as possible. Major components include:

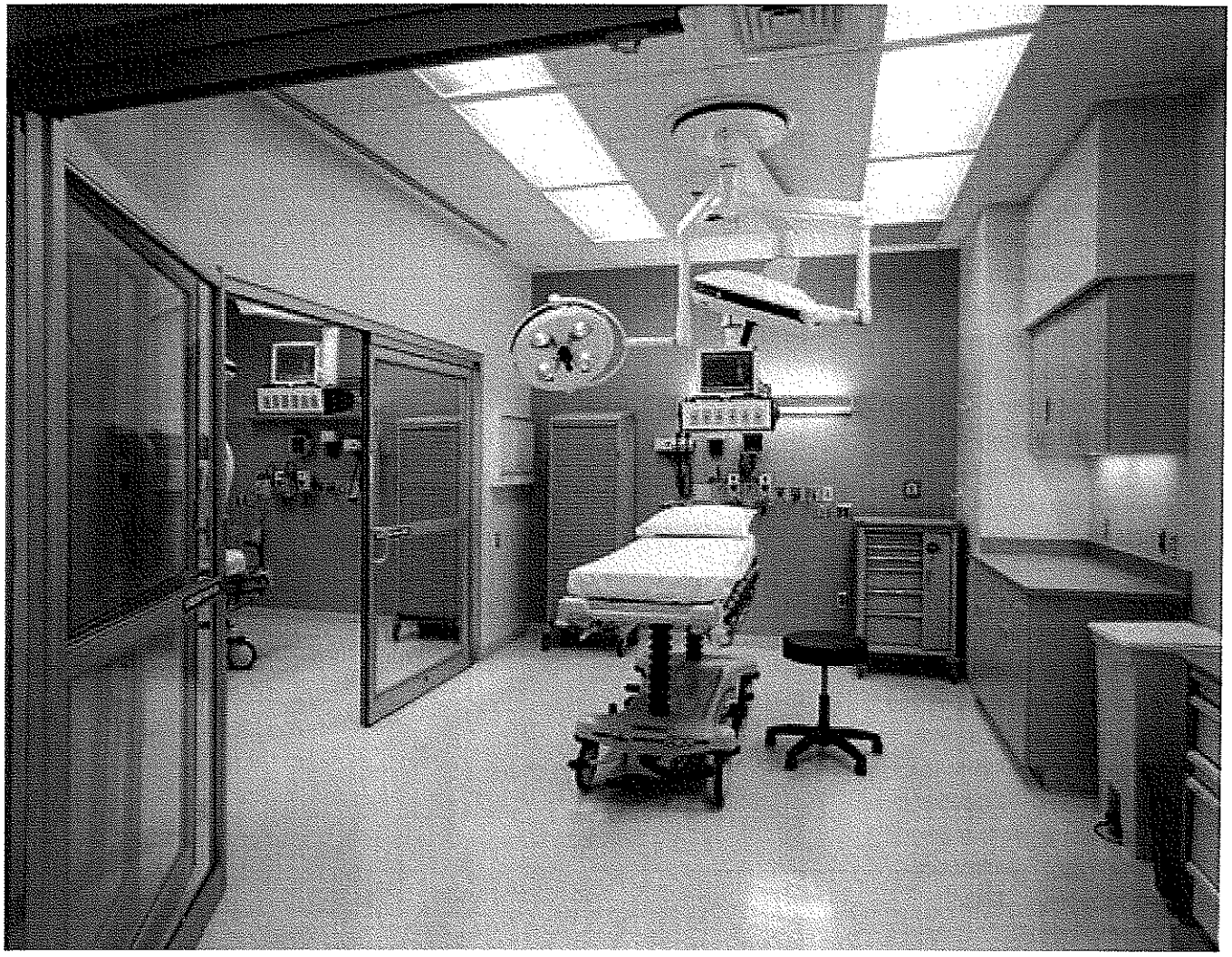




- Radiation Oncology - 5 vaults, HDR, Brachytherapy
- Ambulatory Treatment and Infusion
- Diagnostic Imaging - Ultrasound, Mammography, CT, potential PET/CT
- Multidisciplinary Clinics
- Patient Education
- Clinical Research
- Laboratory Space
- Pharmacy

Administration Offices

URS



Pediatric Emergency Department
Spectrum Health
Grand Rapids, Michigan

Spectrum Health needed to develop a dedicated area for pediatric emergency medicine as part of the continued development of its Children's Hospital.

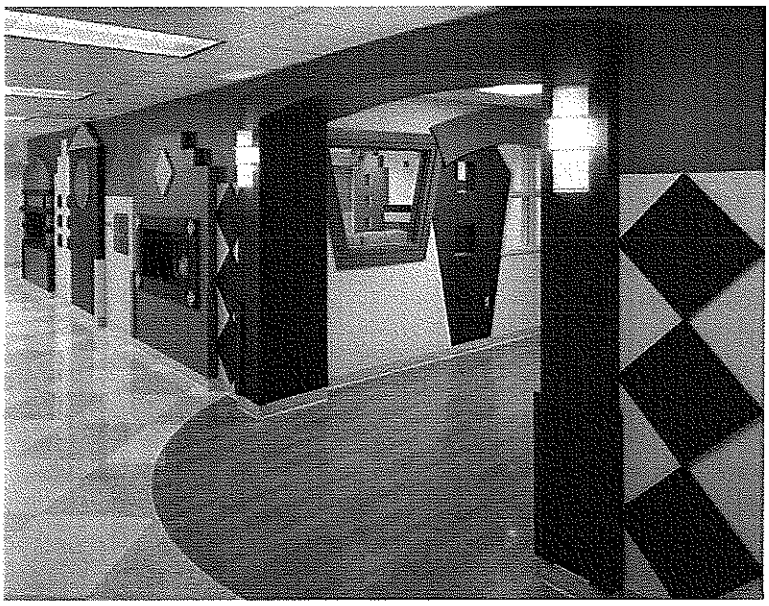
This space needed to be child friendly, yet also appropriate for all ages. It serves children 0-18 years old, along with their families, so the approach is not too juvenile.

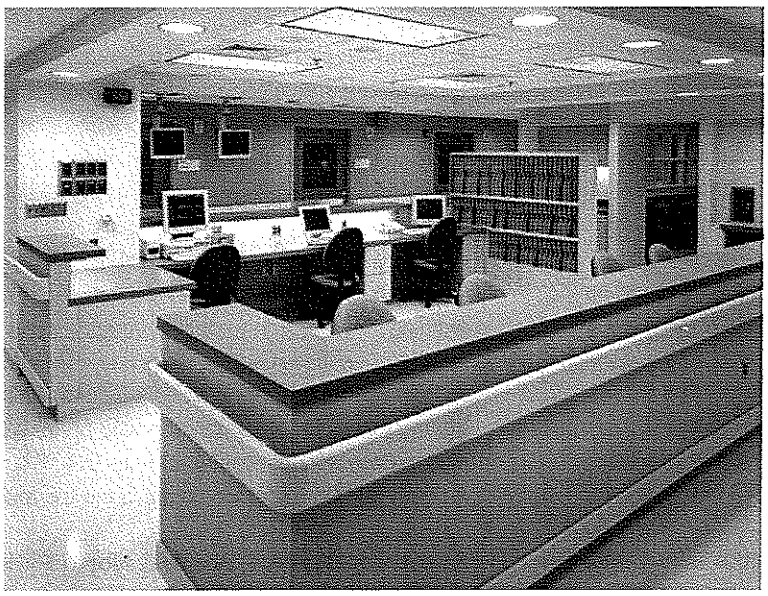
Spectrum Health is located in an urban setting and is surrounded by historic Heritage Hill homes. Because integration with the community was an important consideration, URS Health selected elements from familiar area landmarks. This design approach features playful interpretations of the city skyline, with a broad palette of bright and happy colors. It sets the pediatric area apart from the adjoining adult side of the department.

The use of high visual images is an important part of the wayfinding. When people are rushing into an emergency department, they don't want to have to figure out where to go. The colorful stylized buildings, based on the urban setting of the hospital, make it easy to determine the correct path to take.

Dedicated rooms for pediatric use include a triage room, trauma rooms, exam rooms, isolation room, staff workroom, waiting room, and consultation room. Shared support areas, for pediatric and adult use, surround the area.

By developing a dedicated space to meet Spectrum Health's special needs. URS Health has helped the hospital more effectively meet the needs of a very important patient population.





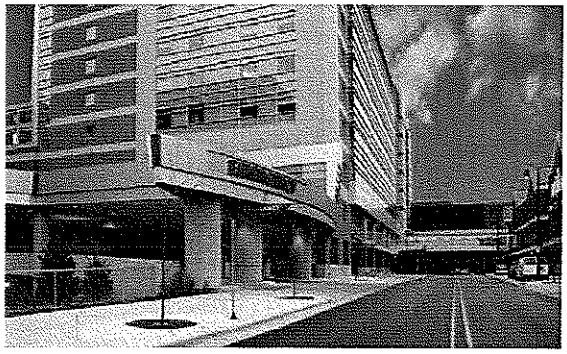
URS

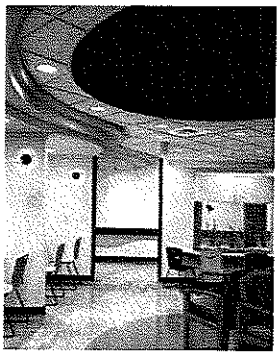
Spectrum Health
Miscellaneous Projects
Grand Rapids, Michigan

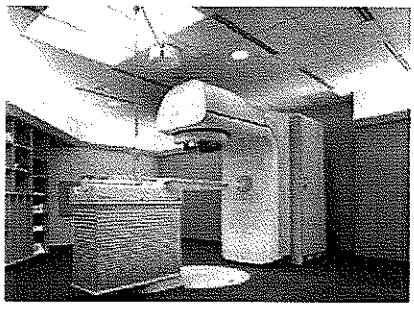
Spectrum Health, created by a merger of Butterworth Hospital (529 beds) and Blodgett Memorial Medical Center (328 beds), is a major regional provider of healthcare services in western Michigan. It is one of the top integrated health systems in the country and has earned 30 national awards since merging in 1997, including Top 100 Hospital and U.S. News and World Report's "America's Best Hospitals" status in 2002. Collectively, over $500 million is being invested in facilities between the Spectrum Health primary campus and the adjacent Michigan Street Development. URS has been providing professional design services since 1998 including:

Spectrum Health – Master Plan (completed 1999)
Combined, the two primary campuses represent 939 licensed beds and approximately 1.5 million square feet of facility. URS performed Master Facility Planning and Architect-of- Record services for the integration of patient care services.

Spectrum Health – South Tower (completed 2001)
A three-story addition totaling approximately 48,000 sq ft was constructed atop the existing South Tower. The vertical addition includes floors for general medical and surgical adult patient care, medical and surgical pediatric patient care and mechanical equipment.







Spectrum Health – Emergency Services (completed 2004)
The project entails a comprehensive renovation and expansion of the Level I Emergency Services facility. URS' initial services included an operations assessment and operations redesign to facilitate the redefinition of service protocol to maximize efficiencies and patient outcomes for care delivery of the existing 85,000 patient visits.

Pediatric Radiology Department at DeVos Children's Hospital (completed 2004)
DeVos Children's Hospital wanted to create West Michigan's first dedicated children's radiology department to deliver imaging services in an atmosphere where children and their families feel at home. Separate from adult imaging services would be ultrasound, fluoroscopy, radiography, sedation suite, waiting rooms, reception and adolescent waiting rooms for older children who prefer a quiet, private setting with books and music. Easy access was needed to MRI, CT, Nuclear Medicine, and the Special Procedures Suite that would surround the main children's radiology department.

Spectrum Health – South & North Parking Ramps (completed 1998 & 2000)
Several parking planning and traffic impact studies for the Spectrum Health Downtown Campus have been performed. The parking planning study, which encompassed a 14- block study area, included existing and future assessment of parking characteristics: parking surpluses / deficits by type of parker, parking location / assignment analyses for short-term and long-term parking, and development of parking improvement options.

URS

OhioHealth Westerville Medical Campus
Westerville, Ohio

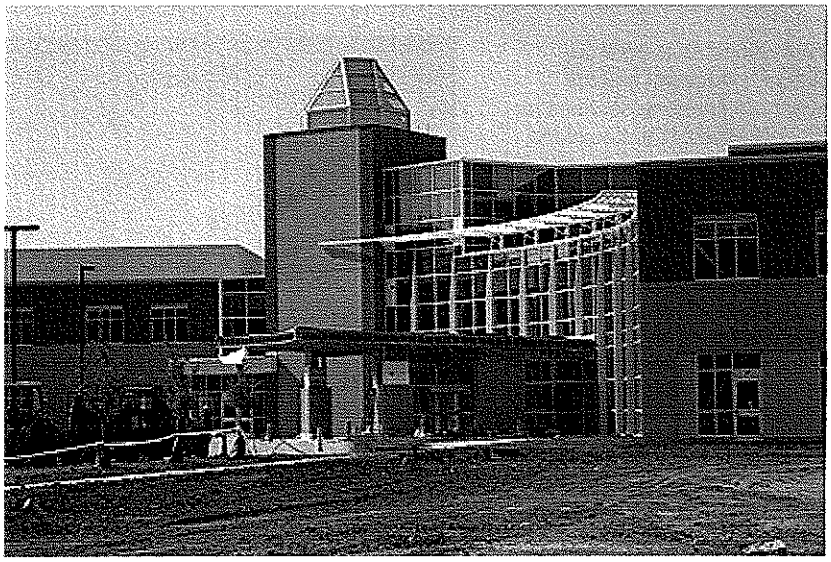
OhioHealth selected URS to develop an outpatient medical campus in rapidly growing northeast Columbus. A first-of-its-kind facility in central Ohio, the campus will bring together many of OhioHealth's clinical specialties—from primary care and physician services to imaging services, surgery and rehab—in a convenient and patient-friendly setting.

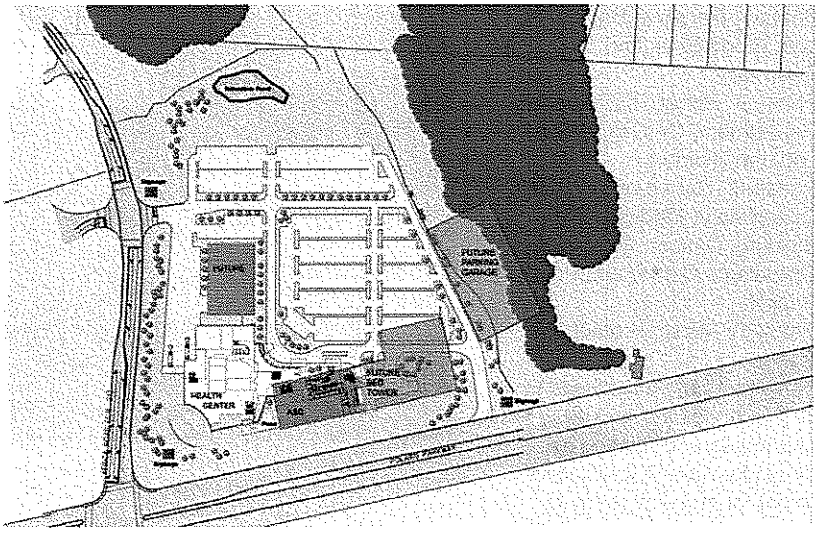
Situated on 42 acres of land, the $35 million medical campus will include three buildings totaling nearly 200,000 sq ft to be built in three phases:

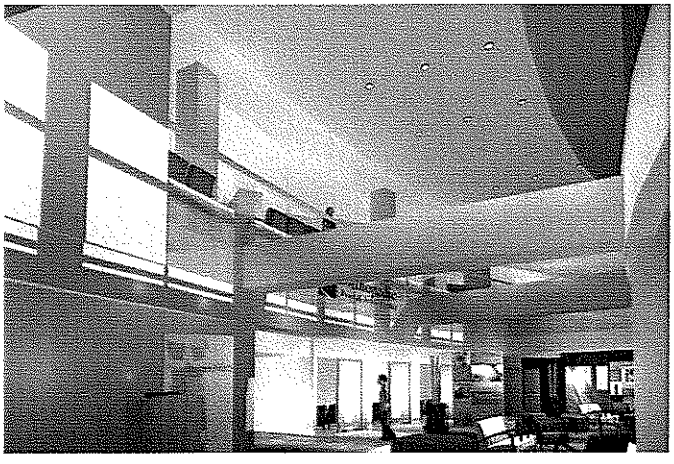
Phase One: Phase one includes a 116,000 sq ft outpatient Surgery Center, the shell of a Health Center, the connecting structure, and related site/parking features.

Phase Two: Phase two involves tenant "fit-out" of the Health Center and completion of related site and parking features.

Phase Three: Construction of a third building for use as a Physician Center has not yet been determined; however, the site will be properly developed to accommodate future construction of this structure.







URS

Louisiana State University
Medical Center & Emergency Department Rehabilitation
New Orleans, Louisiana

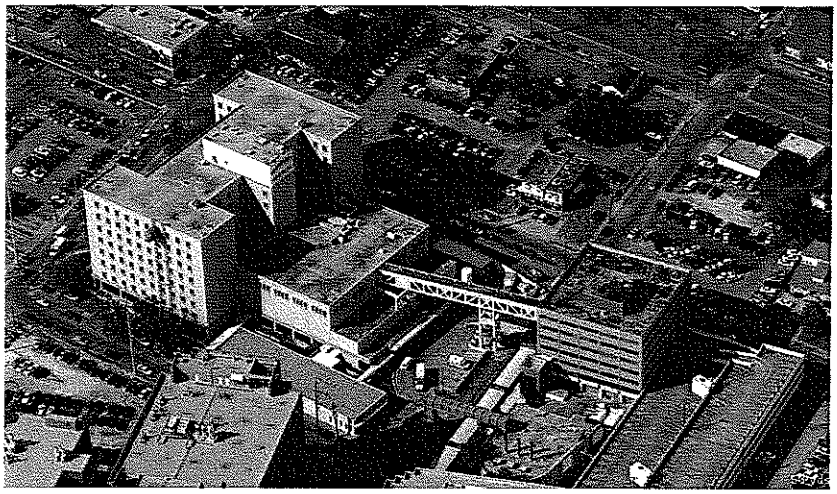
URS was selected to provide mechanical, electrical and fire protection engineering services for the rehabilitation of the Louisiana State University Medical Center at New Orleans.

The University Medical Center located on the downtown medical Campus is the primary teaching hospital in Louisiana. The Facility was damaged by Hurricane Katrina floods and wind. The flooded areas were approximately 300,000 sf. and included animal care areas, Health care functions and much of the primary infrastructure. The project was divided into four phases:

- Phase I -Rehab of Basement, Lab, Blood Bank and Pharmacy
- Phase II -Rehab of Emergency Department, On Call, SICU, Lab and Heliport
- Phase III -Rehab of Psychiatry Department, Medical Office Building, Cancer, Emergency Operations Center and Fuel Supply
- Phase IV -Asset Protection

URS' engineers main task was to get the primary power and air conditioning up and running as quickly as possible. The objective was to get the hospital ready to resume operations in approximately 7 months.

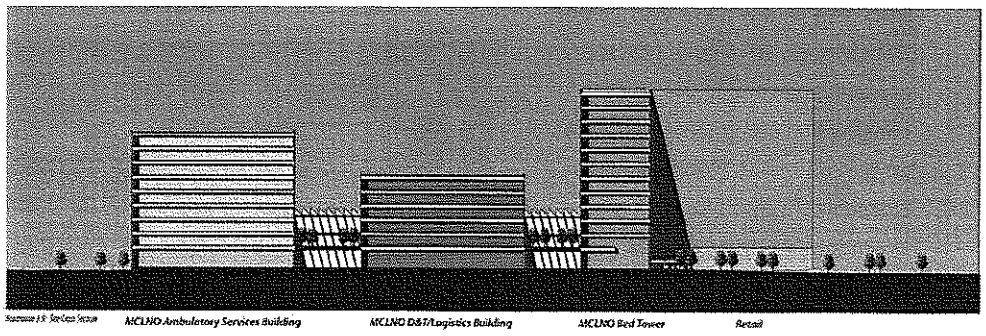
Because most other health institutions in Downtown New Orleans were also severely damaged it was import to get the Emergency Department operating as quickly as possible. The hospital represented the only Level One Trauma Center in the area and was given a very high priority. All major construction of the original $23 million project will be complete by the end of 2006.



URS

New Medical Center of Louisiana at New Orleans
New Orleans, Louisiana

The project is the design of a new medical center in downtown New Orleans which will replace the existing University Hospital and the existing Charity Hospital. The Medical Center of Louisiana at New Orleans (MCLNO) will be located on 37 acres located in downtown New Orleans. The project is a very high profile project in New Orleans and the State of Louisiana and is vital in the revitalization of this area of New Orleans. The project will share a site with the new VA Replacement Hospital. The combined projects will produce one of the most modern medical campuses in the US.



NBBJ, Architects, URS and Blitch Knevel Architects teamed together and were selected by the State of Louisiana in August 2007 for the MCLNO project. URS' role in the project is the design responsibility for the Mechanical, Electrical, Plumbing, Fire Protection, Structural Engineering, Site/Civil and Technology Systems as part of the contracted Basic Services. NBBJ and Blitch Knevel (a Joint Venture) will share the Architectural Design responsibilities.

