

Statement of Qualifications for



William R. Sharpe JR. Hospital
Weston, West Virginia
RFQ: WSH90086

ZMM

Professional
Architectural &
Engineering Services

for
50 Bed Patient Care Unit
Approximately 25,000 SF

December 4, 2008

RECEIVED

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PROCUREMENT DIVISION
STATE OF WV

Lee Steet West • Charleston, West Virginia 25302
Tel: 304.342.0159 Fax: 304.325.8114

Steve Branner, AIA, Principal
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Charleston, West Virginia 25302
304.342.0159 voice • 304.325.8114 fax

ARCHITECTS & ENGINEERS

Adam R. Krason, AIA, LEED AP
ark@zmm.com



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ARCHITECTS & ENGINEERS

STATE OF WEST VIRGINIA
Purchasing Division

PURCHASING AFFIDAVIT

VENDOR OWING A DEBT TO THE STATE:

West Virginia Code §5A-3-10a provides that: No contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and the debt owed is an amount greater than one thousand dollars in the aggregate.

PUBLIC IMPROVEMENT CONTRACTS & DRUG-FREE WORKPLACE ACT:

West Virginia Code §21-1D-5 provides that: Any solicitation for a public improvement construction contract shall require each vendor that submits a bid for the work to submit at the same time an affidavit that the vendor has a written plan for a drug-free workplace policy in compliance with Article 1D, Chapter 21 of the West Virginia Code. A public improvement construction contract may not be awarded to a vendor who does not have a written plan for a drug-free workplace policy in compliance with Article 1D, Chapter 21 of the West Virginia Code and who has not submitted that plan to the appropriate contracting authority in timely fashion. For a vendor who is a subcontractor, compliance with Section 5, Article 1D, Chapter 21 of the West Virginia Code may take place before their work on the public improvement is begun.

ANTITRUST:

In submitting a bid to any agency for the state of West Virginia, the bidder offers and agrees that if the bid is accepted the bidder will convey, sell, assign or transfer to the state of West Virginia all rights, title and interest in and to all causes of action it may now or hereafter acquire under the antitrust laws of the United States and the state of West Virginia for price fixing and/or unreasonable restraints of trade relating to the particular commodities or services purchased or acquired by the state of West Virginia. Such assignment shall be made and become effective at the time the purchasing agency tenders the initial payment to the bidder.

I certify that this bid is made without prior understanding, agreement, or connection with any corporation, firm, limited liability company, partnership or person or entity submitting a bid for the same materials, supplies, equipment or services and is in all respects fair and without collusion or fraud. I further certify that I am authorized to sign the certification on behalf of the bidder or this bid.

LICENSING:

Vendors must be licensed and in good standing in accordance with any and all state and local laws and requirements by any state or local agency of West Virginia, including, but not limited to, the West Virginia Secretary of State's Office, the West Virginia Tax Department, West Virginia Insurance Commission, or any other state agencies or political subdivision. Furthermore, the vendor must provide all necessary releases to obtain information to enable the Director or spending unit to verify that the vendor is licensed and in good standing with the above entities.

CONFIDENTIALITY:

The vendor agrees that he or she will not disclose to anyone, directly or indirectly, any such personally identifiable information or other confidential information gained from the agency, unless the individual who is the subject of the information consents to the disclosure in writing or the disclosure is made pursuant to the agency's policies, procedures and rules. Vendors should visit www.state.wv.us/admin/purchase/privacy for the Notice of Agency Confidentiality Policies.

Under penalty of law for false swearing (West Virginia Code §61-5-3), it is hereby certified that the vendor acknowledges the information in this said affidavit and is in compliance with the requirements as stated.

Vendor's Name: Zyma, INC

Authorized Signature: Steve Korman, President Date: 3 DEC 08



ARCHITECTS & ENGINEERS

December 3, 2008

Ms. Roberta Wagner, Buyer
Purchasing Division
2019 Washington Street, East
PO Box 50130
Charleston, WV 25305-0130

**Subject: Expression of Interest – William R. Sharpe Jr. Hospital Expansion
WSH90086**

Dear Ms. Wagner:

ZMM is pleased to submit the attached information to demonstrate both our experience and our capability to provide professional architectural, engineering, interior design, and construction administrative services for the 50-Bed Patient Care Unit at the William R. Sharpe, Jr. Hospital in Weston. We are confident that the expertise gained through our recent experience designing an 80-bed patient care unit and outpatient clinic for Highland Hospital will help to ensure the quality of your project.

In addition to our recent mental health design experience, **ZMM** has had the opportunity to participate on a wide range of healthcare, correctional, and institutional design projects throughout West Virginia including: Regional Jails; Juvenile Centers; and Rural Health Clinics – all with design and security features that are relevant to the Sharpe Hospital Expansion. This diverse experience, as well as our commitment to creating innovative and award winning facilities, will make **ZMM** a great partner for the William R. Sharpe Jr. Hospital.

Since 1959, **ZMM** has been consistently recognized as one of the largest, fully integrated architecture and engineering firms in the State of West Virginia. If selected, **all** design and construction administrative services for the Sharpe Hospital Expansion will be provided from our office located in Charleston. Thank you for taking the time to review the attached proposal that outlines detailed information regarding the history, services, personnel, experience, and qualifications of **ZMM**. We look forward to meeting with you in the near future to review our qualifications, and to discuss your project in more detail.

Respectfully submitted,


ZMM, Inc.