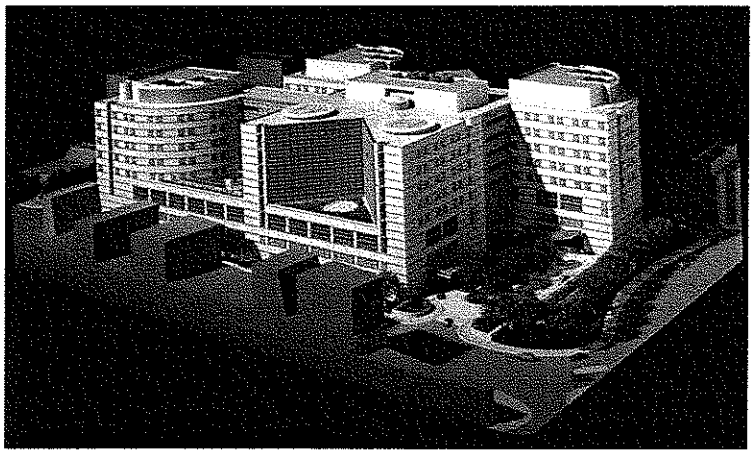
The Construction Cost of the entire project is estimated at approximately $768 million. The State however has divided the project up into 10 separate projects of which 7 will form the basis of URS's scope of work. The seven projects in which URS will participate in the design engineering are as follows:

URS

UCLA Medical Center - Westwood Hospital
Program and Construction Management Services
Los Angeles, California

URS, in a joint venture with Turner Construction Company, provided comprehensive program and construction management services for a $750 million Replacement Hospitals Program for the University of California, Los Angeles (UCLA).

Opening in 2004, the $1.3 billion Westwood Hospital and research complex is the largest building project ever undertaken by the University of California. It replaced UCLA's existing medical center, a 1951-vintage structure weakened in the 1994 Northridge earthquake. The new facility is designed to remain functional following an 8.4 earthquake. The facility combines operations of UCLA Medical Center, UCLA Neuropsychiatric Hospital and Mattel Children's Hospital in an eight-story building, with an additional two levels below ground, for a total of more than one million square feet. The 525-bed replacement hospital was built on a site formerly occupied by Parking Structure 14, a decommissioned steam plant and a waste-handling yard. UCLA will construct new parking as part of the project and relocate the other facilities to nearby sites.



The planned complex has been billed as the most technologically advanced and patient-friendly medical center in the world. The new hospital provides patients with bedside computers connecting them with medical records, information videos and the Internet.

The new hospital consists of 525 patient beds, including both high-acuity and intensive care, and 65 observation beds. Among the functions included in the hospital are the Mattel Children's Hospital, the Neuro Psychiatric Hospital, Women's Services, Diagnostics and Treatment and Faculty Offices. Support services include: pharmacy; clinical labs; food service kitchen for patients and cafeteria; and central loading dock.

University of California, Los Angeles (UCLA)
Santa Monica Healthcare Campus
Los Angeles, California

URS is providing comprehensive program and construction management services for a $750 million Replacement Hospitals Program for the University of California, Los Angeles (UCLA). The project involves two separate campuses.

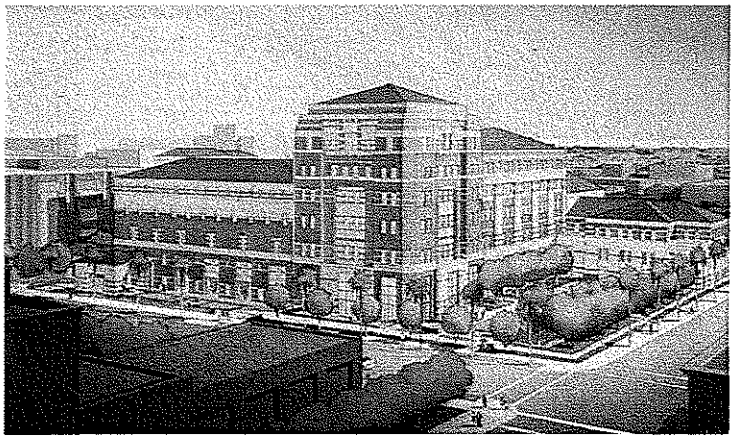
One of Santa Monica-UCLA's two main buildings, the Tower building on 15th Street, sustained major damage during the Northridge earthquake in 1994.

Although the building was subsequently repaired, under state law it must be upgraded to current seismic codes or replaced by 2008. After extensive feasibility studies, hospital officials decided to rebuild the facility and campus.

At a total of 315,000 new square feet and remodeled space for a combined total of 515,000 square feet and 266 beds, the project includes the demolition and reconstruction of most of the facility, a clarification and reshuffling of existing uses and the development of a new image.

Key components of the $206 million project include:

- The Orthopedic Hospital facility on 15th Street and Wilshire Boulevard, featuring an outpatient clinic, the UCLA Department of Orthopedics' administrative and faculty offices, other administrative offices, a library and a museum;

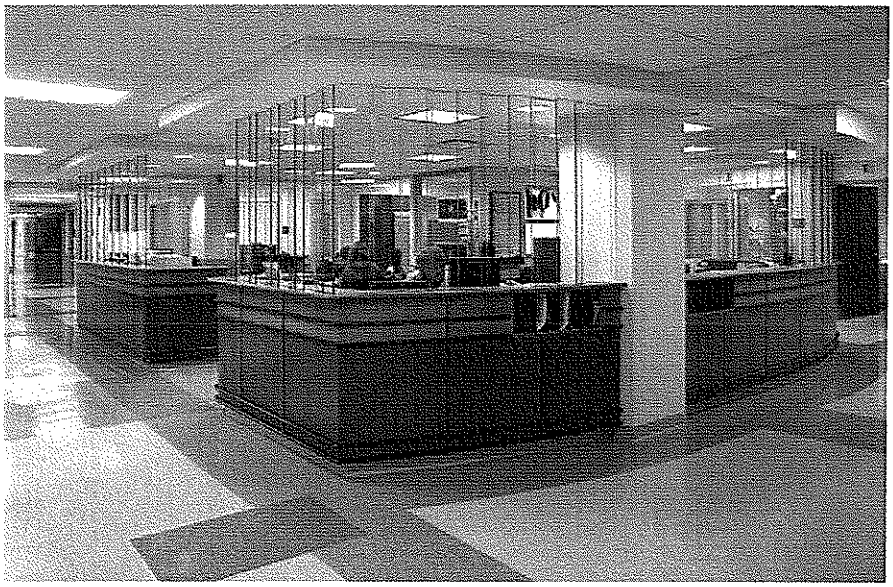


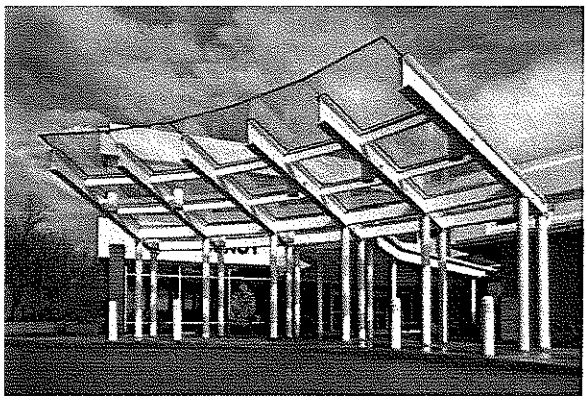
- A 13,000 sq ft Emergency Center on 15th Street;
- A Labor & Delivery Unit and 16-bassinet Neonatal Intensive Care Unit;
- An expanded Outpatient Treatment Center;
- A Critical Care Unit; and
- A cafeteria containing both indoor and outdoor seating areas.

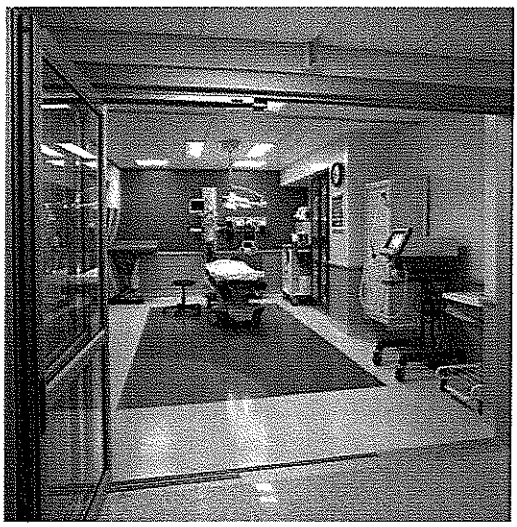

The Norma N. Chapman
Emergency Center

University Hospital Health System
Geauga Regional Hospital Emergency Department
Chardon, Ohio

URS provided the planning, design and contract documents for this $2.2 million dollar addition and alterations to this Geauga County hospital. A long overdue full renovation to the existing ED, this project involved the creation of fully private (HIPAA Compliant) trauma rooms, exam/treatment, and fast track rooms (including Ortho, Pediatric and Psych treatment rooms). Additional patient privacy has also been accommodated at the nurses station where vertical glass strips help conceal staff conversations yet provide a direct visual contact with patient treatment spaces. New ambulatory glass entry canopy provides image tie in with recently remodeled main hospital entry. Construction was completed in 2006.





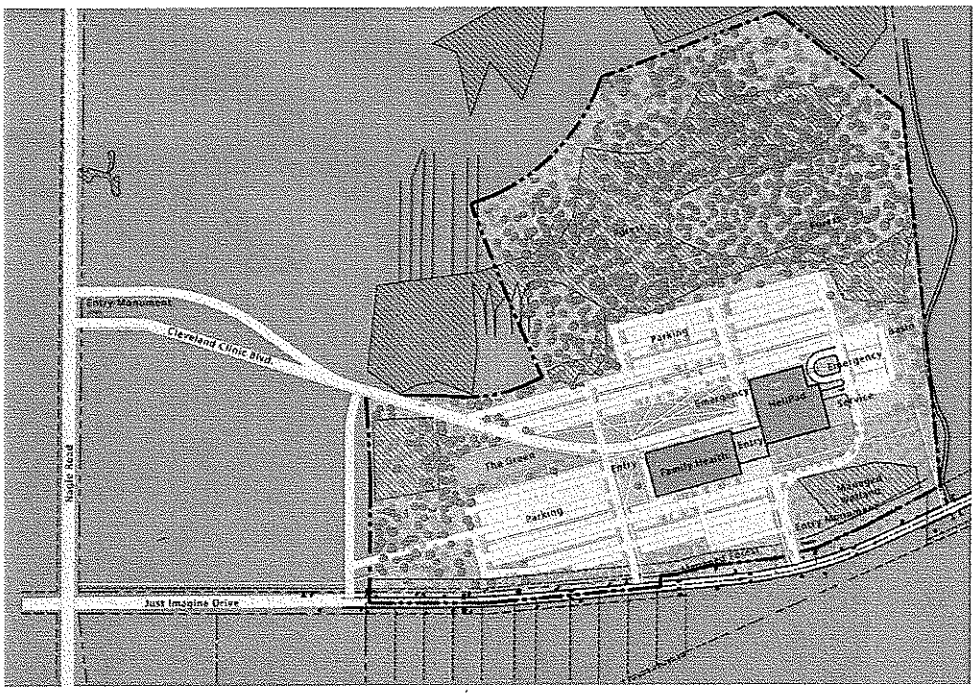


URS

The Cleveland Clinic Foundation
New Family Health Center
Avon, Ohio

The Cleveland Clinic has selected URS to develop a new Family Health Center on a 40 acre site located in Avon, Ohio. The new Family Health Center will serve as a replacement facility for the existing CC Westlake Family Health Center building, and will introduce new services to the area including an Emergency Department, Ambulatory Surgery Center and Imaging Center. This phase includes approximately 176,000 square feet of construction.

URS is also planning for a second phase which includes an expansion of the Emergency Department and a new 4 story hospital. The design challenges include working with 8 acres of existing wetlands. Another restraint includes working with noise from the adjacent interstate.



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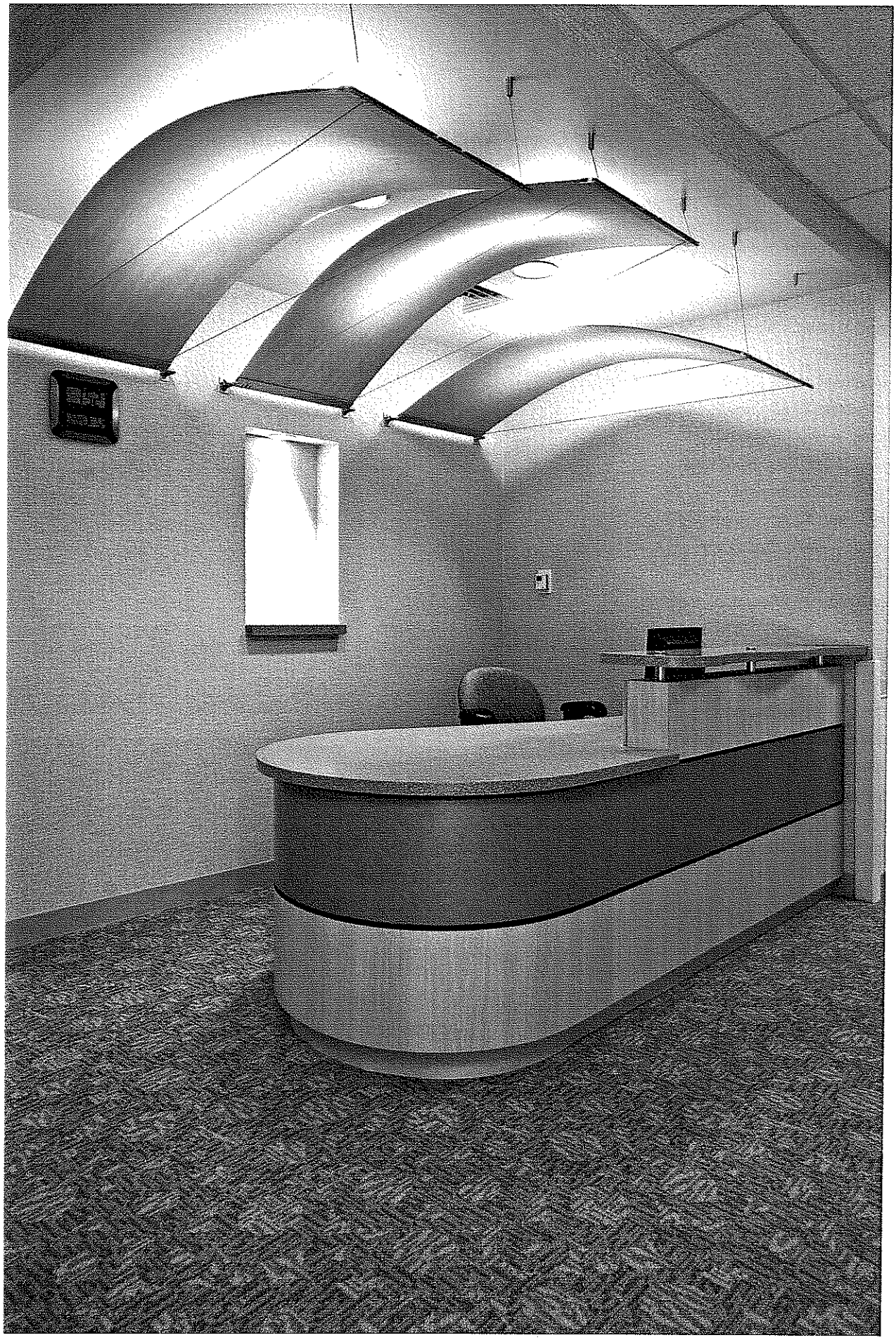
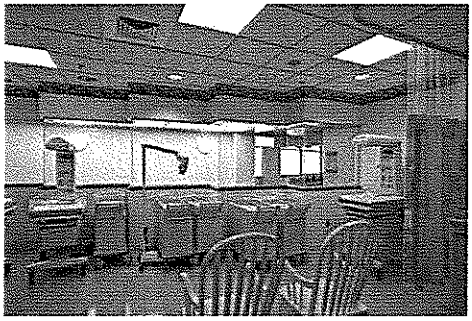


McKee Medical Center
Banner Health Systems
Loveland, Colorado

URS Corporation completed design, architectural, and engineering services for Banner Health System of for the diagnostic and treatment expansion and renovation, new entrance, and new Lakeview Tower addition at McKee Medical Center in Loveland. Key service areas included the emergency department, surgery, imaging, laboratory, pharmacy, outpatient diagnostics, intensive care, and the women and birthing facilities.

Banner Health System has facilities in 14 states and is one of the largest health care companies in the nation. Banner Health System is a new organization, the product of a partnership between two established and respected health care organizations: Arizona based Samaritan Health System and North Dakota based Lutheran Health Systems.



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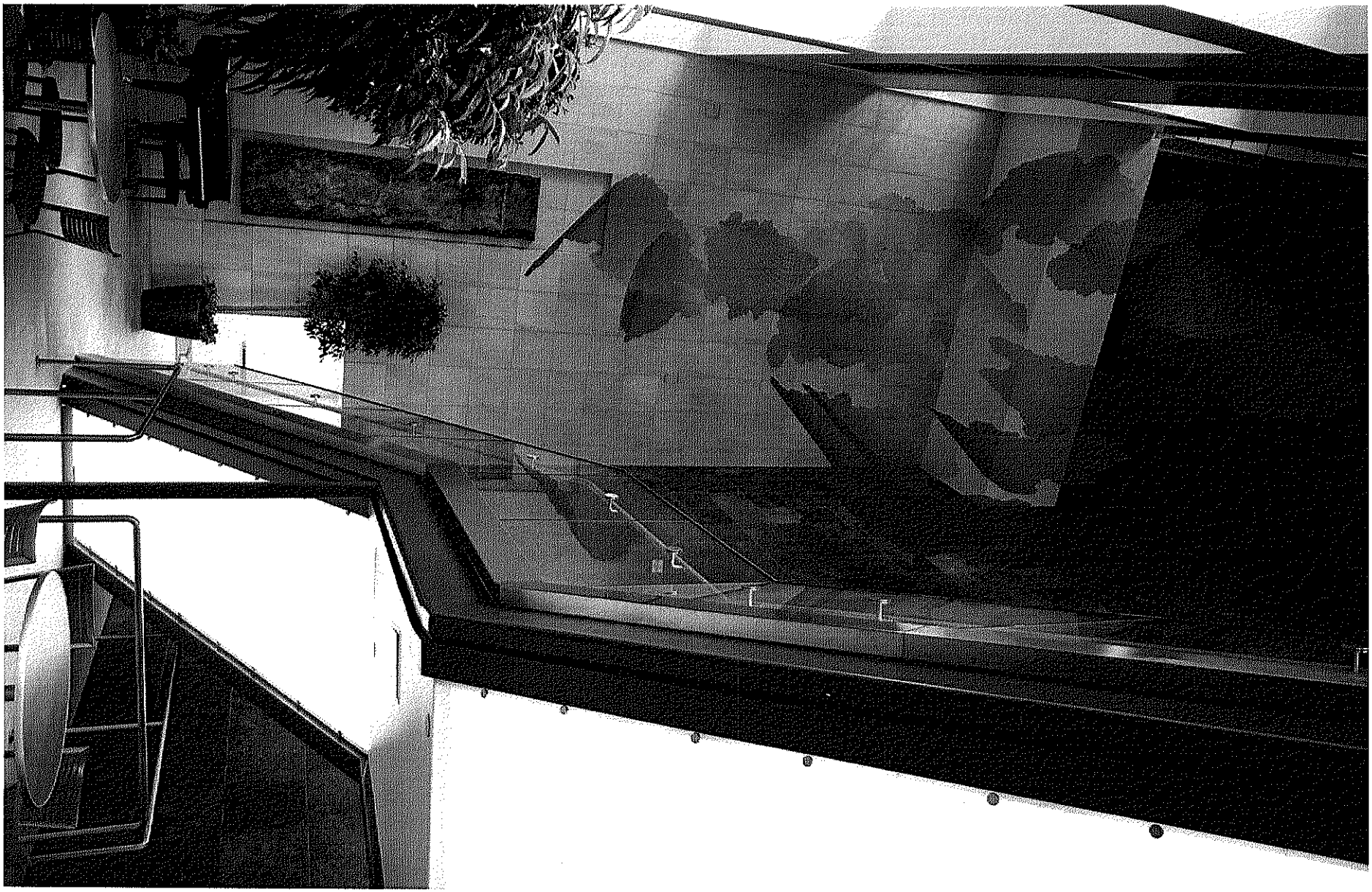


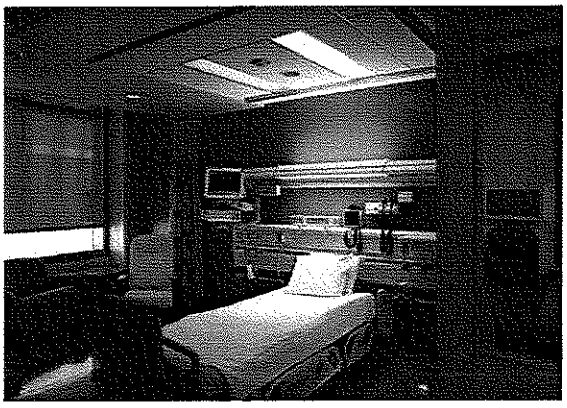
North Colorado Medical Center
Second Century Project
Greeley, Colorado

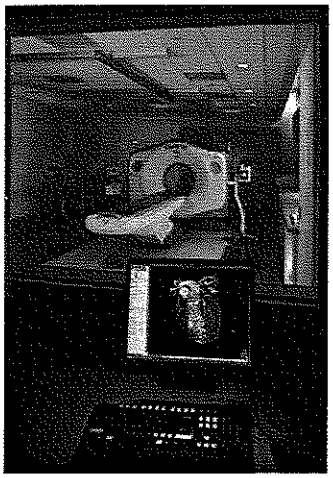
URS provided professional healthcare planning, programming, architectural and engineering services for a major addition and renovations to Banner Health System's North Colorado Medical Center (NCMC) in Greeley.