Steve Branner, AIA, NCARB
Principal

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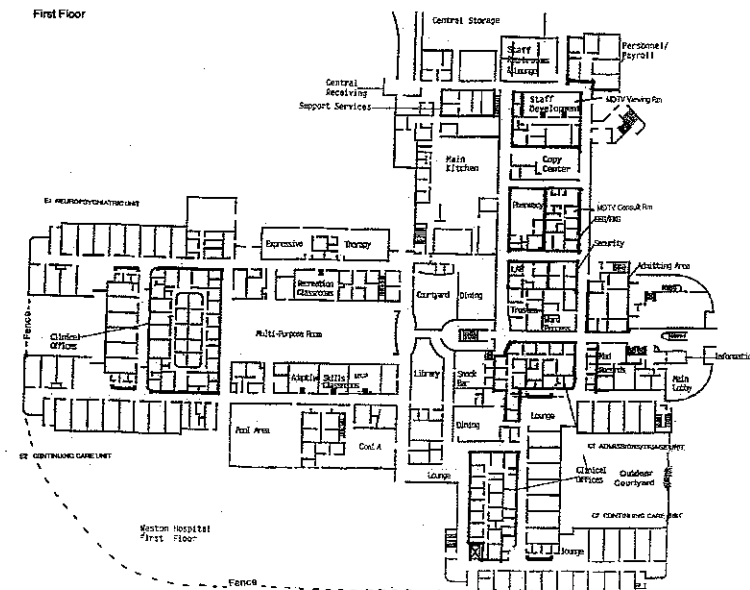
Statement of Program Understanding

The following description of the scope of work was developed based upon the information provided in the request for proposal, and discussed during our visit to the Hospital on Friday, November 21st.



- The project will “include the design of a new 25,000 SF 50-bed patient care unit at the William R. Sharpe, Jr. Hospital in Weston.”
- The current facility includes 150 adult beds (juveniles are not treated at this facility).
- The addition will consist of a second floor patient room addition. The addition will accommodate two (2) 25-bed units (2 single rooms, 1 isolation room, 11 double rooms).
- The private rooms will be located near the medication stations
- The addition will also include a dining room with an area for a serving line – no kitchen or food preparation area will be required.

- The existing mechanical equipment (chillers and boilers) should be sufficient for the new addition, although additional air handling capacity may be required.
- The first floor of the facility will remain operational throughout construction.



- The existing roof is a structural concrete slab that was designed to support the addition of a second story.

If selected to participate in the design of the addition, **ZMM** would work with the appropriate members of the Hospital administration and staff to establish a project vision and design objectives. An analysis of the existing floor plan of the Hospital would be undertaken to identify any weaknesses or deficiencies that could be improved when designing the second level.

All design work for the addition will be completed in accordance with Mental Health Facility Design Standards, and the interior design would be developed with a focus on promoting recovery. Understanding the unique function of a Mental Health Facility, safety and security will be critical design features; however, these features should be designed in a manner that reduces their visual impact (i.e. they will be included, but not visible).

Finally, **ZMM** understands the importance of designing a facility with ease of operation and maintenance as a primary design objective. Providing access to plumbing chases, standardizing building components, and properly locating serviceable equipment will help reduce operational and maintenance costs for the Hospital.

Mental Health Facility Design Standards

Through our recent experience working on the expansion of Highland Hospital in Charleston, **ZMM** has a detailed understanding of current Mental Health Facility Design Standards, including:

- AIA Guidelines for Design & Construction of Health Care Facilities
- U. S. Department of Health & Human Services Standards
- WV Department of Health & Human Resources Standards
- NFPA 101, Title 87 (State Fire Code)
- International Building Code (2003)
- US Green Building Council – Leadership in Energy and Environmental Design (LEED) Rating System

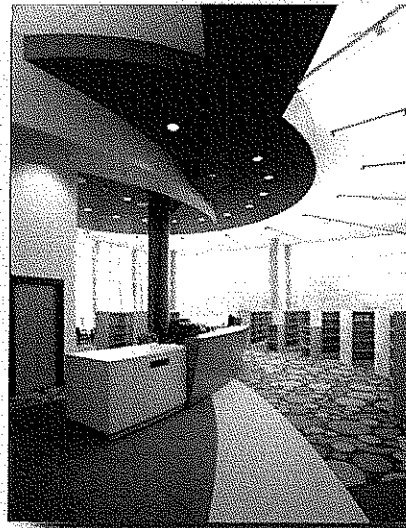
Creating Interior Environments that Promote Recovery

In keeping with **ZMM's** commitment to sustainable architecture, we understand the direct connection the interior environment has on patient health. We design interiors that are focused on high quality lighting, increased indoor air quality (through the use of efficient mechanical systems and non-toxic materials), an abundance of daylight and views, and appropriate color selections. Current evidence-based design research shows the following:

“Even briefly viewing nature settings can produce substantial and rapid psychological and physiological restoration from stress. Restorative or stress-reducing effects of looking at nature are manifested as a constellation of beneficial changes that include reduced levels of negatively toned emotions (fear, anger), elevated positive emotions (pleasantness), and changes in physiological systems....” [from Biophilic Design] **ZMM** interior designers work closely with our architects and engineers to provide healthy interior spaces with views to the natural world outside. In urban environments, this can be achieved through site landscaping, and even through the use of nature-oriented artwork.

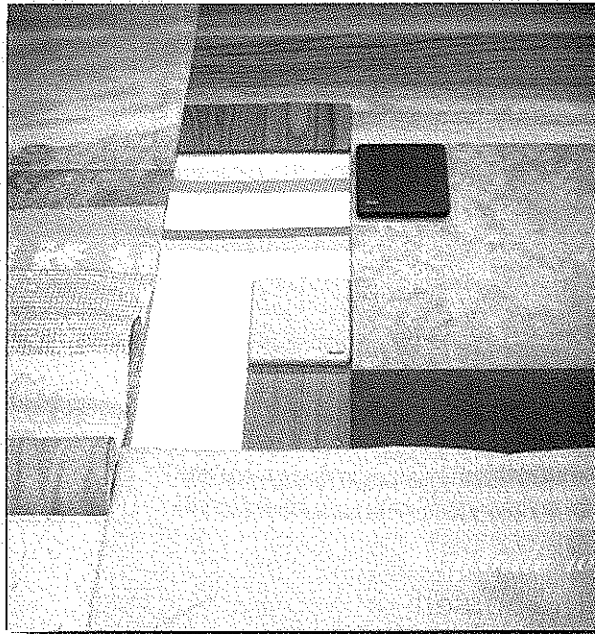


“Findings from several rigorous studies indicate that exposure to light – daylight or bright artificial light – is effective in reducing depression and improving mood, even for patients hospitalized with severe depression.” [from Biophilic Design] **ZMM** incorporates daylighting strategies on the vast majority of our projects, and our clients have noticed the benefits.



“There are no direct linkages between particular colors and health outcomes of people [and] no evidence for a direct connection between environmental colors and emotional states.” [Color in Healthcare Environments] **ZMM’s** approach to interior color palettes is always client- and project- focused. For Highland

Hospital, an urban site required a soft and natural interior color palette inspired by nature. Drapery and curtain fabrics with natural scenes and woven affirmations work well with bio-based resilient flooring, natural wood furniture and a multifaceted color scheme.



Designing Secure Facilities

The design of a mental health facility has to accommodate both improved safety of the patients (injury and suicide prevention) and the improved safety and security of the staff. Designing a facility that meets these standards requires both a thoughtful layout of the program elements to help improve visual control of the environment, as well as improved security electronics.

Through our work with the State of West Virginia Regional Jail and Correctional Facility Authority, the State of West Virginia Division of Juvenile Services, and the State of West Virginia Army National Guard, **ZMM** has had the opportunity to participate in the design of secure facilities. While there are many differences between a correctional facility and a mental health facility, some of the security standards apply to both. For example, **ZMM** would recommend the following security standards be incorporated into the design of the Sharpe Hospital Expansion:

- Plumbing chases for both routine maintenance and the security of the patients and staff would be recommended. These chases will allow staff to access the piping without having to enter a patient room. This will improve serviceability, and keep the patients removed from any service related equipment.

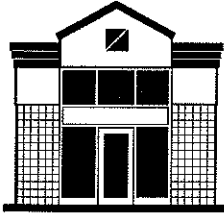
- “Bolt-down” or weighted furniture would also be recommended. Safety of both the patients and the staff is improved by eliminating the potential hazard caused by loose furnishings.
- Segregation of patients from visitors unless they are located within a supervised environment will also help improve safety and security.
- Utilizing security drywall in patient rooms and security metal accessible ceilings in the corridors improves safety by helping to restrict patient access.

While these steps will help improve the safety and security of the patients and staff, a thorough analysis of the program and preliminary layout will be undertaken to help identify and mitigate any potential risk.

Mental Health Facilities Engineering Systems and Maintenance

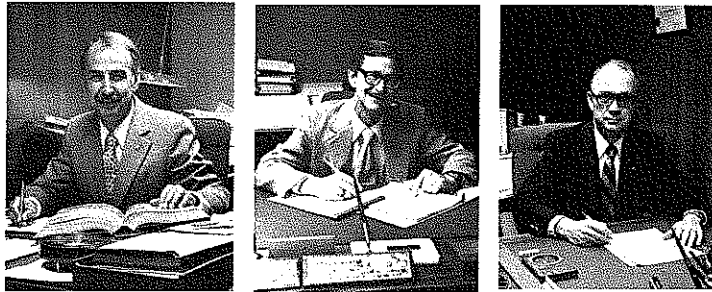
As a full service architecture and engineering firm, **ZMM** regularly provides design services with an emphasis on improving the serviceability of a facility, simultaneously reducing maintenance costs. Some potential methods for reducing maintenance costs on the Sharpe Hospital Addition include:

- Location of serviceable mechanical / electrical components (valves, electrical panels, dampers, etc.) away from patient / treatment areas in locations available to maintenance staff 24 hours a day.
- Adequate pipe chase / ceiling plenum utility trench space to allow for routine repair / maintenance without requiring dismantling of existing construction.
- Standardization of building components requiring routine replacement / maintenance (light bulbs, door hardware, plumbing washers / seals, air-handling unit filters, etc.).
- Where practical, all furniture should be securely attached to the floor / walls of the facility – reducing the ability for damage to furnishings (while improving safety and security).



HISTORY & PHILOSOPHY OF ZMM

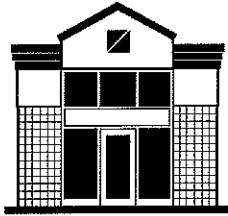
Ray Zando, Ken Martin and Monty Milstead established the Charleston, West Virginia based Architectural and Engineering firm of Zando, Martin and Milstead in 1959 with a staff of five people. The firm obtained an early foothold in the professional services sector in the state and grew in both size and stature. Mr. Steven Branner, a recent graduate of the University of Cincinnati, joined the firm in 1967 as a project architect. Mr. Robert Doeffinger obtained a B. S. degree in Mechanical Engineering from West Virginia University and an M. S. degree in Architectural Engineering from The Pennsylvania State University before joining the firm in 1976.