NCMC is a 256-bed, full-service tertiary hospital in northeastern Colorado. With a construction cost of $63 million, the 285,500 sq ft addition and 32,600 sq ft. renovation ensures NCMC's role as the premier healthcare provider in the region.

Dedicated in November of 2005 primary elements of the addition include new private patient rooms featuring natural light to promote healing, the Cardiovascular Institute of North Colorado, Monfort Family Birth Center featuring a new neonatal intensive care nursery, surgery center, central sterile processing unit and new Intensive care unit.

Revamped roadways, expanded parking, landscaping and utility work addressed infrastructure needs and improved customer convenience to the hospital.





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Southern Ohio Medical Center

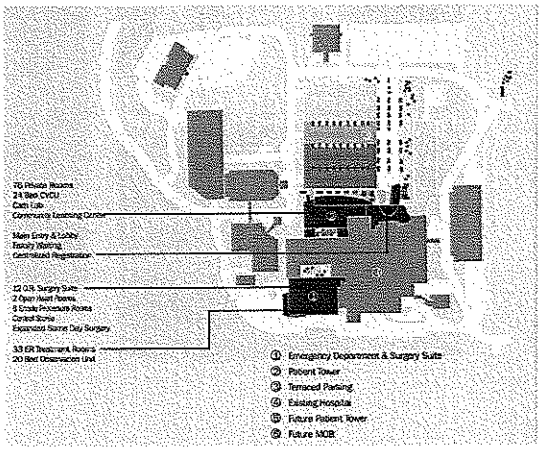
Southern Ohio Medical Center

Portsmouth, Ohio

Southern Ohio Medical Center offers an important community-building goal: to be its region's premier healthcare provider. To this end, SOMC is undergoing a major, $103 million expansion and modernization of its main medical campus in Portsmouth, Ohio. Driven by the expanding needs of a growing population, the plan includes Emergency Services, Surgery, a Heart Center, private patient rooms and additional parking.

The five story patient tower sits predominately as the focal point of the campus, creating a new entry lobby with central registration. Clear visibility from the lobby to the Same-Day Surgery, A Heart Center and Patient Tower area simplifies way finding. Integrating the parking structure with the site topography creates an inviting terrace entrance to the hospital, and separating the parking terrace from the Patient Tower allows ample daylight to brighten the ground floor and parking areas.

Separating the patient tower from the emergency / surgery platform allows the new Heart Center to be open and provide its vital services to the community seven month ahead of the original schedule. The entire 230,000 square foot project is slated for completion in 2008.

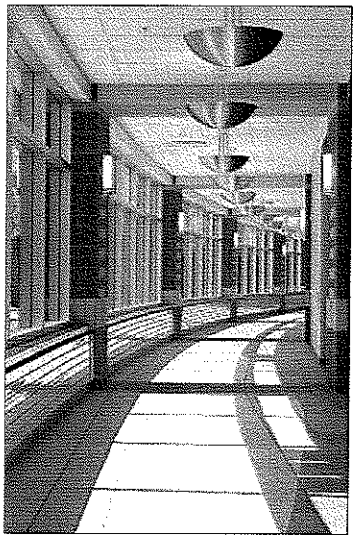


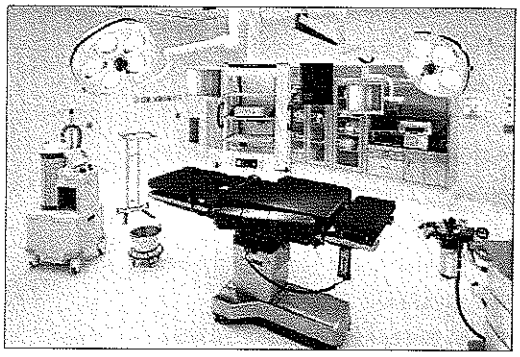
URS

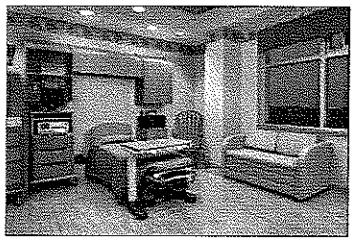
Zeeland Community Hospital

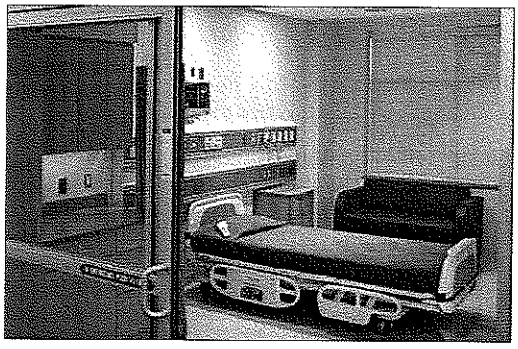
Zeeland Charter Township, Michigan

URS provided site selection assistance and comprehensive architectural and engineering services for a new replacement facility for Zeeland Community Hospital - a local 57-bed acute care healthcare provider in west Michigan. The new 149,600-sq ft. facility is located on a new 40-acre site providing optimum ability for long range growth. The design integrates the 121,200-sq ft acute care facility to a contiguous 28,400-sq ft multispecialty building facilitating the location of administration and support functions in a less expensive construction. The overall facility embraces multiple elements in the design relating to the enhancement of the patient experience, integration of patient-centered and family-centered care, with the aggregate result to be recognized as a healing and therapeutic environment. A strong organizational concept facilitates the ease of expansion of the diagnostic and treatment functions, with shell space provided for easy inpatient bed expansion. Sensitivity to environmental issues resulted in a sustainable-designed facility.









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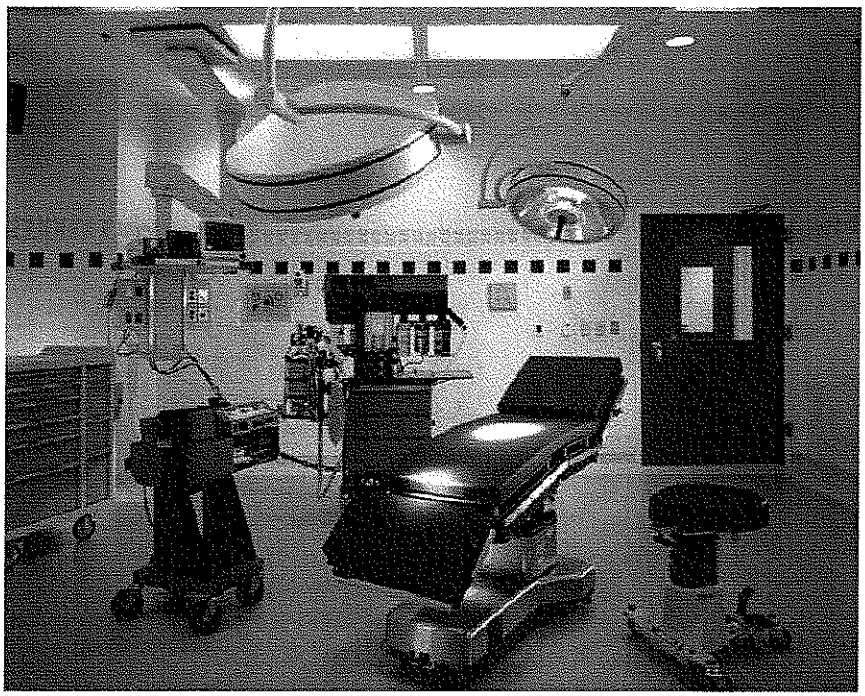
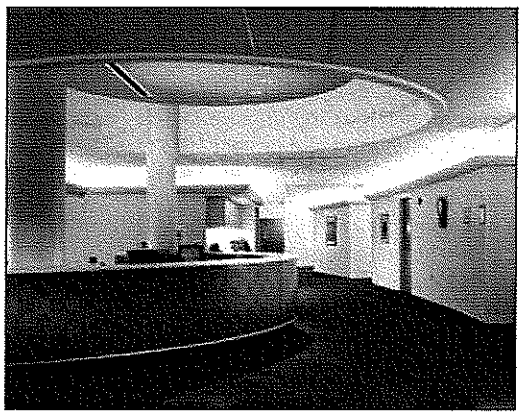
Howard Regional Health System
Ambulatory Surgery Center
Kokomo, Indiana

This new outpatient surgery center is located on the campus of Howard Community Hospital. This free-standing facility is connected to the hospital via an enclosed walkway and includes a 20,000 sq ft surgery center, as well as individual physician office space.



The surgery center consists of 5 operating rooms and 15 private patient rooms, and other required staff and support spaces. One of the operating rooms can serve as a minor procedure room with secondary access from the non-sterile environment.



Patients and their families are escorted to a private patient room where they are prepared for the procedure. After the procedure, the patients are returned directly to the patient room for Phase 1 and Phase 2 recovery. There is no intermediate recovery room. Of the 15 rooms, 6 are larger to accommodate overnight patient stays. The operating rooms are supported by a rear service corridor for materials and equipment distribution, keeping these functions out of patient corridors.

The center has been designed to accommodate a future expansion which will house 2 operating rooms, 10 patient rooms, and additional support space.

URS

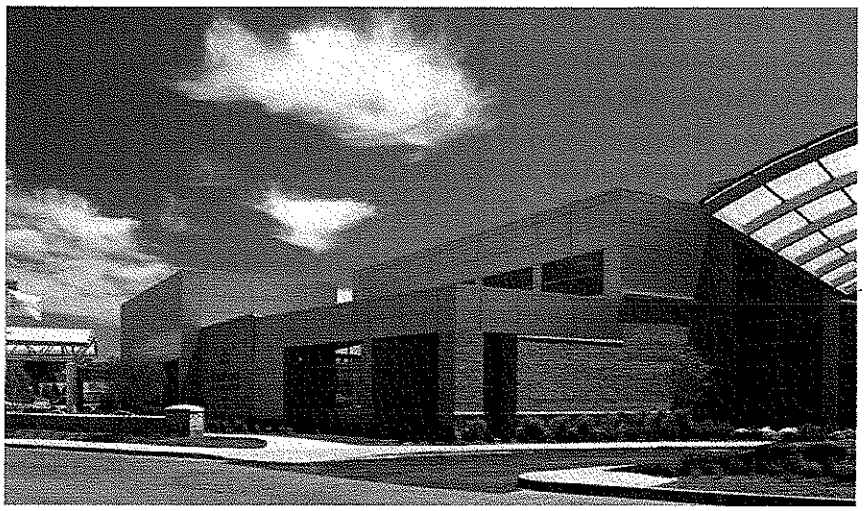
Bethesda Medical Center at Arrowsprings
Lebanon, Ohio

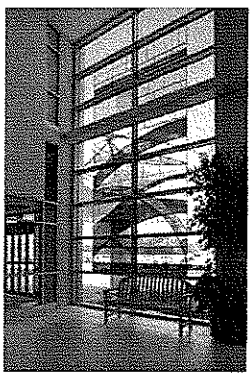
TriHealth, Inc,. parent company of Bethesda North and Good Samaritan Hospitals in Cincinnati, Ohio, sought to build a new Emergency Center and an Ambulatory Care Facility in Warren County, Ohio. URS was selected to master plan the 35-acre green-field site and phased construction of what is now called the Bethesda Medical Center at Arrowsprings. The development is to be constructed in three phases.

The construction of Phase One of 104,000 gsf is in process and a total project cost of $30,000,000. This fast-track project involved working closely with construction manager Turner Construction and is scheduled for a 12-month construction period.

URS worked closely with medical and corporate staff in an extensive programming effort from department directors, physicians, and nursing staff to the finance and accounting staff, to senior management and Board of Trustees. URS developed a two-step approach that first defined individual departmental project parameters for budgeting and after corporate acceptance, prepared detailed room-by-room programs approved by directors, doctors, and nurses. Analysis included balancing patient volumes and cash flows with projected volumes over 10-years. After programming was complete, URS worked closely with users to coordinate all medical equipment selection and with consultants on the purchase and installation of all medical equipment.

To incorporate impact of vehicular traffic volumes, URS civil engineers redesigned segments of SR 48 to incorporate the facility's new front door. This limited access highway involved coordinating with the Ohio Department of Transportation, the City of Lebanon, and Union Township to abandon roadway, relocate access to adjacent housing, and zoning approval for signage.



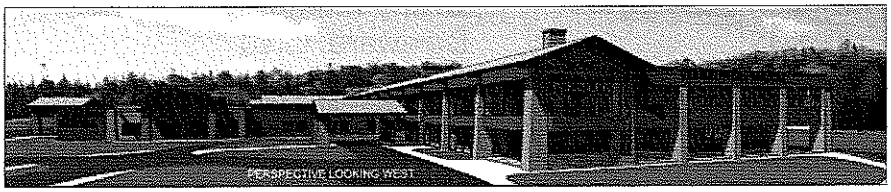


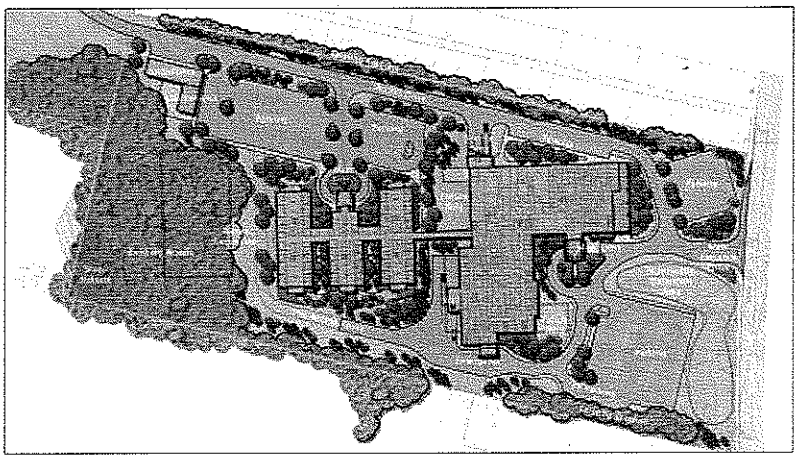
URS

Mackinac Straits Hospital and Health Center

St. Ignace, Michigan

URS Corporation and Greystone have recently been engaged to work with Mackinac Straits Hospital and Health Center (MSHHC) to develop a new hospital and integrated skilled care facility to replace the existing dated campus. MSHHC is a healthcare provider located in the resort town of St. Ignace serving the eastern Upper Peninsula of Michigan as well as populations located immediately below the Mackinac Bridge. The current facility operates as a licensed 15-bed Critical Access Hospital (CAH) with a contiguous 70-bed licensed Long Term Care Facility.





The replacement campus will be located on a new 16-acre wooded site overlooking Lake Huron and Mackinaw Island. The design embraced by the client includes a medical village concept of a hospital, medical office building and long term care center that emphasizes individual centers of excellence. Specific design elements will emphasize the facility as a community center, as well as enhance visual accessibility. The project also includes a unique partnership between the hospital and the Sault Ste. Marie Tribe of Chippewa Indians to provide and share medical services for tribal members and the general community.

Hospital

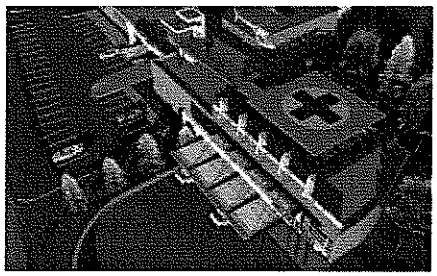
The hospital services provided included 15-bed acute care, out-patient surgery center, emergency, imaging, mobile services and lab.

URS

Emergency Department Renovation and Expansion
Grady Memorial Hospital
Delaware, Ohio

Grady Memorial Hospital benefits from being located in one of the nation's fastest growing counties. In response to meeting an increase in volume, maintaining existing market share and capturing a significant amount of the population increase located within Grady's market service area, URS has assisted Grady Memorial Hospital with facilities modernization and expansion projects to position Grady to continue its successes well into the 21st century. The addition of a new medical office building, main entry/lobby and retail space provide a centralized point of entry for the public. The hospital has been reconfigured to provide convenient access via short travel distances to outpatient clinics, medical offices, diagnostic services, gift shop, pharmacy and retail spaces. Circulation has also been reorganized within the hospital to provide for convenient access into clinical areas including: labor and delivery, surgery and emergency services.

The Emergency Department has been doubled in size and completely reconfigured based upon extensive process of care analysis provided by the URS planning team. A rooftop heliport represented an innovative solution to meet a long-standing desire of medical staff and administration. The site conditions severely limited options for location of the heliport without conversely affecting use of limited space available on site.



URS

Joint Township District Memorial Hospital Modernization and Expansion Program

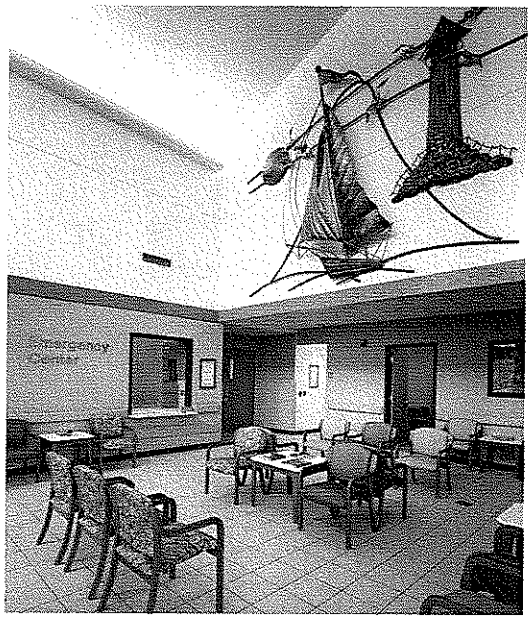
Joint Township District Memorial Hospital (JTDMH) selected URS after a comprehensive search to identify an experienced medical architectural, planning and engineering firm. The hospital's needs were wide and varied. Projects included the need to convert the existing inpatient focused hospital into a state-of-the-art health services provider with a emphasis on outpatient services with a need to develop a "patient-first" therapeutic and healing environment through out the facility.

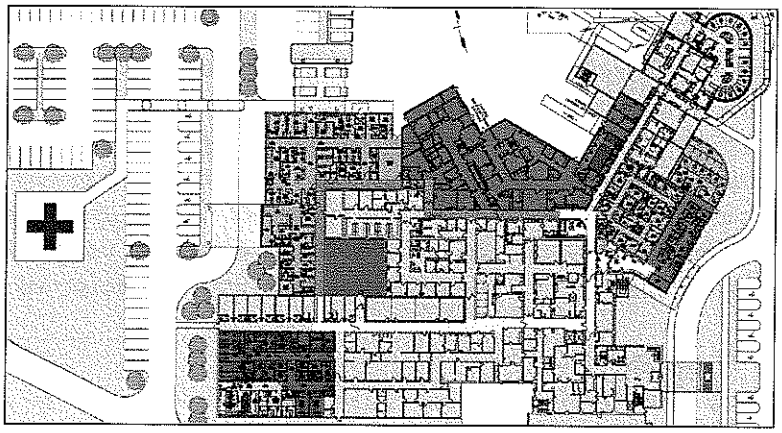
In addition, the hospital's infrastructure needed a serious overhaul and upgrading including HVAC, power and communications systems.

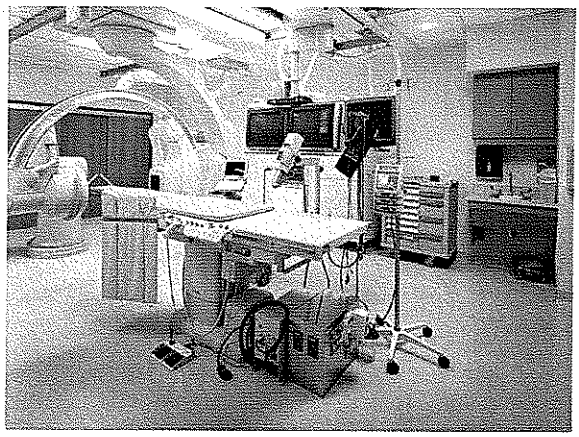
URS worked with the hospital and implemented a $15.6 million dollar project phased in over 5 years, based upon the hospital's desire to fund the projects out of cash flow.

Projects included:

- Emergency Services
- Ambulatory Surgery Center
- Woman's Health and Obstetrics
- Pharmacy
- Radiology
- PT / OT
- Renal Dialysis
- Conference and Educational spaces
- HVAC renovations
- Electrical / Power / Communications Renovations
- Life Safety Code Upgrades







URS

St. Mary's of Michigan
Surgery Expansion and Renovation
Saginaw, Michigan

URS recently completed a Master Facility Plan for this 268-bed tertiary provider located in Saginaw, Michigan. Housed in an aging facility with portions dating back over 70 years, executive management has embraced a vision to facilitate a redefinition of environment to complement the noted medical programs and service delivery associated with their institution.

The facility vision embraced a concept of significant new construction to be integrated with newer portions of the existing infrastructure.

The first step in the Master Plan implementation was the Surgery Project which accommodates the surgical services consolidation. The plan is premised on an integrated inpatient and outpatient model. It is a four story addition and renovation located adjacent to the existing third floor surgery department. Major program components include:

- First Floor: 15 radiology procedure prep / hold private patient rooms
- Second Floor: Central receiving, case cart preparation
- Third Floor: Surgery including 14 operating rooms / procedure rooms, 30 total prep / recovery positions (14 in phase 1, 16 private "four wall" rooms in phase 2)
- Fourth Floor: Mechanical

Given constraints posed by site related matters limiting the envelope of the addition, planning of the surgery floor to include necessary support in conjunction with the operating rooms was a design challenge. Equipment storage evolved as a paramount issue and was ultimately resolved by a combination of storage on the third floor and second floor. Wood toned materials, pattern and color create soothing patient care environments. Daylight is introduced into the most patient care areas; windows in the radiology procedure prep / hold patient rooms and skylights in the prep / recovery positions.