Mr. Zando, Mr. Martin and Mr. Milstead, reaching retirement age, transferred the ownership of the firm to Mr. Branner and Mr. Doeffinger in 1986 and they guided and expanded the firm to its present size of approximately 35 people. Recently, Dave Ferguson and Rod Watkins have joined in ownership of the firm.



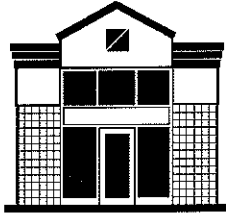
The philosophy of ZMM was established early on by the original partners and continues today due to careful selection of contemporaries. At ZMM we are proud of our heritage of fine architecture, engineering and client service. This pride shows in everything we do, from the way we interface with clients to the way we delineate our designs.



HISTORY & PHILOSOPHY OF ZMM

Since the beginning, ZMM has been dedicated to the integrated approach to building design. The inclusion of engineering services (civil, mechanical, electrical and structural) makes ZMM unique among architectural firms and fulfills the needs of clients for single point responsibility. More importantly, an integrated approach provides better coordinated, accurate, and concise documents. ZMM's commitment to clients is to provide the highest quality professional services available. In order to maintain this high level of quality, we strictly conform to the Quality Assurance Program, a unique feature of ZMM.

We work hard at staying generalists, while, by virtue of maintaining a practice for over forty years, having extensive experience in different building types. We approach each project as a unique opportunity and execute each design accordingly. Nothing is done without our full, professional attention. ZMM has a demonstrated record of success in the specialization of architecture and engineering.

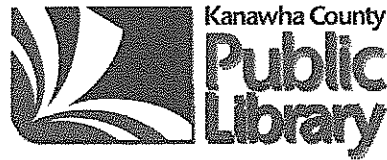


HISTORY & PHILOSOPHY OF ZMM

SUPPORT OF THE EDUCATIONAL COMMUNITY

In addition to our design efforts, **ZMM** has been supportive of institutions and organizations that contribute to the cultural and educational landscape in West Virginia. This support includes “hands-on” participation by our staff in the Council of Educational Facilities Planners International, as well as through our partnership in education with Chandler Elementary School. These relationships help **ZMM** remain active in the educational community, observe important educational trends, and develop design solutions that respond to unique programs, curriculum, and rapidly advancing technology.

Additionally, **ZMM** offers financial support to several community and state-wide institutions that reflect the superior quality that we strive to achieve on each of our projects. The following organizations also impact the educational environment through their support of local artisans, performances, broadcasts, and community service:

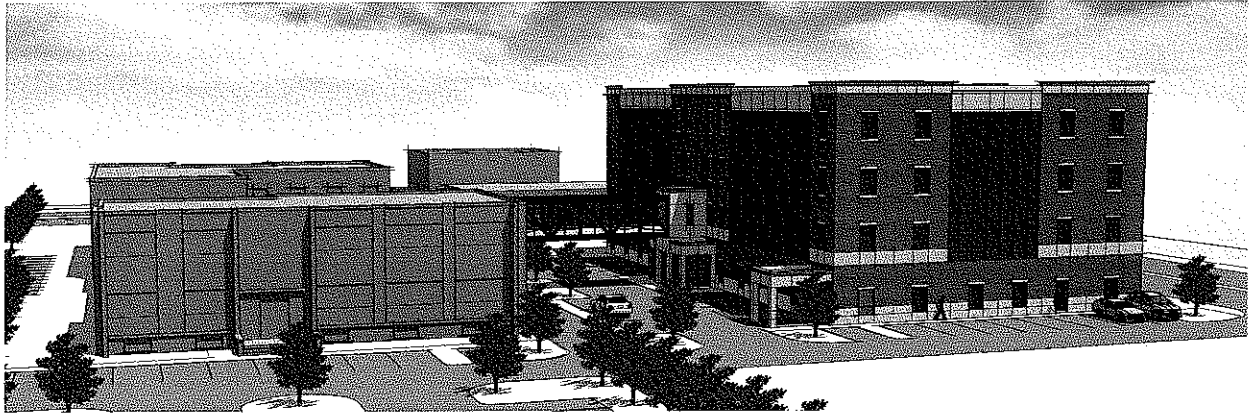


West Virginia Symphony Orchestra



Mental Health Facility Design – Highland Hospital

ZMM recently completed the design services for a five level, 73,000 SF, \$15M addition to Highland Hospital in Charleston. The addition will include administrative offices, training spaces, 80 patient beds, nurse's stations, an out-patient treatment department, pharmacy, laundry, and building service spaces. A pedestrian bridge will connect the new facility to the existing hospital.



The design of the facility complements the existing Highland Hospital, and was coordinated with a variety of community organizations, as well as the City of Charleston Planning Department. Site design features include a “pocket-park” that utilizes a permeable pavement system for the walkways, reducing the need for storm water detention.