URS

St. Mary's of Michigan Master Facility Plan

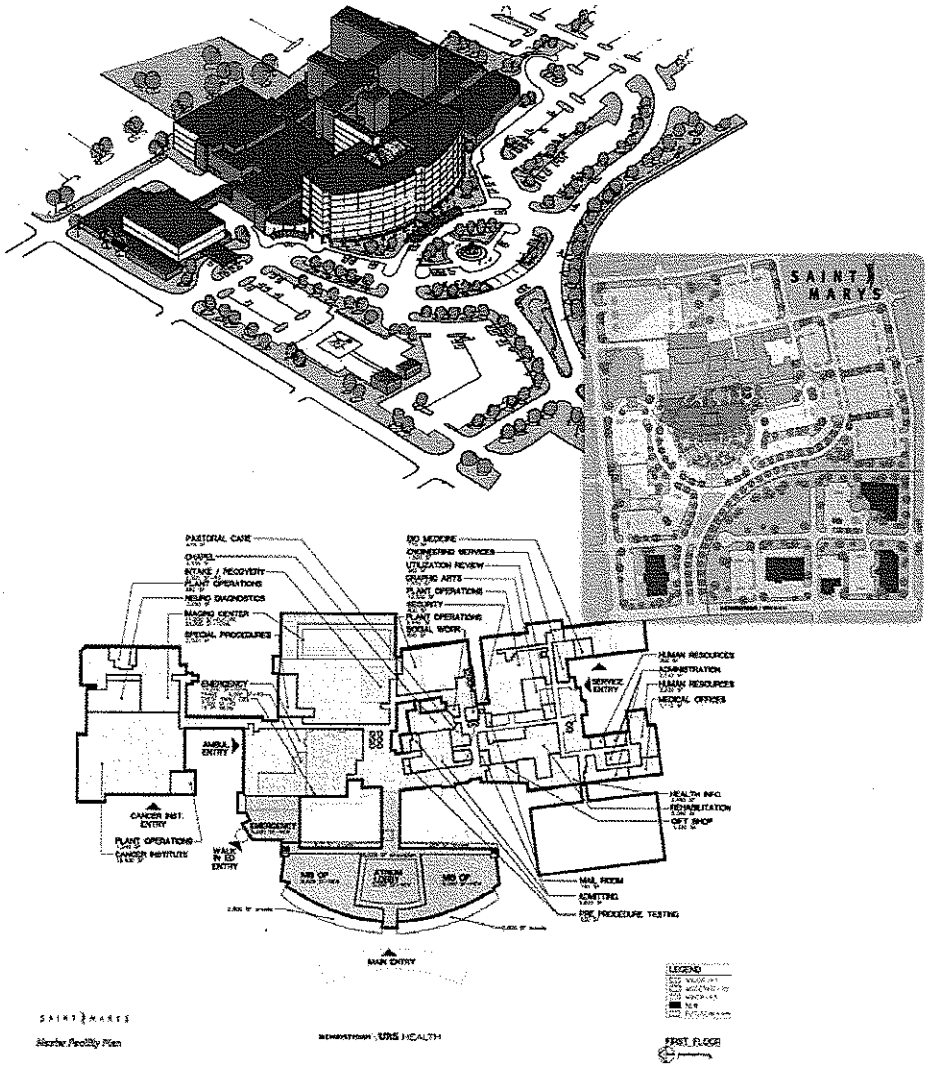
Saginaw, Michigan

St. Mary's of Michigan health system was in need of a facility master plan to maintain current market share and equip the facilities to answer the needs of a growing, diverse customer group.

URS completed a Master Facility Plan for this 268-bed tertiary provider located in Saginaw, Michigan. Housed in an aging facility with portions dating back over 70 years, executive management have embraced a vision to facilitate a redefinition of environment to complement the noted medical programs and service delivery associated with their institution.

The strategic and facility priorities were defined in the planning process to include:

- Differentiation from Competition
- Improved security/Perception of Security
- Image/Visibility/Access of Main Service Lines
- Surgery Consolidation with Integrated Inpatient and Outpatient Model
- Cardiovascular Services with All Private Beds in Acuity Adjustable Model
- General Patient Care to all Private Room Model
- Expand/Enhance Emergency/ Trauma Services
- Develop Clinical Decision Unit - Chest Pain Center
- Medical Office Building



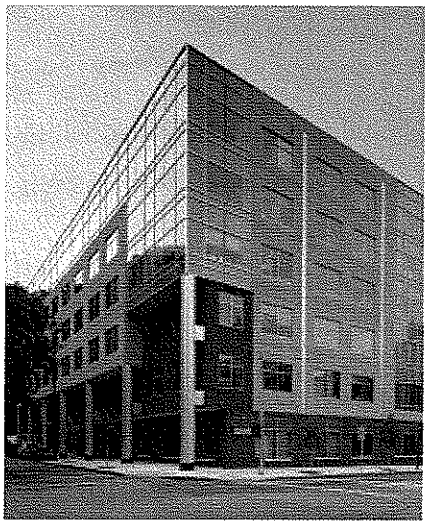
The resulting facility vision embraced a concept of significant new construction to be integrated with newer portions of the existing infrastructure. Older sections of the building could eventually be demolished. After completion of subsequent additions, with ensuing demolitions, the entire facility can be eventually replaced on the existing campus.

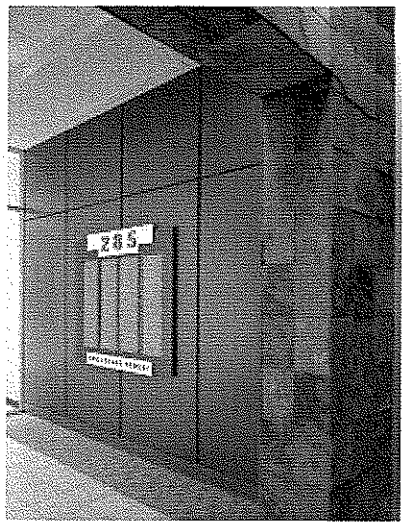
Cost: $85.5 million (estimated)
Start Date: September 2002 Master Plan Initiation
Completion Date: Phase I Master Plan Implementation in 2003, Completed 2005

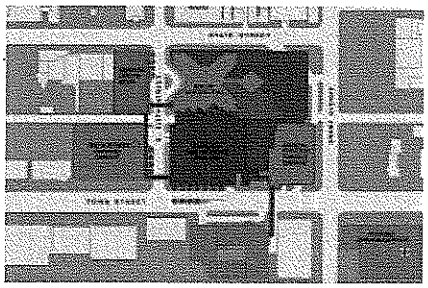
URS

Grant Medical Center Medical Office Building
Ohio Health System
Columbus, Ohio

URS was selected to provide professional planning, architectural design and engineering services for the proposed new Medical Office Building on the campus of Grant Medical Center in downtown, Columbus, Ohio. Grant Medical Center, part of the Ohio Health System, is a 680-bed, tertiary care center located in the downtown of Columbus, Ohio. The hospital is home to one of the two Level 1 Trauma Centers in central Ohio, and provides a full range of patient care services, including centers of excellence in cardiology, women's health, oncology and orthopedics. Several months ago, the hospital began a master planning process to determine how best to meet the growing facility needs for the institution and has determined that additional facilities should be developed.







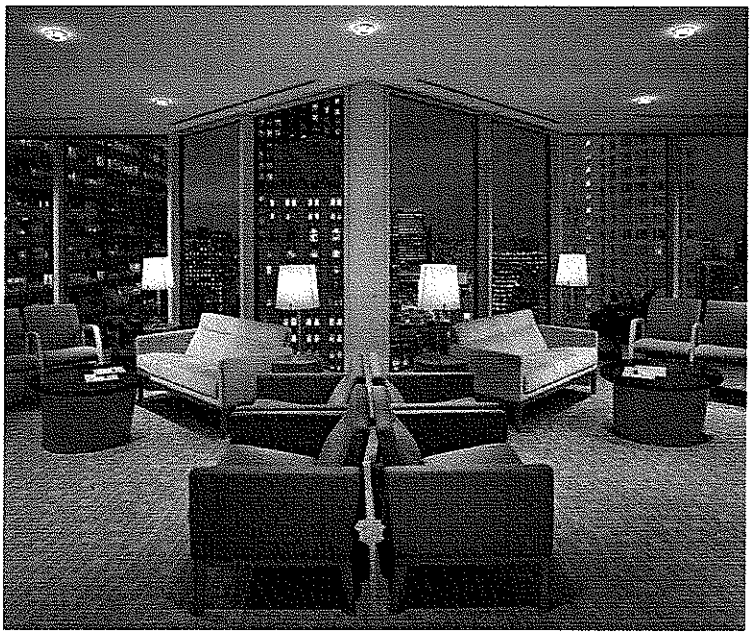
The first phase of the evolving master plan for Grant is the construction of a new, free-standing medical office building located on an existing surface parking lot that the hospital owns at State and Sixth Streets in Columbus. The facility is a new six-story, 110,000 sq ft Medical Office Building to serve as a replacement for Baldwin Tower offices, and new medical specialist recruits. Direct access for staff and physicians is provided between the new MOB and the existing hospital by means of a skybridge.

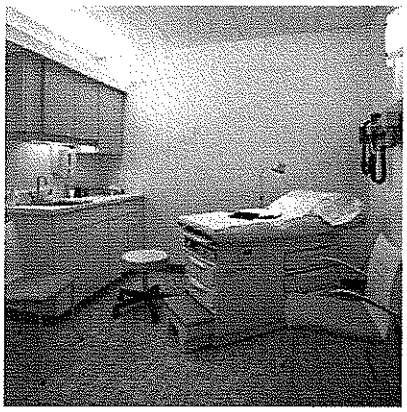
URS

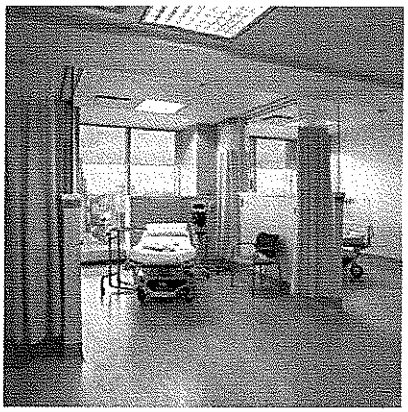
Cleveland Clinic Foundation
Executive Health Center
Ontario, Toronto, Canada

URS provided professional architectural, engineering, and interior design services to develop a new outpatient care facility for Cleveland Clinic in the Province of Ontario. Located on the 30th floor of the BCE Building in downtown Toronto, Cleveland Clinic Canada was designed to serve two distinct service lines for patient care delivery, an Executive Health Center as well as a Health Solutions clinic and ambulatory center. The program for this 24,000 square foot facility includes exam rooms, radiology suite, outpatient procedure and endoscopy suites, a pre-procedure and recovery unit, exercise area and physiology space, nutritional counseling and abbreviated food service, as well as administrative and physicians offices.

The design team for this project met the challenge of creating a successful design given a number of unique circumstances associated with fulfilling patient care standards in a high rise building on an urban site as well as accommodating an accelerated schedule for both design and construction.







URS

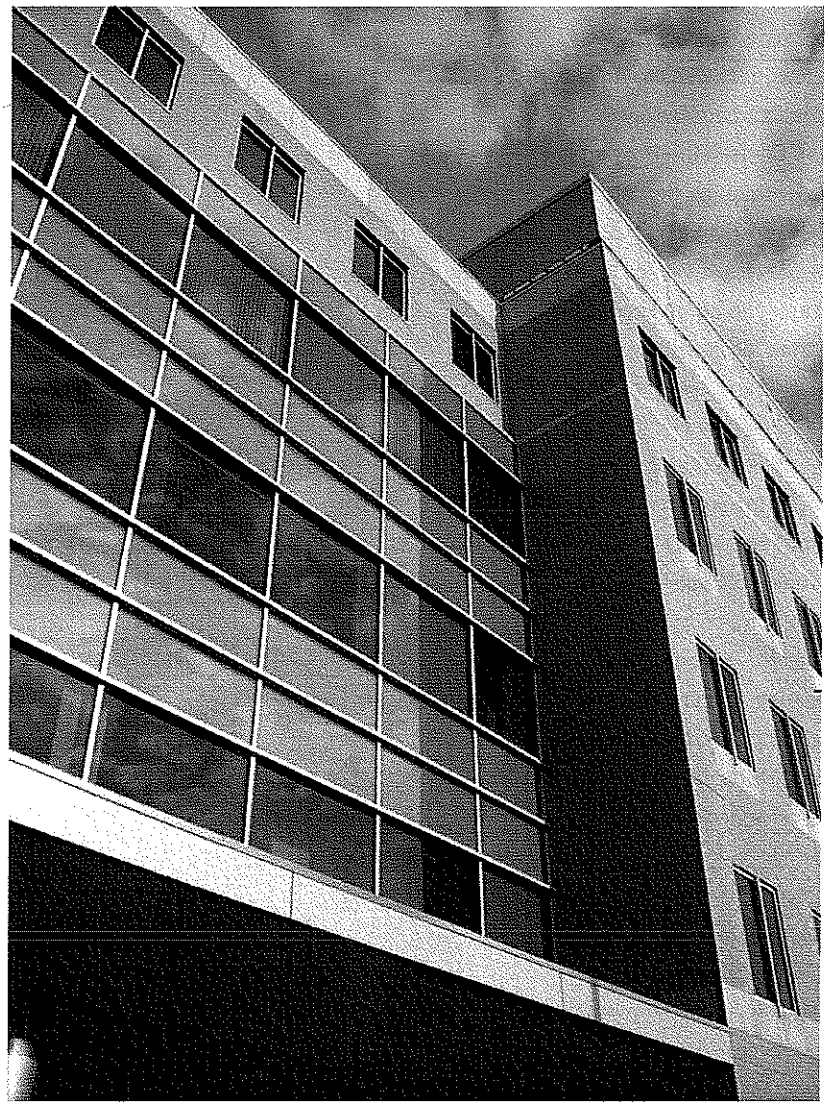
Summa Care Medical Office Building
Professional Design Services
Akron, Ohio

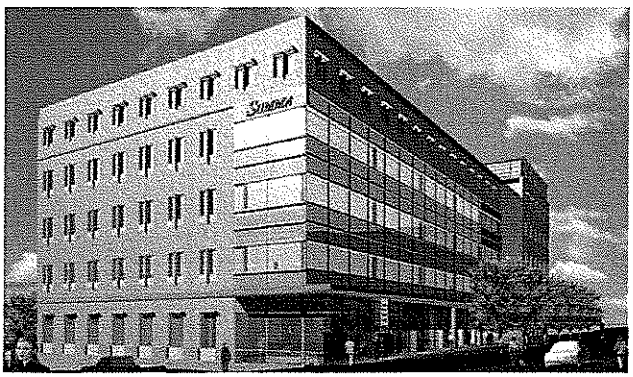
Located at the corner of Market and Main Street in downtown Akron, this 93,000 SF building serves as Summa Care's new home. This five story building incorporates 3,000 SF of retail space on the first floor along Main Street as required by urban planning.

The design and materials of the building's exterior respect the updated historical facades notably present in the adjacent buildings. The interior spaces are open for flexibility of tenants' needs.

Future planned phases of this site include additional buildings, structured parking and a residence tower or hotel.

URS was responsible for master planning, programming, architectural and engineering services, site/civil and transportation study.





URS

Digestive Disease Consultants
Brunswick, Ohio

URS is providing professional architectural, engineering, and interior design services to develop a new $5.5 million medical office building for Digestive Disease Consultants on a 4-acre parcel visible from the I-71 and Route 303 corridor in the City of Brunswick, Ohio. The orientation of the building in this location will provide an easily identified structure and ensure that patients understand where the offices are located. The building façade will extend beyond two stories in the southwest corner to provide a screen for roof mounted mechanical systems as well as a logically designed location for building signage.

The essence of the new Medical Office Building is to develop a modern facility that reflects the state of the art technology the DDC use as they perform their services. Site constraints and zoning requirements led URS to develop a conceptual building that will provide approximately 40,000 square feet of useable space with a parking count of 160 cars.

Architecturally, the design is modern. The stone/masonry of the building skin acknowledges the images that City of Brunswick is working to develop as a quality material for the buildings in their community. This stone /masonry façade provides a backdrop for a continuous ribbon of glass windows.

This ribbon of windows will be created using a glass storefront systems with both clear glass and spandrel panels. The southwest and northwest corners, however, develop added interest with the introduction of metal panels as a building veneer system that is will easily transition into a lighter and more translucent material as it extends above the 2 story roof line to create a screen device for mechanical equipment set on the roof.

The program for the 40,000 square foot two-story facility includes an atrium lobby, procedure rooms, waiting rooms, administration and billing offices, exam rooms, physicians' offices and conference rooms, as well as service areas (HVAC, receiving, electrical, telecom rooms) and workroom/file room/storage/support staff locker areas.

URS

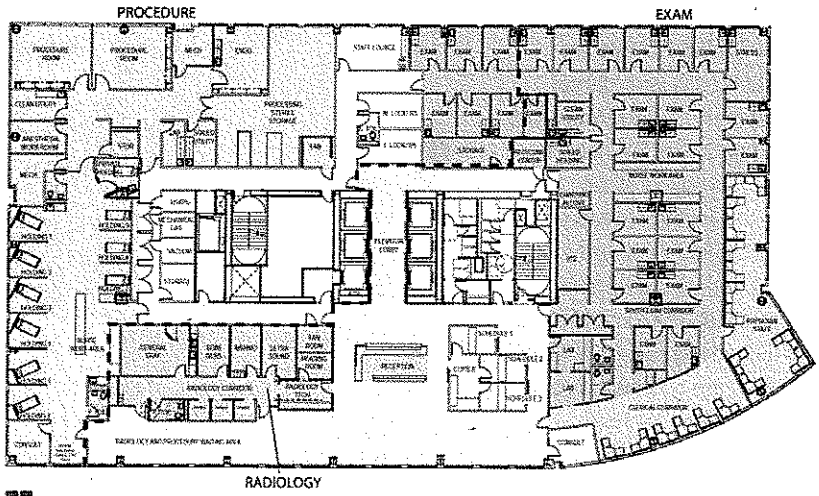
Cleveland Clinic Florida
City Place Tower
West Palm Beach, Florida

URS is providing professional architectural, engineering, and interior design services to develop a new outpatient care facility for Cleveland Clinic in on both the 1st and 14th floors of a new office building in West Palm Beach, Florida. To accommodate the functional requirements of the medical program, engineering systems are designed to provide make up air and exhaust beyond those of a standard base office building.

This Cleveland Clinic facility will incorporate high end design and finishes as well as incorporating sustainable design principles. Sustainable design will include consideration for utilizing recycled products, mitigating volatile organic compounds (VOCs), maximizing daylighting to all interior spaces, providing recycling stations and enclosing copy machine areas.

The program for this 26,000 square foot facility includes exam rooms and a radiology suite including general x-ray, bone density, mammography, and ultrasound. A future phase will include an ambulatory surgery suite with endoscopy suites and a 10-patient pre/post-op area as well as support spaces as required. In addition, a 19,000 SF radiology component on the first floor will include an MRI and CT center.

The design team for this project met the challenge of creating a successful design given a number of unique circumstances associated with fulfilling patient care standards in a high rise building on an urban site as well as accommodating an accelerated schedule for both design and construction.



URS

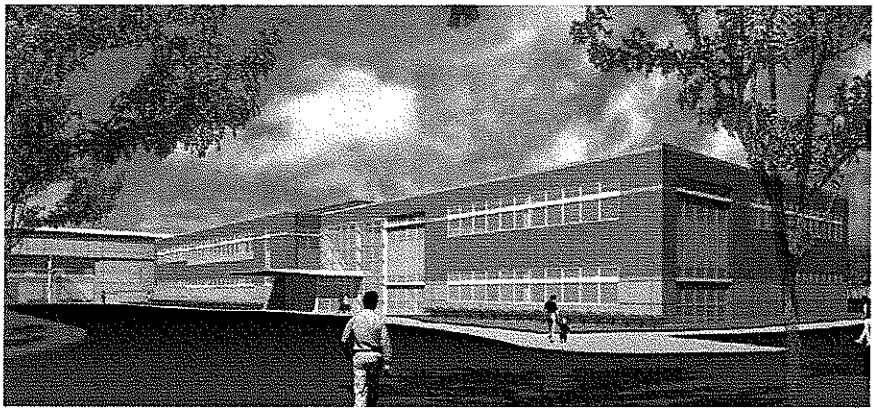
St. James Hospital and Health Centers
Medical Office Building - Heart and Vascular Institute
Chicago, Illinois

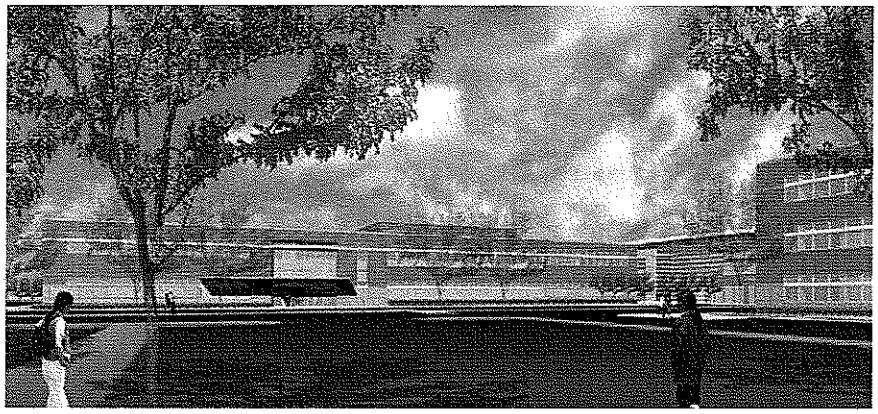
St. James Hospital and Health Centers is one of the primary south suburban Chicago area healthcare providers. As part of the Sisters of St. Francis Health Services, the Olympia Fields campus invested $70 million to renovate and expand delivery of state-of-the-art care for the area communities.

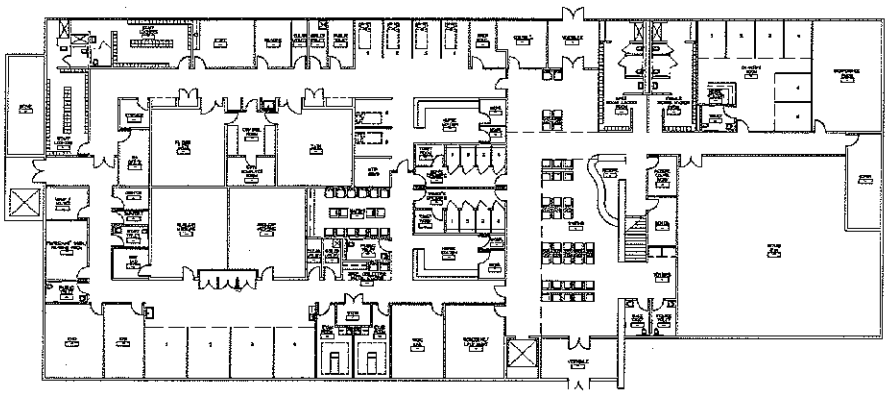
The Heart and Vascular Institute is dedicated to the new cardiac program at this campus. Located adjacent to the new main entrance of the hospital and connected, this 50,000 sf building incorporates both clinical space and cardiac physician office space.

Two Cath Labs, two Nuclear Cameras, a CT room, an EKG room, Vascular Labs and Stress Labs make up the clinical side. While the remainder of the first floor is dedicated to Cardiac Rehab programs including a 3,000sf Gym and a CHF suite. This overall program creates a comprehensive outpatient cardiac service in a single location, yet linked to the main hospital.

URS provided all programming, planning, architectural and engineering services for the project.







URS

Michigan Street Development
Grand Rapids, Michigan

The new Michigan Street Development will become the support for future investments in the life sciences corridor growing on the Michigan Street Hill.

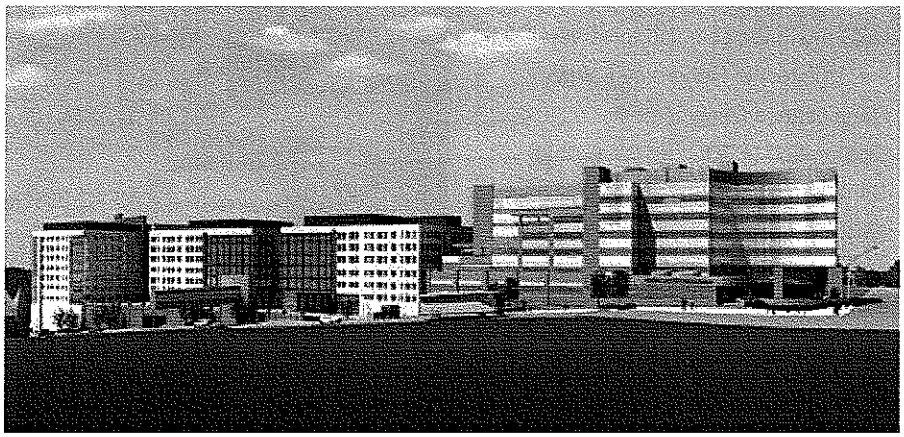
This new development is designed to support the iconic developments on the Michigan Street Hill; such as the Lemmen-Holton Cancer Pavilion, the Fred and Lena Meijer Heart Center, and the Van Andel Institute; by providing much needed parking and laboratory and medical office space.

Research laboratories, start-up labs, incubator labs, and doctor's offices are all a part of the planned uses for this development. These functions will be contained in three towers to be placed on top of the parking deck. Each of these eight-story towers contains approximately 180,000 gross sq ft.

Parking provided by the spaces, contained within this facility, will support the Lemmen-Holton Cancer Pavilion, the Spectrum Health medical campus, the Van Andel Institute, the City of Grand Rapids and the State of Michigan, as well as the medical office towers built on top. This deck will contain 2,300 spaces on six levels.

The food court will provide dining and retail support for the surrounding employees and visitors.

This $120 million project will be completed in phases beginning with portions of the parking deck in the Fall of 2007.



URS

Fairfax Renaissance Development Corporation
Global Cardiovascular Innovation Center
Cleveland, Ohio

URS has been selected to serve as the Architect of Record by Fairfax Renaissance Development Corporation (FRDC) for the Global Cardiovascular Innovation Center (GCIC). Cleveland Clinic, in collaboration with FRDC and more than twenty biomedical and academic institutions received a grant from the State of Ohio's Third Frontier Project to develop the GCIC, and FRDC is serving as the developer for this project and will own and manage the facility upon completion. The GCIC Project is being developed in collaboration with the Cleveland Clinic Innovation Center (CCIC) who will serve as a primary tenant for the facility and whose own research and research with other partners will provide the spin-off start-up companies that will become tenants in the GCIC.

Work performed within the new freestanding 60,000 square foot GCIC will be dedicated to the research, development, and commercialization of multiple platforms of emerging technologies for cardiovascular intervention products. It will build upon Cleveland Clinic's unrivaled cardiovascular expertise, its multi-disciplinary approach to understanding the underlying factors associated with heart disease, and the Clinic's overall history of innovation.

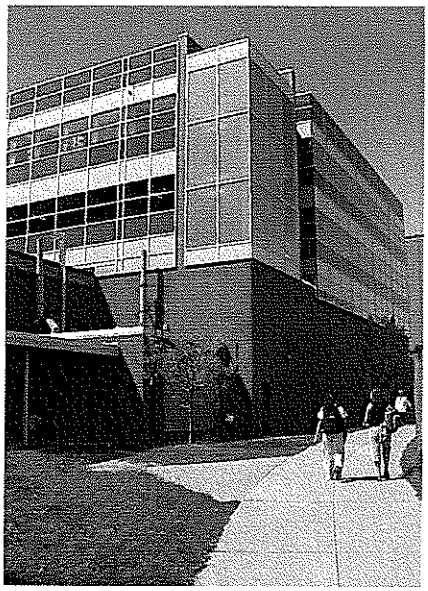
This world class facility will be located on Cedar Avenue between East 100th and East 101st Streets across from the Cleveland Clinic Lerner Research Institute. The Center will provide space for incubator and accelerator tenants that need facilities for laboratory and/or production activities as well as low-cost office space with flexible terms. The building will offer shared facilities such as conference rooms, a learning center, video conferencing, resource center, and a common lab facility. Additionally, the facility will feature up to 30 wet/dry labs, 75 offices, and a cubicle area for 40 individuals. The GCIC will also include state of the art information technology, networking, and infrastructure.

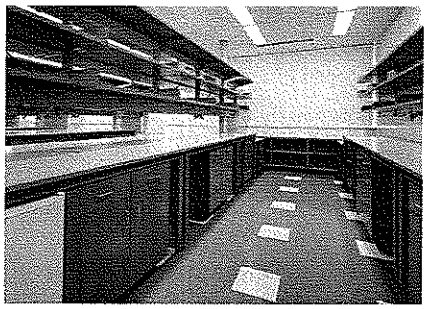
The goal for this project is LEED Silver Certification.

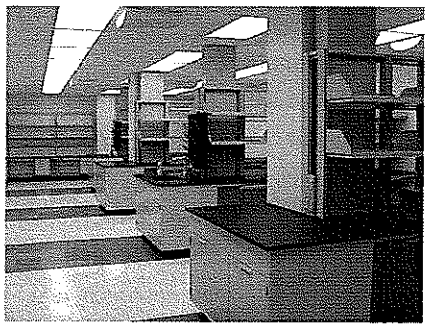
URS

Comprehensive Cancer Center Renovation
The Ohio State University
Columbus, Ohio

The project consists of the 42,000 sq ft addition of two floors onto the top of the existing Wiseman Hall, adjacent to and connected to the Comprehensive Cancer Center at The Ohio State University. One floor consists of 21,000 sq ft of new cancer and genomic research laboratories and support spaces. The second floor contains 21,000 sq ft of shell space to be fit out as similar type research laboratories in the near future.







Particular challenges consisted of the following:

- Design of state-of-the-art cancer and genomic research laboratories;
- Structural connection of the new steel framed addition into the existing concrete framed building meeting the building code requirements for seismic design of the entire combined structure;
- Installation of new HVAC, plumbing and exhaust systems to be connected into existing systems while minimizing down time of existing systems;
- Phasing construction of the new addition so as not to disrupt delicate and critical experiments being conducted in laboratories on floors immediately below the construction areas; and
- Phasing construction to coordinate with adjacent related and unrelated construction projects, on a very cramped and congested project site with very little lay-down and project access area.

URS

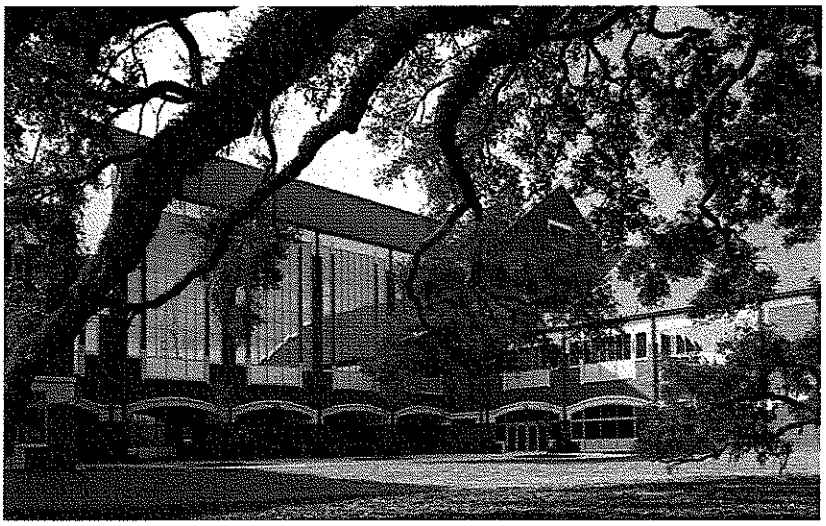
University of Florida Orthopaedic Surgery and Sports Medicine Institute

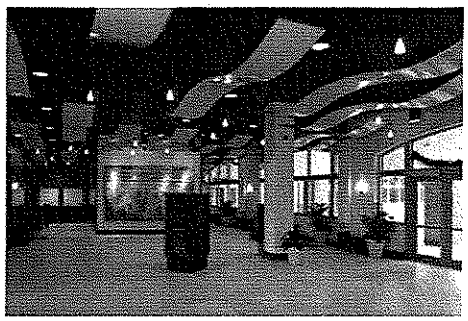
Gainesville, Florida

URS, in conjunction with Turner Construction, was retained by the University of Florida to provide comprehensive services associated with the new Orthopaedic Surgery and Sports Medicine Institute.

Located at the entry of the existing campus, the proposed concept utilizes a medical mall spine as an organizational element accommodating the multiple components of the center. The initial 110,000 square feet phase includes the orthopaedic clinic, radiographic diagnostics, Shands Rehabilitation Center, research, and orthopaedic, clinical and medical administration. A second implementation phase of approximately 35,000 square feet will provide a comprehensive ambulatory surgical facility with related logistical and patient support.

Special consideration was used on the approximate 8-acre site to protect and utilize as a design feature a majestic 100-year-old heritage oak common to the campus, as well as the pedestrian nature of an academic collegiate environment. The final $20 million facility was designed to compliment the traditional gothic architecture sympathetic to the theme of the campus, with the patient environments embracing a healing and therapeutic design approach.





URS

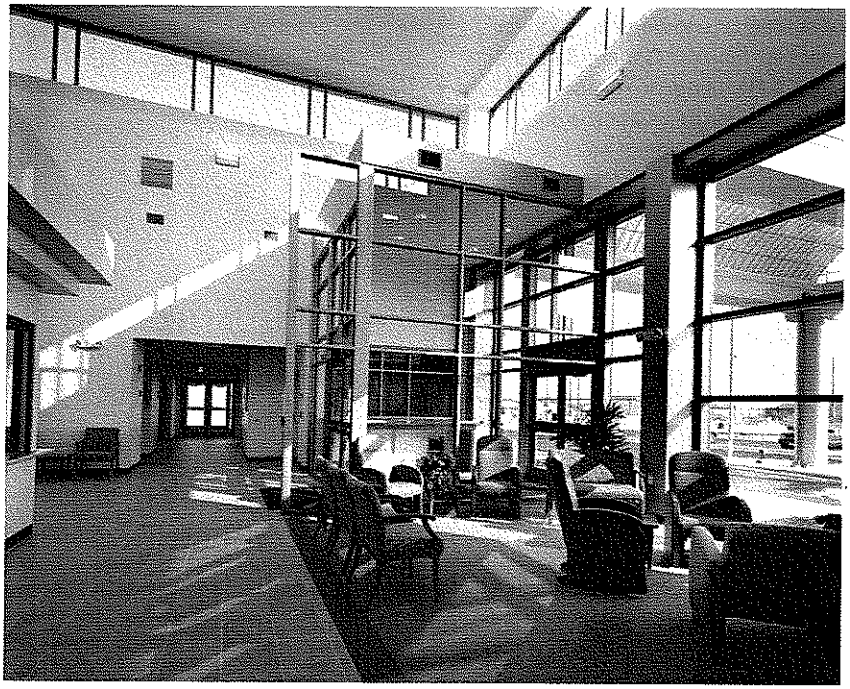
Grand Lake Regional Cancer Center
West Central Ohio Regional Healthcare Alliance
Celina, Ohio

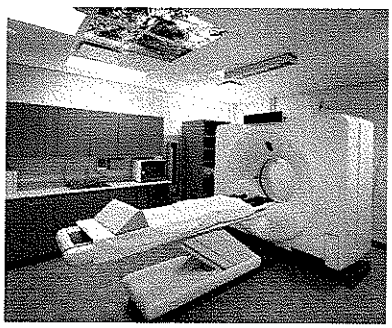
The Cancer Network of West Central Ohio, a member of West Central Ohio Regional Healthcare Alliance, hired URS to design a 25,840 square foot stand alone outpatient cancer center in Celina, Ohio.

The facility provides radiation oncology and medical oncology services. Radiation oncology includes state of the art simulator and linear accelerator treatment rooms, examination and private consultation rooms. Medical oncology provides eighteen separate chemotherapy spaces with exterior views to scenic landscaped grounds and private television and music. Laboratory services are also available.

Until the facility was built, cancer patients had to drive hours to obtain treatment. The new facility provides convenience and comfort for the patients who at times must spend hours for cancer treatment. The waiting area includes cable TV and fireplaces contained within a high ceiling tower with clearstory windows. The facility also includes a serenity space, a cancer library with private computer terminal areas, and conference space.

URS worked closely with the physicians, nurses, administrators and staff to ensure that all requirements and adjacency requirements were met, all spaces were properly sized, and the design would meet budget constraints.





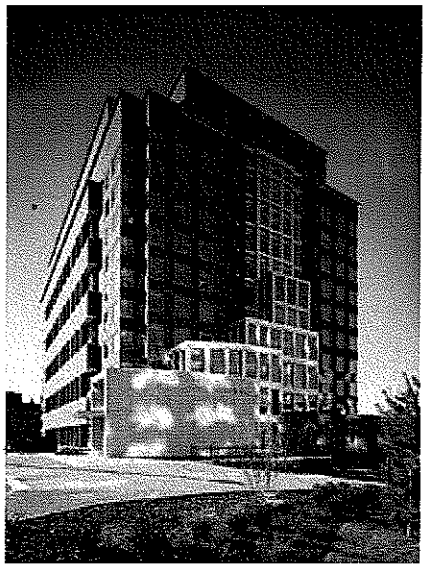
URS

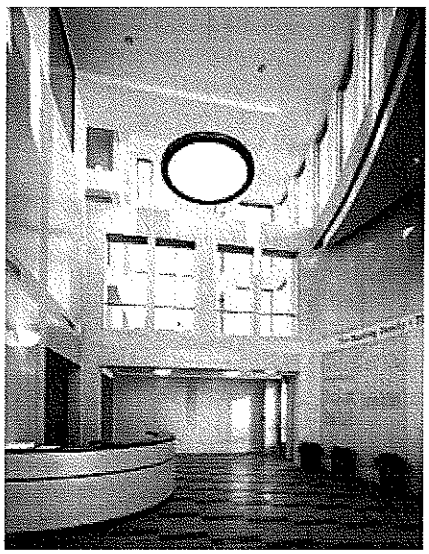
Cancer Research Center II
Johns Hopkins University - School of Medicine,
Baltimore, Maryland

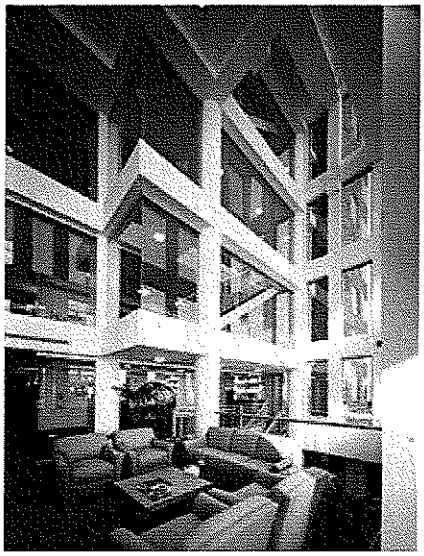
URS was selected by Johns Hopkins School of Medicine to be their technical consultant for the new Cancer Research Building II. URS brings to this project their intimate familiarity with the original Cancer Research Building, key insights and project history to the project team.

URS was responsible for the kick-off "lessons-learned" conference. This conference was a two-day session involving the original architects, engineers and contractors as well as the owner's facilities staff and the new design team. The goal was to capture everything which went well on the original project - which included design details, specifications and building process - and duplicate them on the new project. Conversely, items which could be improved were discussed and implemented.

URS also participated in all document reviews to verify that the "lessons-learned" items are implemented as well as participate in construction progress meetings.

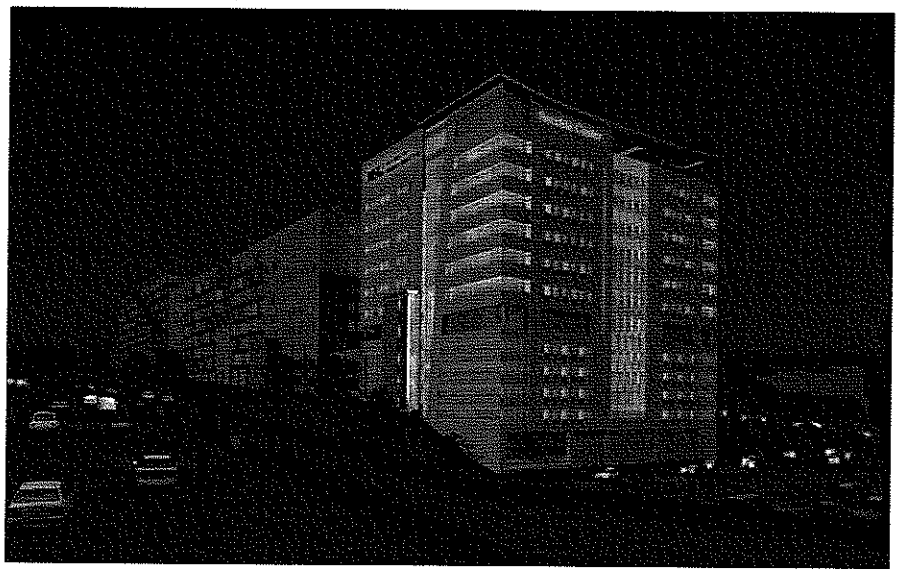






URS

Michigan State University
Secchia Center College of Human Medicine
Grand Rapids, Michigan



This new 184,000 sq ft, seven story medical school is designed as a component of the Michigan Street Development, and sited on Grand Rapids' renowned "Medical Mile." The College represents a new model for the medical school - with partnerships and synergy developed with the other institutions / entities involved in the Michigan Hill Medical Corridor - Spectrum Health, the Van Andel Research Institute, and a host of private physician partners.

The $80 million Secchia Center is expected to have a spectacular influence on the economy and culture of greater Grand Rapids. In its first ten years, the facility is projected to increase regional economic activity by $1.57 billion. But the school, scheduled to open in 2010, also will ramp up the city's intellectual capital by recruiting research scientists, faculty members, and bright young students from around the world. It's expected to incubate and attract new business ventures that aim to translate groundbreaking discoveries in life science and biotechnology into lucrative new products and treatments.

As part of Michigan State University's commitment to sustainable design, this 184,000 sq ft facility will be LEED® Certified.

Ellenzweig Architects of Cambridge, MA is the Design Architect; URS is the Architect of Record.