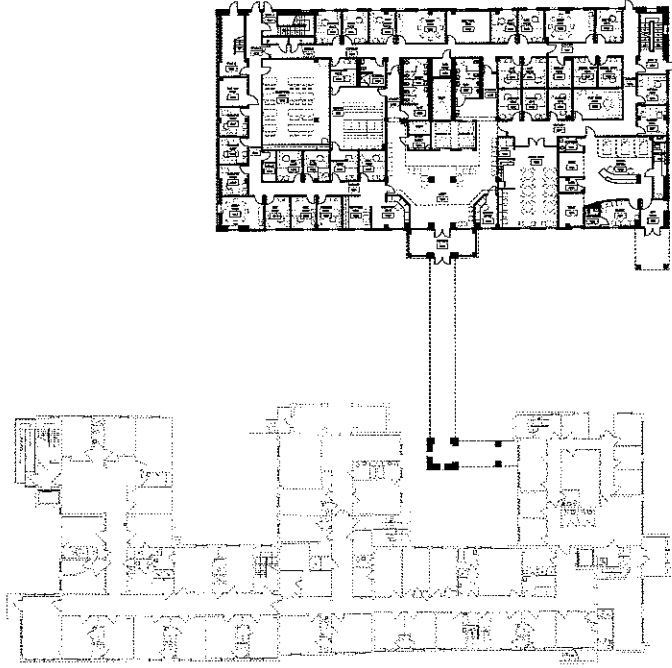


Mental Health Facility Design – Highland Hospital

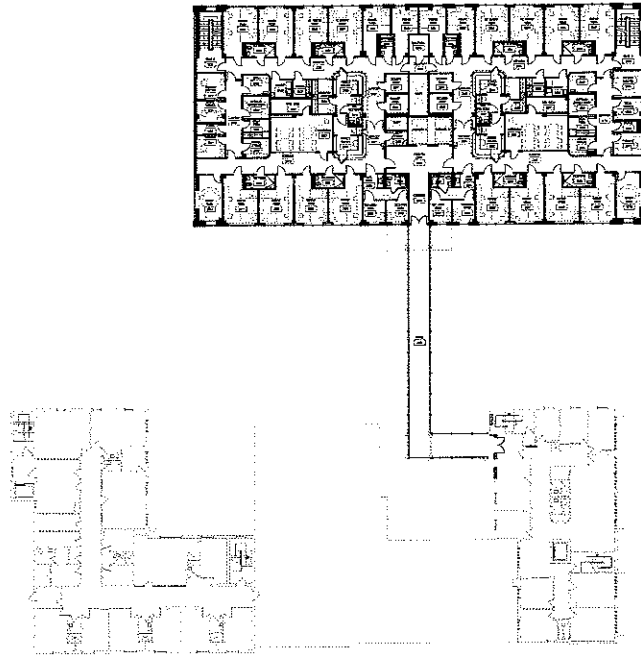
The floor plan was designed to give direct visual control of the entire facility from the nurse's stations. In addition to the direct visual control, security and safety are monitored through the use of state of the art security systems. The patient room floors are designed to allow flexible segregation of patient types based on current patient classifications. Patient toilet room entrances are visible from the nurses stations. Additional security features include secure drywall ceilings in the patient rooms, tamper proof sprinkler heads, security suspended ceilings in the corridors, and bolt-down furniture in the group meeting or "dayroom" areas.



Mental Health Facility Design – Highland Hospital



First Floor



Second Floor

Relevant Experience

ZMM Healthcare Experience:

Braxton Memorial Hospital (Various Projects)

CAMC Cancer Treatment Center

CAMC Hodges Renovation

CAMC Patient Room Expansion

Parkersburg Women's Center

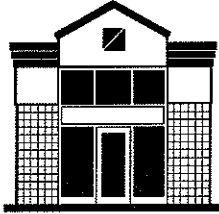
Pleasant Valley Hospital Addition

St. Francis Hospital (Various Projects)

VA Facility (Beckley)

Webster County Memorial Hospital Addition





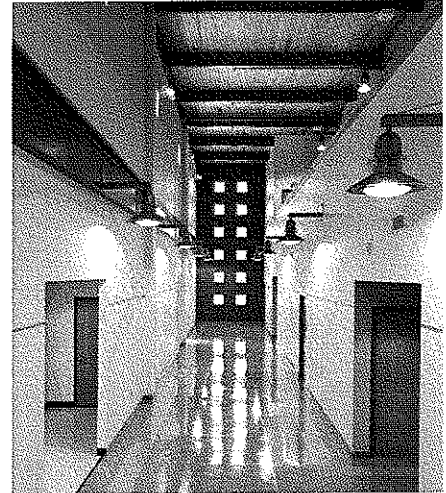
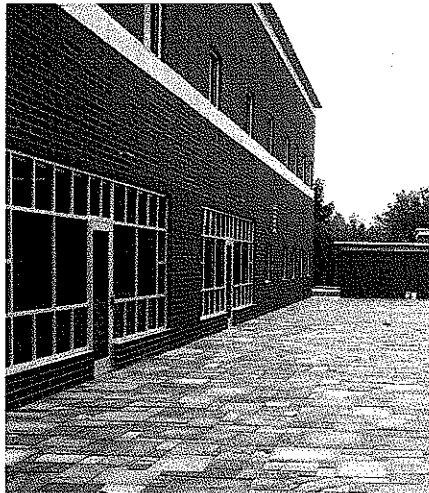
Health Clinic

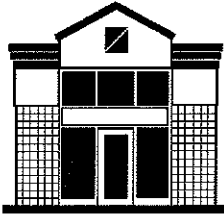
Glen Jean Armed Forces Center Glen Jean, WV

The new military entrance processing center includes a health clinic where enlistees are screened and treated. The clinic includes both office and clinical space.