URS

Indiana Surgery Center

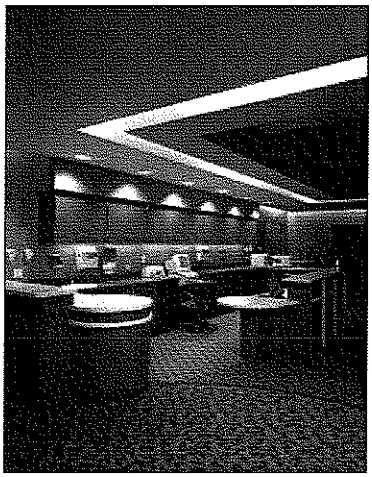
Noblesville, Indiana

The Indiana Surgery Center is a freestanding 30,000 square foot single-story facility built in one of the fastest growing areas in Central Indiana. The ambulatory surgery center itself occupies 20,000 square feet with the balance of the building devoted to individual physician offices and common areas.

The surgery center consists of 4 operating rooms, 15 private patient rooms and other required staff and support spaces. The facility has been designed to maximize patient convenience and privacy and to optimize physician and staff efficiency.

After registration, patients and family members are escorted to a private patient room where the patient is prepared for the procedure. The patient is then taken to the operating room, the recovery suite, and back to the patient room where they are reunited with their families. Patient rooms are arranged in "pods" to increase privacy. Three of the patient rooms are designed to accommodate overnight patient stays. These rooms are larger to accommodate a family member, and have private toilet rooms.

The center has been designed to accommodate a future expansion which will house 2 operating rooms, 15 patient rooms, and additional support space.



Size: 30,000 square feet
(20,000 sf for the surgery center)
Number of Beds: 15
Cost: $4,800,000
Completion Date: July 2000
Construction Manager: Summit Construction
Contact: Mr. Bryan Mills, CEO
317.621.7500

URS

Mount Carmel West New Education Center

Columbus, Ohio

After an extensive study in which URS applied comprehensive engineering expertise, Mount Carmel West Hospital retained URS to provide planning, architectural design and engineering services for the new Resource Education Center for the hospital.

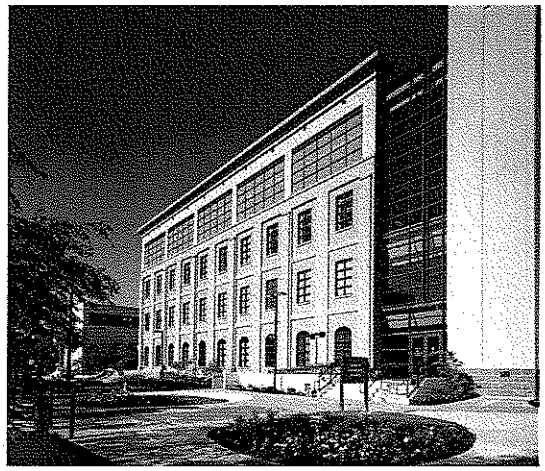
Mount Carmel Hall was originally constructed in 1919 with other entities being constructed around it over the years, Mount Carmel Hospital addition in 1948, School of Nursing addition in 1957 and the Medical Staff Building in 1983.

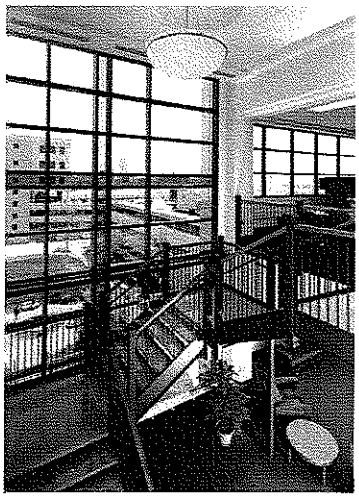
The construction of the Education Resource Center replaces the demolished Mount Carmel Hall structure.

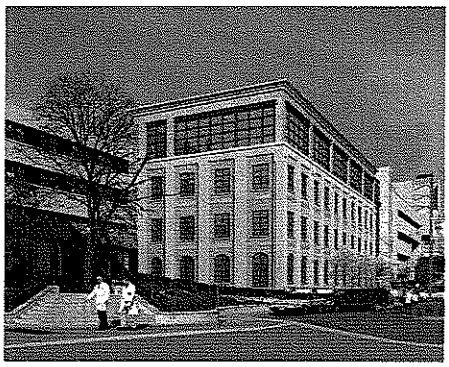
This facility will provide:

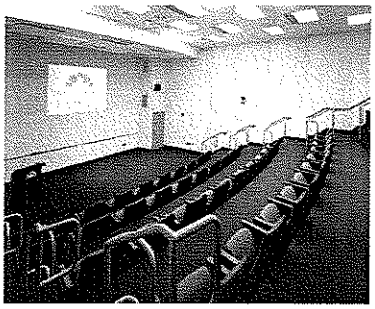
- Instructional and research space for the Mount Carmel Hospital College of Nursing
- Research and conference space for the Physician Resident Program
- Technology training space for medical staff and resource
- Continuing education space for neighborhood community programs.

This new building facility will be centrally located in the heart of the Mount Carmel Campus and physically connected to the main hospital building, medical staff building and nurses' dormitory.







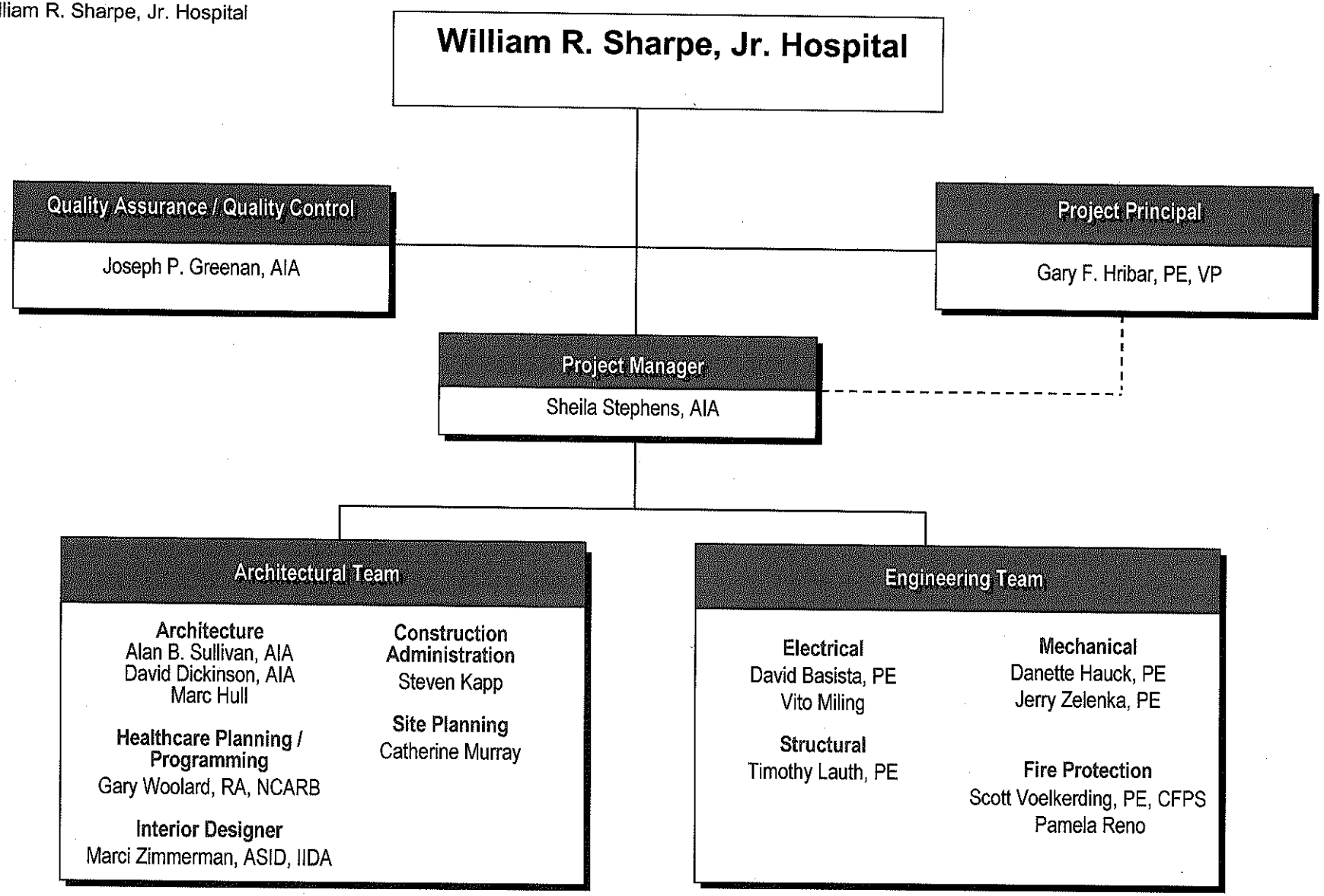


URS

Key Personnel

Organization Chart

Architectural and Engineering Design Services
for William R. Sharpe, Jr. Hospital



URS

sheila stephens, ra

project manager

Years of Experience
21 years total, 3 with URS

Education
MBA Coursework/Healthcare Administration/University of Akron
Master of Public Administration Coursework/Healthcare Administration/Cleveland State University
Master of Urban and Regional Planning Coursework/Eastern Washington University
BS and BArch/Kent State University

Registration
Architectural Registration/Ohio/ #10488

Throughout her 21 years of professional experience, Ms. Stephens has worked within the healthcare field as an Architect, and for the majority of her career, she has served as an Owner's Representative and Staff Architect employed directly by healthcare systems. As a result, she has established extensive experience with the planning, design, construction, and management processes related to a variety of healthcare functions and facilities.

As Director of Healthcare Services for URS, her primary responsibility is to assure client satisfaction by managing the overall quality, schedule and budget for all Healthcare Related Projects performed by URS design team professionals and office staff. In her role as Director she also actively participates on various Design Teams as a Project Manager, serving as the primary point-of-contact with clients, while managing multi-disciplinary teams of design professionals.

UHHS Geauga Regional Hospital Emergency Department Renovation Project
Served as Project Manager through the Construction for a multi-phased renovation of Geauga Regional Hospital's 13,000 square foot Emergency Department located in Chardon, Ohio.

Cleveland Clinic Canada, Executive Health Center
Served as Project Manager during Programming, Design, and Construction for development of a new 24,000 S.F. outpatient care facility located on the 30th floor of the BCE Place building in Toronto.

Cleveland Clinic Florida, CityPlace Tower
URS is providing professional architectural, engineering, and interior design services to develop a new outpatient care facility for Cleveland Clinic in on both the 1st and 14th floors of a new office building in West Palm Beach, Florida.

DDC Medical Office Building, Brunswick, Ohio
Project Manager through the Planning, Programming, Design and Construction phases for a new freestanding 40,000 SF Medical Office Building for Digestive Disease Consultants in Brunswick, Ohio. Building program included a Digestive Disease Center with Practice Area and Endoscopy Suite as well as speculative office space for future tenant improvements.

Fairfax Global Cardiovascular Innovation Center (GCIC), Cleveland, Ohio
URS has been selected as Architect of Record for the 60,000 square foot GCIC which will serve as an incubator and accelerator for multiple platforms of emerging technology dedicated to the research and commercialization of cardiovascular products. The building is being developed collaboratively by Fairfax Renaissance Development Corporation (FRDC) who will own and manage the facility, and by Cleveland Clinic who will serve as the primary tenant. The facility will feature conference rooms, a learning center, video conferencing, resource center, a common lab facility, up to 30 wet/dry labs, 75 offices, and a cubicle area for 40 individuals.

Sheila Stephens
Continued

Critical Care Pavilion (CCP)
Participated in and managed the Planning, Programming, Design and Construction processes for a new 150,000 S.F. building addition to the Medical Center to serve as replacement facilities for the Emergency Medicine Department and Perioperative Services.

Community Health Satellite Facilities
Participated in and managed the Planning, Programming, Design and Construction processes for the development of multiple community health satellite facilities including an outpatient surgery center.

Master Planning of Campus for Continuing Care Retirement Community
Participated in and managed the Planning, Programming, and Conceptual Design processes for development of a Continuing Care Retirement Community (CCRC) on the East Campus inclusive of independent living, assisted living, and skilled nursing components.

Surgical Intensive Care Unit (SICU)
Participated in and managed the Planning, Programming, Design and Construction processes for renovation of an existing inpatient bed unit at the Medical Center facility to serve as a Surgical Intensive Care Unit.

Heart & Vascular Intervention Center
Participated in and managed the Planning, Programming, Design, and Construction processes for renovation of a portion of the existing Medical Center facility to provide alignment of clinical functions related to Heart &Vascular and Pulmonary Critical Care Services.

MRI Suite for Radiology
Participated in and managed the Planning, Programming, Design, and Construction processes for renovation of a portion of the existing Medical Center to provide upgraded facilities for MRI Suite.

Integrated Laboratories
Participated in and managed the Planning, Programming, Design, and Construction processes for renovation of a portion of the existing Medical Center facility to provide consolidation of laboratory functions for the Pathology Department.

Vascular Intervention Suite for Radiology Department
Participated in and managed the Planning, Programming, Design, and Construction processes for renovation of existing clinical space at the Medical Center to provide new Vascular Intervention Suite within the hospital Radiology Department

Prentis Center for Skilled Nursing Care West Facility
Participated in and managed the Planning, Programming, Design and Construction processes for a new 150 bed freestanding skilled nursing care facility located on the Medical Center campus to serve as replacement for Cuyahoga County Nursing Home

gary f. hribar

project principal

Years of Experience
25 years total, 20 years with URS

Education
1982 / BS / Civil Engineering / Ohio University

Societies and Affiliations
Member / Corporate Partner Program – Ohio Hospital Association
Greater Cleveland Growth Association / Economic Development Council
Board of Directors / Builders Exchange

Mr. Hribar serves as Project Principal on numerous projects for the URS Health Group. His strong leadership and organizational skills help guide the Group in its many efforts.

Cleveland Clinic Toronto Executive Health Center
Served as Project Principal during Programming, Design, and Construction for development of a new 24,000 S.F. outpatient care facility located on the 30th floor of the BCE Place building in Toronto.

Cleveland Clinic Florida, City Place Tower
Project Principal. URS is providing professional architectural, engineering, and interior design services to develop a new outpatient care facility for Cleveland Clinic in on both the 1st and 14th floors of a new office building in West Palm Beach, Florida.

UHHS Geauga Regional Hospital Emergency Department Renovation Project
Served as Project Principal through the Construction for a multi-phased renovation of Geauga Regional Hospital's 13,000 square foot Emergency Department located in Chardon, Ohio.

Global Cardiovascular Innovation Center, Fairfax Renaissance Development Corporation, Cleveland Clinic
Project Principal. URS has been selected as Architect of Record for the 60,000 square foot GCIC will serve as an incubator and accelerator for multiple platforms of emerging technology dedicated to the research and commercialization of cardiovascular products. The facility will feature conference rooms, a learning center, video conferencing, resource center, a common lab facility, up to 30 wet/dry labs, 75 offices, and a cubicle area for 40 individuals.

St. John West Shore Hospital Heart Center, Westlake, Ohio
Project Principal for URS providing architectural, mechanical, structural, electrical and civil engineering at St. John Westshore Hospital for the new Heart Center. The scope of the work included completing an addition to the hospital building that provided a relocated and enlarged CCU, ICU and CCU step-down beds, and an enlarged cardiac catherization lab.

St. James Hospital and Health Centers, Olympia Fields, Illinois
Project Principal for a $12 million expansion project at this unique allopathic/osteopathic, community based, acute care hospital that included a three-story, 66,000 square foot, Professional Office Building and a two-story, 47,000 square foot, Heart and Vascular Institute.

joseph p. greenan, ra, acha

quality assurance / quality control

Mr. Greenan serves as Vice President and is the Managing Director of URS Health. For 23 years his focus has been entirely on the Healthcare industry. This provides a strong background for developing solutions for clients that optimizes their capital expenditures, resource utilization and the quality of patient care, while reducing operational costs. He frequently acts as Principal-in-Charge of complex healthcare projects. Mr. Greenan's project experience includes an overview of near-term and long-range health facilities campus planning, facilities evaluations, project programming, planning and design, contract document preparation and construction administration for healthcare projects.

Years of Experience

28 years total, 23 years with URS

Education

1982 / March / Architecture / University of Michigan

1980 / BArch / Architecture / University of Michigan

Registrations

Registered Architect / Michigan

American College of Healthcare Architects

Societies and Affiliations

Academy of Architecture for Health

American College of Healthcare Architects

American Institute of Architects

Borgess Medical Center, Comprehensive Site and Facility Master Plan, Kalamazoo, Michigan

Project supervisor for this comprehensive evaluation of the hospital's 1 million sq ft main campus. A comprehensive analysis and re-evaluation of the hospital's existing one million-sq ft campus has been undertaken. Operational analyses were conducted to objectively analyze project space needs in all clinical areas. Program goals were recommended that combined both facility and operational changes to minimize the efficiency of the hospital's operations and the quality of the patient's experience. The Health Group then worked closely with hospital leadership to gain consensus on 23 program goals, which were reflected in a new plan. In addition, The Health Group also identified the approximate financial impact that implementation would have on on-going capital expenditures, operating costs and revenues.

Spectrum Health, South Tower Expansion, Grand Rapids, Michigan

Project principal for this project which involved a three-story vertical expansion of an existing patient tower. A new sixth floor provides an additional 21 critical care beds, with the new seventh floor providing 23 new telemetry pediatric patient rooms and related support. The new eighth floor provides mechanical and infrastructure support.

Spectrum Health, Emergency Services, Grand Rapids, Michigan

Project Principal for the comprehensive renovation and expansion of the Level I Emergency Services facility for Spectrum Health, a major tertiary provider in western Michigan. Initial services provided by the firm included an operations assessment and operations redesign to facilitate the redefinition of service protocol to maximize efficiencies and patient outcomes for care delivery of the existing 85,000 patient visits. Projected annual visits are anticipated to exceed 120,000. The final adopted design identified major renovation of the existing 25,000 sq ft department, with final design area to exceed 48,000 sq ft. Six major phases of construction are identified to ensure minimal impact on service delivery during the construction progress.

Butterworth Hospital, Grand Rapids, Michigan

Project manager / planner / designer for a $1 million, 13-bed pediatric intensive care unit renovation and expansion for a 529-bed hospital.

allen b. sullivan, aia

architecture

Mr. Mr. Sullivan has been involved in the planning and design of healthcare facilities for more than 31 years. He has a great deal of experience with master planning and designing healthcare facilities, including psychiatric hospitals, private and government-owned hospitals, facilities for the elderly, women's centers, pediatric facilities, imaging centers, physician's offices, clinics, life care facilities, and space planning. Mr. Sullivan's experience also includes JCAHO surveys, equipment planning, and programming; as well as the design of new facilities, renovations and adaptive re-uses.

Years of Experience
31 years total, 2 with URS

Education
BArch / 1976 / Architecture / University of Kentucky

Registrations
1981 / Registered Architect / OH, KY, FL, IN

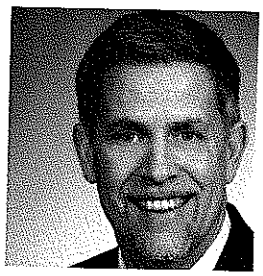
During his career, Mr. Sullivan has worked on a number of prestigious healthcare campuses in Ohio, West Virginia, Florida, Kentucky, and Texas, including Cincinnati Children's Hospital Medical Center, Eastern State Hospital, Saint Joseph Hospital; University of Kentucky Medical Center; University of Kentucky Children's Hospital; Norton Hospital and Norton Suburban Hospital; Samaritan Hospital; Central Baptist Hospital; Lexington Clinic; Mary Chiles Hospital; Our Lady of the Way; Bellefonte Hospital; Saint Claire Regional Medical Center; Marymount Regional Medical Center; T.J. Samson Community Hospital; Taylor County Hospital and the Veterans Affairs Medical Centers in Lexington and Louisville. Mr. Sullivan has worked in Ohio on Morrow County Hospital and Marion General Hospital. He has also worked in Texas, Florida, and West Virginia.

Southern Ohio Medical Center, Portsmouth, Ohio
Healthcare planner / architect for a new 5-story, 146,000 sq ft new hospital space, a new 320 space parking structure and 73,000 sq ft of renovation space. The following departments are included in this project: Emergency, Central Sterile, Laboratory, Physician Library/Lounge and Medical Records, Lobbies, Gift Shop, Reception, general waiting and snack area, Outpatient Surgery/Outpatient Surgery waiting, Recovery, Surgery, Nursing Units, Vertical Circulation and parking structure.

Veteran's Affairs Medical Centers Experience
Over the past 25 years, Mr. Sullivan has worked on more than 16 VA projects at the Louisville and Lexington VA Medical Centers on three campuses. URS has recently been selected with Smith Group as a JV to design the replacement hospital for Louisville, Kentucky. Mr. Sullivan will be URS' Project Manager for that project.

Bluegrass Regional Mental Health, Lexington, Kentucky
Alan Sullivan served as Principal-in-Charge and Project Manager for this project which is to construct an $85M replacement care facility for Eastern State Hospital in Lexington, Kentucky on a 28.85-acre site of the University of Kentucky Coldstream Research Park. The site is adjacent to BRMH existing 28-acre site on one side and bordered by dedicated city park on the other boundary.

Two freestanding buildings are anticipated in this project; a main facility that is three stories with a partial basement on the Coldstream property, and a separate Skilled Nursing Facility for psychiatric patients is planned on the existing site for Bluegrass Regional Mental Health. The new main facility that will be three stories will be built to house 388 beds with a future expansion of additional beds.



david g. dickinson, aia

architecture

Mr. Dickinson has over 25 years of experience in all phases of architectural design, planning, project management, and production process. He has worked for prestigious firms throughout the United States. In addition, Mr. Dickinson was partner in a small practice for over a decade that encompassed a diverse range of projects that included both private and public sector clients. His responsibilities include business development & marketing, project management, and design for a range of building types with specific focus on K-12 Educational Facilities. Other responsibilities include skilled facilitating in a well articulated community engagement process, to ensure that the client and its constituent's voices are heard and considered, so that the best possible decisions can be made and supported.

Years of Experience
27 years total, in first year with URS

Education
BArch/1981/Architecture/Kent State University

BS/1980/Architecture/Kent State University

Registrations
1986/Registered Architect
NCARB

Societies
American Institute of Architects
Counsel of Educational Planners

Cleveland Clinic and Fairfax Renaissance Development Corporation, Global Cardiovascular Innovation Center (GCIC), Cleveland, Ohio: Designer of the new 60,000 square foot Cardiovascular Innovation Center dedicated to the research and commercialization of cardiovascular (CV) products. This world-class facility will offer shared facilities such as conference rooms, a learning center, video conferencing, resource center, and a common lab facility.

Additionally, the facility will feature up to 30 wt/dry labs, 75 offices, and a cubicle area for up to 40 individuals. The Center will include state of the art information technology, networking and infrastructure.

Marworth Chemical Dependency Treatment Center, Geisinger Health System, Waverly, PA

- Counseling Wing Addition & Existing Building Alterations
- Dining Hall Addition and Existing Building Alterations
- New Recreation & Fitness Building

LG Research & Development Center, Daeduk, Korea
Project Architect for approximately one million square feet of new construction for a center that supports research and development activities in bio-tech and genetics, pharmaceuticals, polymers, specialty chemicals, household goods, and the analytical sciences.

Bravo Medical Office Building, New Philadelphia, OH

- General Practitioner and Ophthalmology Medical Office Building

Lu Eye Clinic, Harrisburg, PA

- Ophthalmology Office Building

marc hull, ra

architecture

As an architect with over 26 years of professional experience, Mr. Hull has worked with a variety of projects, including the past 11 years within the healthcare field. The past three years, Mr. Hull had the unique experience of serving as an Owner's Representative for a Healthcare system in the Construction Management Department. As a result, he has established extensive experience with the planning, design, construction, and management processes related to a variety of healthcare functions and facilities. As Project Architect for URS, his primary responsibility is to assure client satisfaction by coordinating the various of the project team for Healthcare Related Projects performed by URS design team professionals and office staff.

Years of Experience

26 years total, 1 with URS

Education

Master of Architecture / University of Illinois at Chicago / 1985
Bachelor of Science in Architecture / The Ohio State University / 1982
Oxford University Summer Study Program, Oxford, England / 1981

Registrations

Architectural Registration:
Ohio - 8708538
Pennsylvania – RA-013126-B

Fairfax Global Cardiovascular Innovation Center (GCIC), Cleveland, Ohio

Project Architect. URS has been selected as Architect of Record for the 60,000 square foot GCIC which will serve as an incubator and accelerator for multiple platforms of emerging technology dedicated to the research and commercialization of cardiovascular products. The building is being developed collaboratively by Fairfax Renaissance Development Corporation (FRDC) who will own and manage the facility, and by Cleveland Clinic who will serve as the primary tenant. The facility will feature conference rooms, a learning center, video conferencing, resource center, a common lab facility, up to 30 wet/dry labs, 75 offices, and a cubicle area for 40 individuals.

Old Brooklyn Campus Renovations*

Participated in, coordinated and managed the equipment, furniture and relocation services for the renovation of the existing former Deaconess Hospital, purchased by MetroHealth in 2003. Phase 1 required relocating over 500 employees to consolidate many business operations to the Old Brooklyn Campus. Phase 2 + 3 required the relocation of the 150-bed Skilled East Facility to the Old Brooklyn campus. Project budget was $65.1 million

Interventional CT Reconfiguration – Phases 1 + 2*

Participated in and managed the construction of the Phase 1 (two CT scanners and one Philips Beta site) project, and the Design Development and Bidding of the Phase 2 (Angio and Angio Support) project. The Philips Beta site incorporated a Philips test market 256-slice scanner. Total project cost is $4.1 million

Pediatric Intensive Care Unit (PICU) – 4A*

Participated in and managed the Design Development, Bidding and Construction for the complete renovation of the 10-bed intensive care unit (7,400 SF). Project budget was over $2.0 million.

* Completed while with a previous firm

GARY MICHAEL WOOLLARD

610 South Berry Road
St. Louis, Missouri 63122
314/968-2312

EDUCATION

B. Arch., University of Detroit School of Architecture, 1973

Thesis: "The Design of a Comprehensive Health Care Center"

M. Arch., University of Detroit School of Architecture, 1974

Thesis: "Automation and its Impact on the Design of the Comprehensive Health Care Center Emphasizing the Evolution and Future Design of the Nursing Unit"

REGISTRATION

Registered Architect - Michigan 1977
Certified - NCARB, 1978
Member - American Institute of Architects
Member - Missouri Council of Architects

EMPLOYMENT HISTORY

2001 to Present

GARY WOOLLARD CONSULTING
Owner

1998 to 2001
1992 to 1996
1979 to 1988

HELLMUTH, OBATA AND KASSABAUM, INC
Vice President and Associate

1996 to 1998
1988 to 1992

CANNON DESIGN, INC
Vice President

1974 to 1979

SVERDRUP CORPORATION
Staff Architect

GARY WOOLLARD CONSULTING

Gary M. Woollard, AIA is owner of Gary Woollard Consulting (GWC). After approximately 25 years of working with national and international healthcare firms, he started GWC in 2001. He has extensive programming and planning experience, working with a variety of national and international clients. Currently he is consulting with several healthcare clients and architects.

PROJECT EXPERIENCE:

Brooklyn Children's Psychiatry Center, Brooklyn, New York
Program development for a 90-bed residential/treatment facility with school and day treatment facilities

Position: Medical Space Programmer

Description: This project involved the reprogramming of the facility, reducing the number of beds from 120 to 90. The remaining support facilities were reduced accordingly. The work involved direct contact with the Department of Mental Health for the State of New York.

University of Alabama, Psychiatric Hospital, Birmingham, Alabama
Program development and schematic design for a 75 bed psychiatric facility

Position: Medical Functional and Space Programmer/Planner

Description: This project involved a mental health facility that included programs for adult (open and locked) patients, geriatric patients, and adolescent and substance abuse patients. A day hospital program was included as well as a school and an extensive outpatient clinic.

Whitby Psychiatric Hospital, Whitby, Ontario, Canada
Schematic Design for the ancillary departments for a new 325-bed replacement hospital encompassing 500,000 Building Gross Square Feet

Position: Medical Planner/Schematic Departmental Layout

Description: Twelve individual patient units are linked to a centralized ancillary containing administration, education, therapy, vocational rehab, food service and materials management. A covered spine corridor connects all the units and offers protection from weather.

Providence Hospital, Anchorage, Alaska
This project involved the program development for a major expansion of a 337-bed facility.

Position: Medical Program Consultant

St. Mary's Hospital Medical Center, Madison, Wisconsin
Selected Renovation Project involving approximately 45,000 DGSF

Position: Medical Space Programmer

Description: This project involved the space program for selected departments to be located in the vacated areas of the existing hospital after the addition to the West Wing is complete. It included various inpatient, diagnostic/treatment, and support departments.

Cedars-Sinai Medical Center, Los Angeles, California
Instrument Cleaning Area for Surgery

Position: Medical Space Programmer

Description: This project involved the development of a satellite sterile area on the 7th floor of the Professional Tower. This satellite area was to serve surgeries that were located on four separate floors of the Professional Tower.

Cedars-Sinai Medical Center, Los Angeles, California
8 bed Infant Care Area.

Position: Medical Space Programmer/Planner

Description: The study that the programmer/planner conducted developed into a project. The original intent of the study was maintained and an area to care for a wide range of infants was developed.

Mt. Carmel Mercy Hospital, Detroit, Michigan
This project involved the program interpretation for 180,000 square feet of renovation.

Position: Medical Space Planner

Flower Hospital, Sylvania, Ohio
This project involved the program interpretation for various renovation projects.

Position: Medical Space Planner

Loma Linda University Medical Center, Loma Linda, California
Functional and Space Program for selected renovation projects

Position: Medical Space Programmer
Completed while consulting with Merlin Lickhalter and Associates, Naples, Florida

James A. Haley Veterans' Hospital, Tampa, Florida
Functional and Space Program for Phase I of Laboratory and Surgery Expansion

Position: Medical Space Programmer
Completed while consulting with VOA, Associate, Inc., Chicago, Illinois

Jesse Brown VA Medical Center, Chicago, Illinois
Functional and Space Program Laboratory Expansion

Position: Medical Space Programmer
Completed while consulting with VOA, Associates, Inc., Chicago, Illinois

Mercy Hospital, Chicago, Illinois
Functional and Space Program for the renovation of a Birthing Center

Position: Medical Space Programmer
Completed while consulting with VOA, Associates, Inc., Chicago, Illinois

Carl Foundation Hospital, Bloomington, Illinois
Digestive Disease Centre and Observation Unit

Position: Medical Space Programmer
Completed while consulting with VOA, Associates, Inc., Chicago, Illinois

Holy Cross Hospital, Ft. Lauderdale, Florida
Functional and Space Program for Various Renovation Projects

Position: Medical Space Programmer
Completed while consulting with Miller Construction-Program Managers, Ft. Lauderdale, Florida

marci zimmerman, asid, iida

interior design

Years of Experience
30 years total, 17 with URS

Education
BS/1976/Interior Design/Auburn University School of Architecture

Registrations
1981/NCIDQ

Societies
Professional Member, American Society of Interior Designers (ASID)
International Interior Design Association (IIDA) – Ohio / Kentucky Chapter

Ms. Zimmerman rejoined URS as a Senior Designer with over 30 years of professional experience. Ms. Zimmerman's experience in creating human therapeutic environments is recognized by clients, colleagues, and industry leaders alike. Programming user's needs is the foundation of her work. She has developed an extraordinary sense for spatial design. Her work demonstrates clarity of thinking, strong organizational skills, and well-defined manipulation and articulation of space, color, light furniture, finishes, artwork and signage. She is experienced in the planning and design of space for hospitals and healthcare institutions, corporations, legal and educational systems.

Cleveland Clinic Toronto Executive Health Center
Served as Interior Designer during Programming, Design, and Construction for development of a new 24,000 S.F. outpatient care facility located on the 30th floor of the BCE Place building in Toronto.

Cleveland Clinic Florida; City Place Tower
URS is providing professional architectural, engineering, and interior design services to develop a new outpatient care facility for Cleveland Clinic in on both the 1st and 14th floors of a new office building in West Palm Beach, Florida.

DDC Medical Office Building, Medina, Ohio
Interior Designer through the Planning, Programming, Design and Construction phases for a new freestanding 40,000 SF Medical Office Building for Digestive Disease Consultants in Medina, Ohio. Building program included a Digestive Disease Center with Practice Area and Endoscopy Center and speculative office space for future tenant improvements.

Global Cardiovascular Innovation Center, Fairfax Renaissance Development Corporation, Cleveland Clinic
Interior Designer. URS has been selected as Architect of Record for the 60,000 square foot GCIC will serve as an incubator and accelerator for multiple platforms of emerging technology dedicated to the research and commercialization of cardiovascular products. The facility will feature conference rooms, a learning center, video conferencing, resource center, a common lab facility, up to 30 wet/dry labs, 75 offices, and a cubicle area for 40 individuals.

SUMMA Care Office Building, Akron, Ohio
A 93,000 square foot building located at the corner of Market and Main Street in downtown Akron. This five story building will incorporate 3,000 SF of retail space on the first floor along Main Street as required by urban planning. The design and materials of the building's exterior respect the updated historical facades notably present in the adjacent buildings. The interior spaces are open for flexibility of tenants' needs.

steven f. kapp

construction administration

Mr. Kapp has 30 years of experience in the fields of Architecture, Interior Design, and Construction Management. His career has included performing Construction Administration services for a number of healthcare projects. His career and project experience has achieved a global scale, with significant installations in Saudi Arabia, Japan, Europe, and the Americas.

University Hospital Health System, Geauga Regional Hospital, Emergency Room Renovation, Chardon, Ohio

Performed Construction Administration services during Construction of a mulit-phased Emergency Department renovation, closely coordinating efforts with the Construction Management Consultant

Years of Experience

30 years total, 3 with URS

Education

BS/Interior Architecture and Construction Management/Florida State University/Florida A & M

Jennings Center for Older Adults, Garfield Heights, Ohio

Mr. Kapp performed construction administration for Jennings Residential Community, and skilled Center. The cost of this project was $12 million

Marymount Hospital, Garfield Heights, Ohio

Mr. Kapp has worked on several projects at Marymount Hospital. These projects include:

- MRI and CT
- 3, 4, 5, 6 Patient Care Renovations
- Radiology Addition
- Marymount Outpatient Surgery Center at Transportation Blvd.
- ER Renovation
- The Peak Rehabilitation Facility

Other projects that Mr. Kapp has worked on include

- City of Solon Police and Detention Facility, Solon, Ohio.
- City of Amherst Police and Detention Facility, Amherst, Ohio.
- Madison School District – Fine Arts and Science Wing expansion. Madison, Ohio.
- Shaw High School, East Cleveland, Ohio.
- City of Westlake, Court, City Hall, and detention expansions. Westlake, Ohio.
- Port Authority of N.Y.C. World Trade Center Complex, New York, New York.

m. catherine murray

site planning

Years of Experience
20 years total, 10 years with URS

Education
1986 / MLA / Harvard University
1982 / BA / University of California - Berkeley

Societies and Affiliations
American Society of Landscape Architects
Society of College and University Planning

Ms. Murray has been responsible for site design, master planning, project management and programming. Her expertise lies in a sensibility to design throughout the entire project process. Her experience covers university master planning, museum site design and evaluation, and health care campus development.

Cleveland Clinic Foundation, New Family Health Center, Westlake, Ohio
Project Planner for a new Family Health Center on a 12 acre site located at Crocker Park in Westlake, Ohio. This new Family Health Center will serve as a replacement facility for the existing CCF Westlake Family Health Center building, and will accommodate a variety of outpatient facilities. URS' design challenge is to maintain this image with respect to the new urban environment within which the new facility will be located. In an effort to optimize site development the URS Design Team will address landscape design concepts for the site in order to integrate the CCF Project with the Planned Unit Development.

Avon East Development, Avon, Ohio
Project Planner for this proposed 400 acre development in Lorain County to be constructed in two phases. Phase I includes a four story FHC, Emergency Department, and Ambulatory Surgery Center. Phase 2 expands the OR and Emergency Departments and adds a four story inpatient bed tower. The plan includes the design of a new intersection at State Route 90, a new Cleveland Clinic health center and other potential auxiliary development.

SUMMA Women's and Men's Health Specialty Center, Akron, Ohio
Site Designer for a new health care facility being planned by developer Signet Development Ltd. The planned site and structure incorporates physician business investment opportunities with an elegantly designed 50,000 square foot freestanding structure to provide a first class outpatient environment.

Master Plan for the College of Food, Agricultural and Environmental Sciences
Principal planner for Ohio State University's Master Plan for the college of food, Agricultural and Environmental Sciences. The Master Plan will develop and refine options for future development or redevelopment on over 12,000 acres of land holdings in Columbus and Wooster, Ohio, and at research and demonstration stations located throughout the remainder of the State. The project includes academic and agricultural facility planning, as well as land use planning and environmental impact assessment. A key element in the planning process involving application of the College" ""Ecological Paradigm" which defines new levels of stewardship for students, faculty, researchers and extension agents in dealing with Ohio urban/Rural interface.

The Ohio State University Hospitals Medical Center Gateway, Columbus, Ohio
Site Designer to provide a clear, central entry experience to an expanding hospital complex. The University was looking for a bold focal point for the medical mall.

david basista, pe

electrical engineer

Years of Experience
31 years total, 23 with URS

Education
BS / 1976 / Electrical Engineering / Youngstown State University
MBA / 1987 / Kent State University

Registration
1981 / Professional Engineer / Ohio

Societies
Order of the Engineer

Mr. Basista is responsible for and designer of electrical work for various educational, institutional, commercial, and industrial clients. Work involves power distribution system design, emergency power systems design, lighting, fire alarm and communication systems, engineering field studies, preparation of construction and electrical equipment specifications, preparation of design and approval of construction drawings and bid documents. Work experience also includes electrical system surveys, master one-line diagrams, substation design, expansion and upgrading of power distribution systems, and power factor correction studies.

Cleveland Clinic, Family Health Center, Westlake, Ohio
Electrical Engineer. Providing complete electrical design for a new freestanding outpatient care facility with 167,000 S.F. of program space including an ambulatory surgery center to be located at Crocker Park in Westlake, Ohio.

Hillcrest Hospital Ambulatory Services Center, Mayfield Heights, Ohio
Provided complete electrical design and specification of normal and emergency power systems, lighting, communication and fire alarm systems for addition of a new Ambulatory Surgery and Outpatient Service Center to an existing hospital.

Louisiana State- University Hospital, New Orleans, Louisiana
Electrical Engineer for the reconstruction of University Hospital on the campus of Louisiana State due to the damage and flooding caused by Hurricane Katrina. The eight stories, 300 bed facility required all lower level mechanical system replacement. Additionally, over 190,000 S.F. of basement required reconstruction and upgrading in order to convert the hospital to serve as the main Level One Trauma Facility in the area. The upgrade required complete new lab space and expansion of the blood bank, pharmacy, x-ray, emergency, and SICU departments. All design and construction had to be performed in a nine month period to accommodate medical needs and function as a Teaching Residency Facility.

Meridia South Pointe Hospital, Pointe B. Facility, Emergency/ Radiology/ Materials Management Renovation, Warrensville Heights, Ohio
This was a 34,000 sq ft renovation and building addition project. Project is the result of a merger between two hospitals and the consolidation of the acute care services into the Pointe B. Facility.

Global Cardiovascular Innovation Center, Fairfax Renaissance Development Corporation, Cleveland Clinic
Electrical Engineer. URS has been selected as Architect of Record for the 60,000 square foot GCIC will serve as an incubator and accelerator for multiple platforms of emerging technology dedicated to the research and commercialization of cardiovascular products. The facility will feature conference rooms, a learning center, video conferencing, resource center, a common lab facility, up to 30 wet/dry labs, 75 offices, and a cubicle area for 40 individuals.

vito miling

electrical engineer

Years of Experience
32 years total, 10 with URS

Education
BS / 1976 / Electrical Engineering Technology / Cleveland State University

Associate Degree /1974 /Science / Cuyahoga Community College

MS Course Work / Clinical Engineering / Cleveland State University

Over thirty years of experience in electrical engineering for commercial, institutional and governmental clients in the capacity of design engineer and project manager. Work involves power distribution design, emergency power design, lighting, fire alarm and communication systems, engineering field studies, electrical system surveys, preparations of construction and electrical system specifications.

Project Electrical Engineer, Cleveland Clinic Foundation Executive Healthcare, Toronto, Canada
Project included electrical design of new healthcare facility in the existing high rise office building, downtown Toronto. Approximately 25,000 square foot floor space included doctors' offices, exam rooms and minor procedure rooms. Electrical design started with white box and included new lighting, power distribution, emergency power design, security system, fire alarm upgrade, cable TV for waiting rooms and exercise area, telephone and data cabling distribution including wireless data access points and the design of telecommunication closet.

Project Electrical Engineer, Cleveland Clinic Foundation Executive Healthcare, West Palm Beach, Florida
Project included electrical design of new healthcare facility in the existing high rise office building. Approximately 25,000 square foot floor space included doctors offices, exam rooms and minor procedure rooms, MRI and CT scan areas. Electrical design started with white box and included new lighting, power distribution, emergency power design, security system, fire alarm upgrade, cable TV for waiting rooms and exercise area, telephone and data cabling distribution including wireless data access points and the design of telecommunication closet.

Primary Health Systems, Cleveland Ohio
Review of four hospitals. Work included site survey to determine the condition of the electrical equipment as well as code compliance, preparing the electrical portion of the Capital Plan Development report and cost estimate for any required upgrades.

Project Electrical Engineer, Veterans Administration, Erie, Pennsylvania
Upgrade of the outpatient surgical area. Work included electrical systems in-patient care areas and minor surgery suite.

Project Electrical Engineer, Hamot Hospital, Erie, Pennsylvania
Upgrade of the hospital's teleconferencing center including the latest state-of-the-art audio and visual systems.

Veterans Administration Hospital, Brecksville, Ohio
Renovation of a portion of existing facility. Work included subdividing large wards and updating existing bathroom and toilet facilities to meet current ADA requirements.

Project Electrical Engineer, Medical Office Building, Brunswick, Ohio
Project included electrical design of new healthcare facility in the new building. Approximately 20,000 square foot floor space included doctor's offices, exam rooms and minor procedure rooms.

timothy lauth, pe

structural engineer

Years of Experience
32 years total, 23 with URS

Education
Bachelor of Architectural Engineering / 1976 / The Pennsylvania State University

Registration
1981 / Professional Engineer / Ohio

Societies
American Institute of Steel Construction
American Concrete Institute

Mr. Lauth is experienced in all phases of structural design and project management for various facilities. His specific experience includes supervision of multidiscipline design/drafting staff, project coordination with clients, and structural construction administration, entailing both domestic and international projects.