The Glen Jean Armed Forces Center contains three distinct military functions: a facility for routine maintenance of over-the-road and tracked military vehicles, an armory housing four West Virginia National Guard units and the Southern West Virginia Military Entrance Processing Station, where new recruits officially enter the military system. The brick exterior walls are highlighted with limestone and metal trim accents. A large assembly hall, plus classroom and training space, enhance the ability of the armory building to provide training for military personnel, and additionally to provide space for community functions.

Size: 110,000 SF
Completion Date: Fall 2004
Total Project Cost: \$17M
Contact: Colonel Mel Burch, WVARG
304.561.6450





Rural Health Clinic

Lincoln County Comprehensive High School

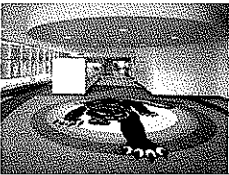
Lincoln County Schools
Hamlin, WV



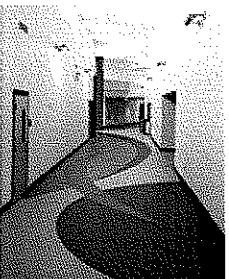
The new facility includes a rural health clinic. The Health Occupations Lab will operate in conjunction with the Doctor's Office Clinic on site. Students enrolee within that program will have the opportunity to do "job shadowing" within the clinic setting. The Clinic will operate six days a week and twelve months out of the year.



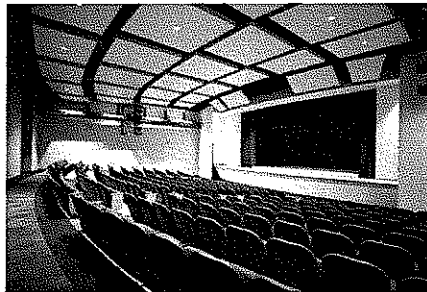
The new Lincoln County High School combines four existing high schools into one school. To formulate a more "comprehensive" approach to this project the local school system decided to add the vocational school programs. This allows the students the opportunity to access the vocational classes without leaving the building. Along with the new vocational classrooms some additional programs were added as well.



In keeping with the new high school becoming the focal point of the community the community college wing was added to the facility. **Southern West Virginia Community College** will offer classes during the day and evening. Students will have the opportunity to take college classes during the day. The community college Distance Learning facility along with the Science and Computer Lab will also be accessible to the high school students for daytime classes.



Size: 216,500 SF
Total Project Cost: \$32M
Completed: August 2006

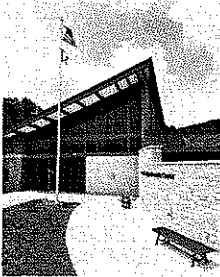




Juvenile Centers

Gene Spadaro Juvenile Center

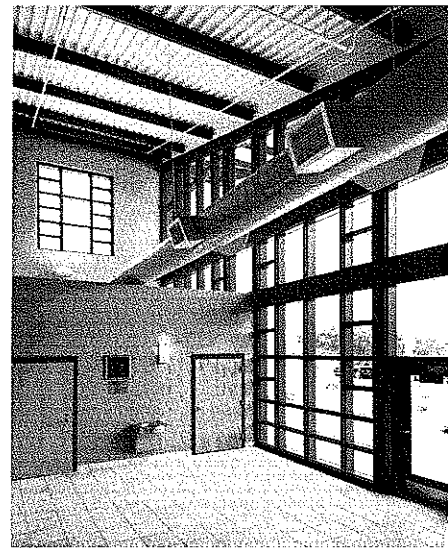
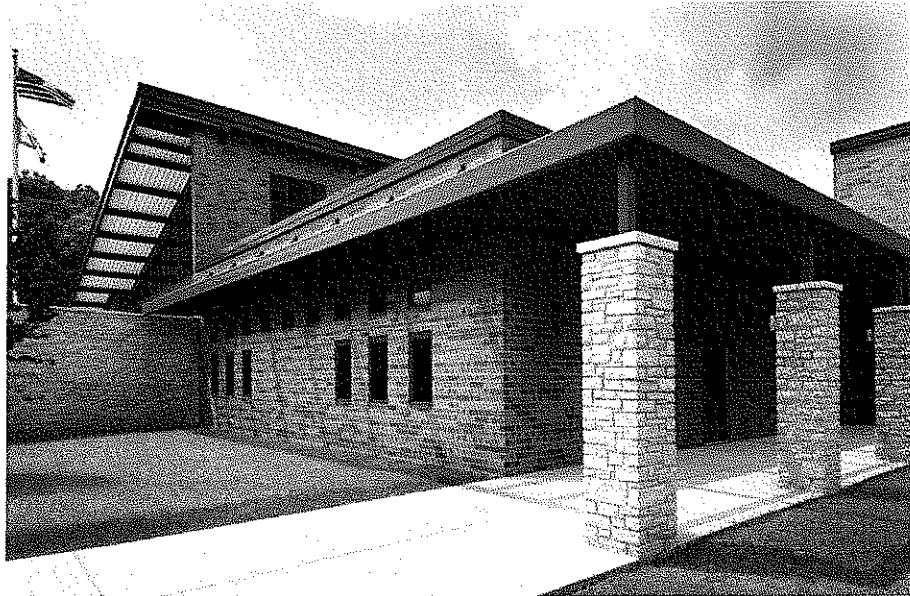
West Virginia Regional Jail and Correctional Authority
Mount Hope, West Virginia

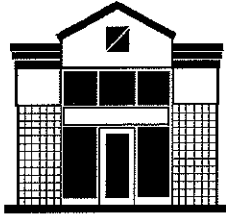


This prototype proved that the concept can be flexible enough to accommodate a dramatic variation in programming. The "softer" approach to this minimum-security facility anticipates program funding through federal IV-E regulations, and relies on staff involvement for security rather than bars and hardware.

This facility won the 2005 Merit Award for *Achievement in Architecture* for American Institute of Architects, West Virginia Chapter.

Completed: June 2004





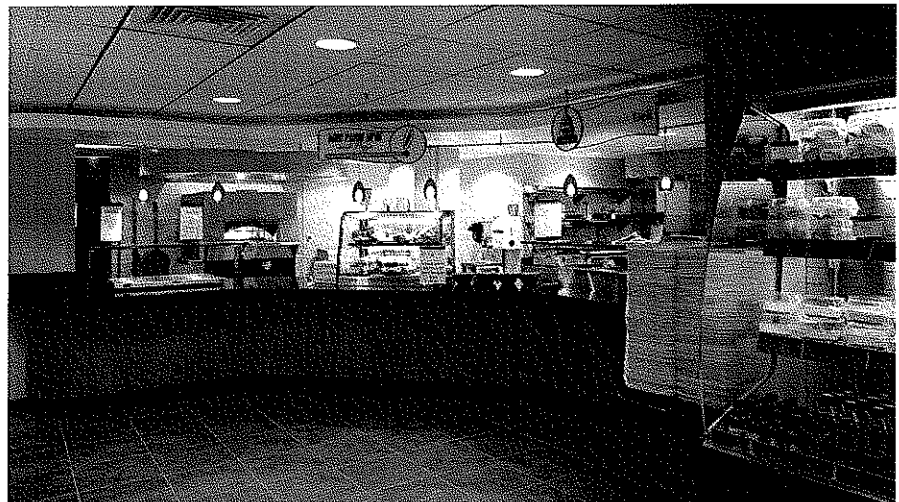
Renovation Projects

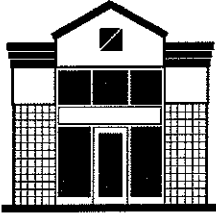
State of West Virginia Capitol Cafeteria Renovation Charleston, WV

This project involved renovating an existing food service area in the WV Capitol Building. The new renovations include a full service kitchen, self serve area and seating for 300 people. ZMM worked with a kitchen consultant and provided demolition drawings, base architectural, mechanical and electrical drawings.

The project included design of the first phase of a wet pipe sprinkler system that will serve the entire Capitol. In addition, ZMM also provided the documents to replace the Capitol medium voltage transformers located in the basement vault. ZMM met stringent timeline for a critical construction completion date.

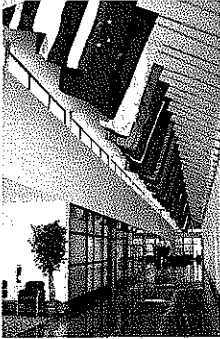
Size: 14,000 SF
Cost: \$3.7M
Completed: 2007
Owner: Mr. David Oliverio, Director
General Services Division
1900 Kanawha Blvd., East
Charleston, WV 25305
304.558.3517





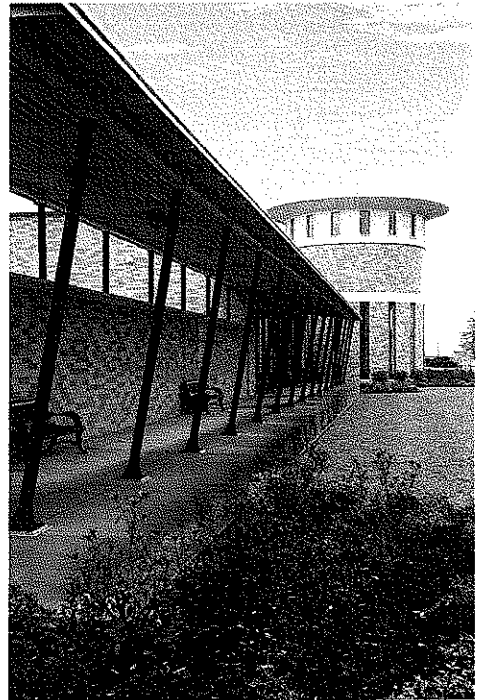
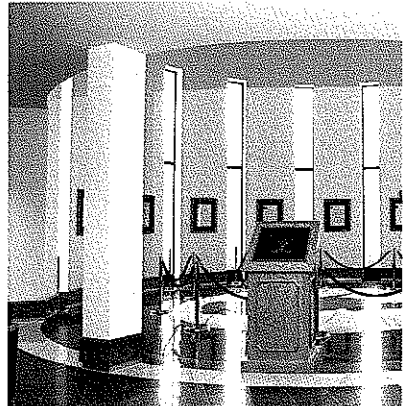
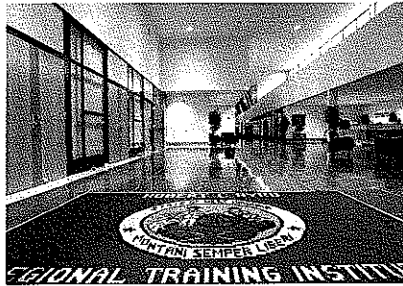
Military Projects

Robert C. Byrd Regional Training Institute Camp Dawson, WV



The Regional Training Institute at Camp Dawson is a new 148,066 square foot facility that will provide a setting for a variety of training classes, meetings, and conferences serving both military and civilian populations from the region and areas throughout the country. The facility includes classrooms, library, sleeping rooms, dining room, auditorium, swimming pool, Post Exchange and snack bar.