Global Cardiovascular Innovation Center, Fairfax Renaissance Development Corporation, Cleveland Clinic
Structural Engineer. URS has been selected as Architect of Record for the 60,000 square foot GCIC will serve as an incubator and accelerator for multiple platforms of emerging technology dedicated to the research and commercialization of cardiovascular products. The facility will feature conference rooms, a learning center, video conferencing, resource center, a common lab facility, up to 30 wet/dry labs, 75 offices, and a cubicle area for 40 individuals.

St. Ann's Hospital, Westerville, Ohio
Structural Engineer. Comprehensive architectural design and engineering of additions and renovations for the hospital emergency room, and for a new 106,000 sq ft medical office building designed to adjoin the existing hospital building.

Licking Memorial Hospital, Newark, Ohio
Structural Engineer. A 118,500 sq ft renovation/addition effort that included new construction for 6,100 sq ft of emergency, laboratory, critical care unit, outpatient surgery, main entrance and public lobby space. Additional work involved renovation of surgery, LDR, consolidated diagnostic services, therapeutic services and coronary care departments.

Structural Engineer, Riverside Methodist Hospitals Ambulatory Care Center, Columbus, Ohio
A new 110,000 sq ft ambulatory care center and attached parking structure. Includes the development of space for outpatient surgery, radiology, laboratory, diagnostic clinic and MRI services.

Meridia South Pointe Hospital, Warrensville Heights, Ohio, Pointe A Facility
Parking garage remediation, providing structural evaluation and repair to a failed precast concrete slab. Also provided structural evaluation and renovation to the loading dock service area at the Pointe A Facility.

Meridia South Pointe Hospital, Pointe B Facility, Warrensville Heights, Ohio, Emergency/Radiology/Materials Management Renovation
A 34,000 sq ft renovation and building addition project. Project is the result of a merger between former Brentwood and Meridia Suburban Hospitals and the consolidation of the acute care services into the Pointe B Facility.

Grant Hospital Addition, Columbus, Ohio
Hospital addition and renovation of existing facilities.

danette hauck, pe, leed ap

mechanical engineer

Years of Experience
8 years total, 4 with URS

Education
Bachelor of Mechanical Engineering / 1997 / University of Minnesota
Master of Engineering Management / 2000 / Washington University in St. Louis

Registration
2004 / Professional Engineer / Ohio
2004 / LEED Accredited Professional

Societies
American Society of Heating, Refrigerating, and Air-Conditioning Engineers
United States Green Building Council Member

Ms. Hauck has over ten years of experience in mechanical engineering. Since joining URS, Ms. Hauck has been involved with numerous healthcare, higher education, government, and commercial projects where design considerations were made based upon best practices and value engineering; energy and system analysis; and actual working conditions.

Cleveland Clinic Canada Executive Health and Family Center, Toronto, Ontario, Canada
Ms. Hauck was the Lead Mechanical Engineer for the heating, ventilation, air conditioning, plumbing and medical gas systems renovation of a floor in an existing high rise office building for the use as an outpatient clinic. This facility will house minor procedure rooms, examination rooms, offices, and health fitness center.

Cleveland Clinic Foundation Westlake Family Health Center, Westlake, Ohio
Ms. Hauck was the mechanical designer of HVAC and plumbing system for the 5 story, 160,000 square foot facility. The facility contains outpatient operating rooms with support spaces. General offices, diagnostic, and exam space are also incorporated into this state of the art facility.

Mary Washington Hospital Inpatient Tower, Fredericksburg, VA
Ms. Hauck designed the heating ventilation, and air conditioning requirements for the laboratory area. Coordinated construction issues and reviewed shop drawings. In order, to address an increased demand for inpatient beds and core patient services, the team performed an assessment of the existing physical plant, its potential for expansion, the current conditions of its systems, and its on-going use for patient care functions. The evaluation considered expansion on the existing site and the concept of developing a second hospital facility on an outlying site. The resulting project is a 140,000 sq. foot, 5-story, 100-Bed Inpatient Tower consisting of 20 ICU beds, 20 post-partum beds, and 60 acute care beds. The loading dock will be expanded as will central sterile services, pharmacy, and food services.

St. Francis Hospital Master Plan and Addition, Cape Girardeau, MO
Ms. Hauck designed the heating, ventilation, and air conditioning requirements for the neonatal ward and laboratory area. She also reviewed the specifications. The St. Francis Hospital addition is a 6 floor addition included acute care, neonatal, CCU, and ICU. St. Francis Medical Center, Cape Girardeau, Missouri - 120,000 SF of New Construction and Approximately 120,000 SF of Renovation.

Sibley Memorial Hospital Center, Washington, DC
Ms. Hauck performed heat load calculations, designed the heating, ventilation, air conditioning, plumbing, medical gas, and fire protection systems for a PET/CT Scan renovation, Patient Service Center, and a Pharmacy renovation. The alterations to the hospital center were approximately 20,000 sq. feet.

Wyoming Valley Health Care System, Wilkes-Barre, PA
Ms. Hauck designed the ventilation of a renovated space to house a new PET scan machine.

jerry zelenka, pe

mechanical engineer

Years of Experience
36 years with URS

Education
BS / 1968 / Mechanical Engineering / Cleveland State University

Registrations
1975 / Registered Professional Engineer / Ohio

1984 / Registered Professional Engineer / Pennsylvania

Societies
American Society of Heating, Refrigeration and Air Conditioning Engineers

As part of the design team, Mr. Zelenka's responsibilities include design and layout for laboratory process piping to include oxygen, nitrogen, and compressed air and the design layout and selection of equipment for central heating facilities. As project engineer, his responsibilities include supervision of mechanical designers and total building design including heating, ventilating, air conditioning, and plumbing systems. He also has participated in designing machinery and mechanical systems.

Louisiana State- University Hospital, New Orleans, Louisiana
Mechanical Engineer for the reconstruction of University Hospital on the campus of Louisiana State due to the damage and flooding caused by Hurricane Katrina. The eight stories, 300 bed facility required all lower level mechanical system replacement. The mechanical system includes five air systems, fire systems, and domestic pumping systems. Additionally, over 190,000 S.F. of basement required reconstruction and upgrading in order to convert the hospital to serve as the main Level One Trauma Facility in the area. The upgrade required complete new lab space and expansion of the blood bank, pharmacy, x-ray, emergency, and SICU departments. All design and construction had to be performed in a nine month period to accommodate medical needs and function as a Teaching Residency Facility.

LSU Louisiana State- University Hospital, New Orleans, Louisiana University Medical Office Building "UMOB"
Mechanical Engineer for the reconfiguration for the existing seven story, 78,400 SF, Medical Office Building into new Mixed Use Medical Examination Suites. Provide new HVAC and Plumbing systems and a new Direct Digital control system with interface to the Main Hospital system

Cleveland Clinic Health Systems, Hillcrest Hospital, Cleveland, Ohio
Mechanical Engineer for the design of a 50-bed, 125,000 square foot addition to house maternity, ICU, CCU, maintenance and laboratory departments.

St. Vincent Charity Hospital, Rockside Surgery Center, Independence, Ohio
Mechanical Engineer for new outpatient surgery center, involving 4,500 square feet of medical office/exam space, and 9,400 square feet of outpatient surgery space. New air refrigeration and heating systems were provided in the renovation of existing office facility.

Hamot Medical Center, Erie, Pennsylvania
Mechanical Engineer for the redesign and renovation of Emergency Outpatient Department.

St. John West Shore Hospital, Westlake, Ohio
Project engineer for totally new 200-bed acute care facility with central cooling and heating systems, medical gas systems, and 4-pipe radiant panel heating and cooling system.

scott voelkerding, cfps

fire protection

Years of Experience
5 years total, 4 years with URS

Education
2003 / BS / Chemical Engineering / University of Dayton

Registrations
Certified Fire Protection Specialist

Societies and Affiliations
National Fire Protection Association
Society of Fire Protection Engineers
Northeastern Ohio Fire Prevention Association

Mr. Voelkerding is technically experienced in many aspects of fire protection engineering including fire, building, and life safety code consulting, hazardous materials storage, and various design concepts for fire protection systems, fire alarm systems, sprinkler systems, smoke control systems, and egress/life safety systems. He has conducted compliance audits and has designed fire protection systems at various facilities including educational facilities, hospitals, residential occupancies, post offices, high-rises, and industrial warehouses. He has attended seminars on automatic sprinkler systems, National Fire Alarm Code, and Principles of Fire Protection Engineering. He also attends seminars on a monthly basis on various fire protection and life safety topics sponsored by the Society of Fire Protection Engineers and fire prevention interest groups.

St. James Hospital and Health Centers, Olympia Fields, Illinois
Fire Protection Engineer. The project involved the design of a new physician office building as well as the Heart & Vascular Institute. The project required a coordination and integration of several applicable codes as the jurisdictional boundaries of the local authorities overlapped. The design met the standards of both jurisdictions. The facility is fully equipped with sprinklers and smoke detectors and requires a fire pump for adequate water supply.

LSU Medical Center Rehabilitation and Renovation Project, New Orleans, Louisiana
Lead Fire Protection Engineer for a 4-phase rehab & renovation of a large medical facility which sustained extensive damage by hurricane Katrina. The project involved a rehabilitation of the facility to pre-Katrina conditions and renovation of select areas of the facility, which included a 9-story hospital with rooftop helipad, 1-story Pharmacy and Physician On-call, and a 6-story Medical Office Building. The project, supported by FEMA, was a fast-paced project which required timely coordination of all disciplines due to the lack of existing as-built documents and tight schedule. The fire protection scope of work involved plans and specifications for the rehab of the sprinkler and the fire alarm systems, which included a new fire suppression system for the rooftop helipad and specification of sprinkler system and fire alarm system devices that were compatible with the existing systems. Phase I received commendation from State officials for the clean review of the plans by the Louisiana State Fire Marshal.

Baptist Medical Center Life Safety Evaluation, Jacksonville, Florida
Fire Protection Engineer responsible for the fire protection / life safety component of an engineering evaluation. URS was retained by Baptist Medical Center to conduct an engineering systems evaluation of over 2.5 million square feet campus, which included a Main Building, Tower, Children's Center, Central Energy Plant, Outpatient Center, JOI Building, and Heart Center. A report was prepared to evaluate and document the condition of existing systems, note problems and deficiencies, and provide recommendations. A critical piece of the study was fire protection / life safety evaluation of the campus, which included evaluations of the fire suppression, fire alarm, smoke control, and egress systems.

pamela d. reno

fire protection engineer

Years of Experience
7 years total, 2 with URS

Education
2006/BS/Engineering/University of Akron

Miss Reno is technically experienced in many phases of electrical and fire protection engineering including design concepts for lighting, power, fire protection systems, fire alarm systems, sprinkler systems, and egress/life safety systems. She has designed both fire protection systems, fire alarm systems and lighting and power at various facilities including educational facilities, hospitals, post offices, and high-rises.

LSU Medical Center, New Orleans, Louisiana
Fire Protection Engineer for a 4-phase rehab & renovation of a large medical facility, which sustained extensive damage by hurricane Katrina. The project involved a rehabilitation of the facility to pre-Katrina conditions and renovation of select areas of the facility, which included a 9-story hospital with rooftop helipad, 1-story Pharmacy and On-call, and a 6-story Medical Office Building. The project, supported by FEMA, was a fast-paced project which required timely coordination of all disciplines due to the lack of existing as-built documents and tight schedule. The fire protection scope of work involved plans and specifications for the rehab of the sprinkler and the fire alarm systems, which included a new fire suppression system for the rooftop helipad and specification of sprinkler system and fire alarm system devices that were compatible with the existing systems. Phase I received commendation from State officials for the clean review of the plans by the Louisiana State Fire Marshal

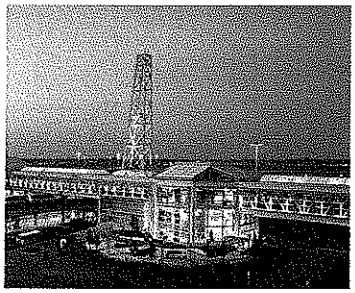
Cleveland Clinic Foundation: Toronto Canada
Fire Protection Engineer for approximately 23,700 square foot of space that will be used as an Executive Health Center. This Executive Health Center would accommodate a variety of clinical outpatient facilities and administrative offices. The design included specifications and plans of a fire suppression system that met the requirements of The Cleveland Clinic Foundation Fire Protection Design Standards, National Fire Code of Canada and NFPA 13.

Cleveland Clinic Florida, City Place Tower
Fire Protection Engineer for a new outpatient care facility for Cleveland Clinic on both the 1st and 14th floors of a new office building in West Palm Beach, Florida. The design included specifications and plans of a fire suppression system and fire alarm system that met the requirements of The Cleveland Clinic Foundation Fire Protection Design Standards, Florida Building Code, Florida Fire Prevention Code, NFPA 13, and NFPA 72. The fire suppression system consisted of sprinkler piping and sprinkler heads that were compatible with the existing suppression system within the building. The fire alarm system consisted of new devices that were compatible with the existing fire alarm system already installed in the building.

DDC Medical Office Building, Medina, Ohio
Fire Protection Engineer through the Planning, Programming, Design and Construction phases for a new freestanding 40,000 SF Medical Office Building for Digestive Disease Consultants in Medina, Ohio. Building program included a Digestive Disease Center with Practice Area and Endoscopy Center and speculative office space for future tenant improvements. The building will consist of a new fire suppression and fire alarm system in accordance with the Ohio building Code, Ohio Fire Code, NFPA 13 and NFPA 72.

Construction Management

Section 4 – Construction Management



URS provides clients with responsive, effective support of project requirements characterized by the dedication of highly qualified professionals who can both lead and support complex project assignments. Furthermore these professionals maintain flexibility in adapting time-tested approaches to project requirements, and in providing cost-effective management of projects, and commitment to professional standards in every aspect of service.

Management Support Services

- Consultant Selection Support
- Contract Negotiation Support
- Cost Estimating & Budget Development
- Budget & Cost Control
- Schedule Development & Control
- Design Management
- Value Engineering
- Constructability Reviews
- Hazardous Materials Abatement
- Seismic Strengthening
- Contract Management
- On-Site Resident Engineering / Inspection
- Technical A / E Support
- Claims and Dispute Resolution
- Underground Storage Tank Inspection & Removals
- Computer System Integration / Automated

Data Processing Support

URS is capable of providing services which are specifically tailored to client needs by providing a high level of expertise, either on-site or through home office technical and administrative support staff available as needed. URS has well established methods and procedures to accomplish all of the services required. Our procedures are automated using commercially available software for fast and efficient data retrieval, and can be readily transferred to our district managers.

Our services can enable the client to obtain complete and functional facilities as expeditiously as possible. To accomplish this objective we ensure the highest overall quality and cost effectiveness of each project from the initial site assessments to the development of program plans, design management, development of procurement packages, and cost estimate evaluation. We enhance project communication by providing cost effective documentation of the construction design process and support. We implement proactive management and procedures that serve to expedite the work and mitigate problems as they arise. URS provides for meaningful and effective management of the contractor's schedule progress, including enhanced

client control of all monthly updates and schedule revisions. Finally, we provide for the coordination and transfer of all completed facilities, including training and documentation for occupancy.

The following section highlights services URS can provide in support of construction phase activities. In the performance of the services, URS can accomplish defined tasks described in the contract or individual task order statement of work, as well as additional activities needed to ensure the success of each project.

Construction Phase Services

As each project proceeds into the construction phase, our focus shifts to administering and monitoring the construction contracts, looking ahead to identify and resolve problems early, and pinpointing opportunities for saving money or improving the projects. Success during the construction phase depends upon the establishment of positive working relationships and following proper procedures. URS can mold this team together towards project success. To achieve this success, URS offers the following services:

- **Contractor Coordination**
  Our on-site project managers can assist the contractors with their responsibilities to plan their work to avoid conflicts with, and disruptions of, other contractors. Our project managers will be responsible for resolving any associated disputes.

- **Program Management and Reporting**
  URS can provide continuous management and administration of the construction program, including cost and schedule control, quality assurance, management and reporting systems. We will manage the flow of communications and will work to see that all client team member's are kept informed and are provided with clear, well researched recommendations for action. URS prepares a monthly update report which is distributed to the client, the Design Professional, and other appropriate parties. The report indicates actual progress verses contractual progress, and can serve as the basis for monthly progress payment to the contractors.

- **Contract Administration**
  In conjunction with the client's legal counsel, URS can provide ongoing construction management advice on when and how to exercise contractual prerogatives. This includes instances where notification should be given to the contractor to accelerate construction when schedule goals are in jeopardy or when another contractor might be delayed, denying payment for work not in conformance with contact documents, and other instances that might arise necessitating action in order to achieve contract compliance.

- **Coordination of Prime Contractors and Others Involved in Site Operations**

  Our project manager can provide on-site management of the project to establish and implement coordination and communication between the client, the Design Professional, and various other contractors. Periodic job-site meetings with each contractor and an overall coordination meeting if multiple contractors are working concurrently at the same job site is an effective approach ensuring that all job-site rules are being enforced, and that safety programs submitted by the various contractors are adequate. The project manager can monitor the labor force and material suppliers.

  URS' construction management services keep your job moving smoothly-from initial planning and design, through construction, to project closeout and occupancy. We provide the owner with the extra eyes and ears needed during a construction program and with the technical expertise that an owner might not have on staff. Before construction, we help our clients prepare the master schedule, define contractual strategies, validate budgets, and review design documents for constructability. During construction, we continue to control schedule and cost. We also provide efficient procedures for change order administration, document control, and inspection, all the way to project completion.

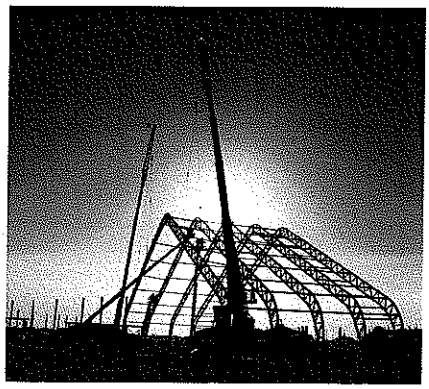
Elements of URS' Construction Management services include:

Change Order Administration: URS' construction manager has a key role in evaluating and administering contract changes-an inevitable part of construction. We evaluate a potential change order by preparing a cost estimate for the change, reviewing applicable drawings and specifications, and estimating the additional performance time if the change order is issued. We examine the proposed change for its impact on all project elements. If it is approved by the owner, URS' construction manager negotiates the change order costs with the contractor. We use our computerized document control system to track change orders and generate reports for each contract and the total project.

Disputes and Claims Management: During construction, management of disputes and claims remains critical. We make disputes less likely by rigorously implementing procedures and practices born of our extensive experience in construction management and claims resolution. These include timely responses to the contractor, proper project controls, accurate documentation, and fair and reasonable field administration. URS' scheduling provides data to evaluate a potential claim. Our management information system tracks correspondence, requests for information, submittals, change orders, field instructions, and deficiency notices-complete and accurate project information to help ward off claims. Early recognition

of a possible claim gives a head start on data-gathering and allows enough time to take action.

Start-up, Occupancy, and Acceptance Procedures: URS' occupancy and acceptance procedures achieve a smooth transition from construction to use of the facility. These procedures are incorporated into the master schedule months before construction completion to coordinate the client's needs, prepare punchlists, carry out final inspections, train maintenance staff in using operations and maintenance manuals, and create turnover procedures. Before the final recommendation to accept and close out a project and before final payments to contractors, URS reviews required releases of claims. During initial use of a facility, we monitor compliance with the contract regarding post-acceptance items and services, so that critical guarantees and warranties are not voided.



Safety Monitoring, Labor Relations, and Community Relations: A well-run and well-maintained project is a safe project. Safety requires that good housekeeping rules be observed and that violations, however minor, be immediately identified and rectified. URS can review the contractor's safety program, which should include scheduled periodic safety inspections, identification of the person responsible for administering the program, procedures for correcting unsafe and unhealthy conditions in a timely manner, regularly scheduled safety meetings, training programs to instruct employees in general health and safety work practices, a system for facilitating compliance, and documentation procedures. URS can also monitor implementation of the safety program throughout construction.

URS helps keep costs in check with sound estimating and budgeting, a realistic decision-making process, tight financial controls, and an effective management information system for project monitoring. We develop procedures to support the owner's budgeting and staffing requirements.

Estimating is a multi-stage process that gives the owner increasingly detailed information throughout design. Estimating starts early. The first project estimate compares the owner's initial budget with URS' historical cost data for similar projects to check that sufficient funds are available to build the project and to point to cost areas that need attention. The second or preliminary estimate defines building elements, such as site work, foundations, specialty items, and heating and ventilating systems. The third estimate defines the cost of major elements and sub-elements, including long-lead items and major equipment requirements. From this information, problem cost areas are identified for review and reevaluation. Finally, the completed working drawings and specifications are used to establish the fourth and most detailed estimate, the quantity take-off estimate. This final estimate becomes the basis for the computerized cost control model used to monitor project status throughout construction.

URS ON-LINE PROJECT MANAGEMENT SOFTWARE

URS will utilize on-line Active Project Management software to maintain and manage a project database on Web based project management software. This software, with a dedicated server, will allow three levels of access: viewer (Public and other non-key project staff); reviewer staff and URS Team with an ability to comment on various documentation); and collaborator (core project staff and the Client's Project Manager). The viewers and collaborators will require the licensing software and appropriate passwords, which will enable them to utilize the software.

All key documents and deliverables will be issued as drafts through the system. Each document is recorded, tagged and copied such that all correspondence is managed. Once information is no longer required as part of the project, the information will be removed from the system and burned into a project CD library to be turned over to Client at the appropriate time. Additional items such as agendas, minutes, telephone conference records, etc. will also be issued to the system.