Size: 148,066 SF
Completion Date: 2002





AWARD WINNING DESIGN



2008

Erma Byrd Center

Beckley, West Virginia

AIA HONOR AWARD West Virginia Chapter
Excellence in Architecture

AMERICAN SCHOOL & UNIVERSITY
Outstanding Building Design



2007

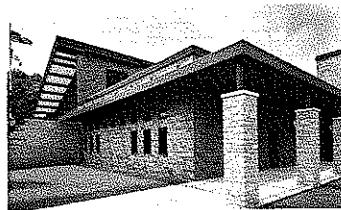
Lincoln County High School

Hamlin, West Virginia

AIA HONOR AWARD West Virginia Chapter
Excellence in Architecture

EDUCATION DESIGN SHOWCASE
Project of Distinction award

AMERICAN SCHOOL & UNIVERSITY
Outstanding Building Design



2006

Gene Spadaro Juvenile Center

Mount Hope, West Virginia

AIA MERIT AWARD West Virginia Chapter
Achievement in Architecture



2004

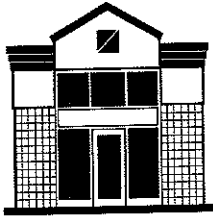
St. Albans High School

St. Albans, West Virginia

IMPACT ON LEARNING AWARD
Effective Transformation

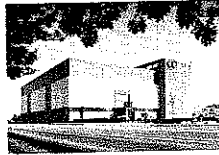
EDUCATION DESIGN SHOWCASE
Outstanding Building Design

AMERICAN SCHOOL & UNIVERSITY
Outstanding Building Design



ADDITIONAL AWARD WINNING DESIGN

WEST VIRGINIA SOCIETY OF ARCHITECTS Design Honor Awards



Corporate Headquarters Facility
Blue Cross / Blue Shield of West Virginia
Charleston, West Virginia



John XXIII Pastoral Center
Wheeling-Charleston Diocese
Charleston, West Virginia



Corporate Office Building
Contractors' Association of West Virginia
Charleston, West Virginia



One Bridge Place Office Renovation
Fisher-Bryson Properties
Charleston, West Virginia

UNITED STATES NAVY

Admiral's Commendation

Operations Building Alterations
Naval Security Group
Sugar Grove, West Virginia

CONSTRUCTION SPECIFICATIONS INSTITUTE

Honorable Mention

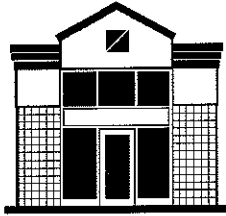
Restoration and Renovation Projects
Cottage Renovations to Federal Prison Camp
Alderson, West Virginia

STONEWALL JACKSON LAKE

Merit Award

Design and Environmental Program
Recreation Area Basic Park
Weston, West Virginia





Professional Services

Since its inception, ZMM has been dedicated to the integrated approach to building design (providing full architectural and engineering services in-house) that is unique to architectural firms of our size. Our past successful experience demonstrates that providing multi-disciplined services within one organization results in a fully coordinated project. As shown below, **ZMM** has the qualified professionals available to provide services throughout the duration of a project from the initial planning phases through post-occupancy evaluations and beyond.

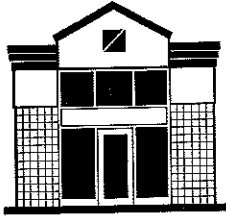
Additionally, **ZMM** is constantly working to improve the services we offer by addressing emerging and evolving trends that impact the design and construction market. Recently, several of our professionals have attained LEED Accreditation so that **ZMM** is fully capable of addressing the needs of our clients who are interested in designing buildings that meet the US Green Building Council's standards. This continues **ZMM's** active implementation of sustainable design principles on education projects, most recently featured at the Lincoln County Comprehensive High School.

ZMM offers all of the following professional services within our organization:

- PRE-DESIGN**
- Educational Facility Planning
- Programming and Planning
- Feasibility Studies
- Existing Building Evaluation
- Site Evaluation and Analysis
- Master Planning
- Construction Cost Estimating



Executive Summary		Index (Pages)
National Guard Bureau Area (RSF)		
Operations	38,013	
Sub-Total (RSF)	38,013	
Total (RSF)	38,013	
Department of Energy Area (RSF)		
Training	4,188	
Operations	19,511	
Information Repository	18,141	
Analysis	500	
General Support	3,821	
Sub-Total (RSF)	47,261	
Total (RSF)	45,283	
AIRC Area (RSF)		
Personnel Administration	0	
Administration	12,189	
Lab Storage	0	
Locker Room	0	
Support Functions	12,192	
Sub-Total (RSF)	24,381	
Total (RSF)	16,898	
Joint Interagency Training Center - East Area (RSF)		
Administration	11,733	
Education	21,103	
Design	0	
Sub-Total (RSF)	33,276	
176 Sheets	43,878	
Total (RSF)	43,878	
Billeting Area (RSF)		
Drawings	28,250	
Sub-Total (RSF)	28,250	
Total (RSF)	73,688	
Total Building Area Area (RSF)		
National Guard Bureau	59,214	
Department of Energy	65,283	
Armed Forces Research Center	18,800	
Joint Interagency Training Center	43,878	
Billeting	73,688	
Total (RSF)	254,863	

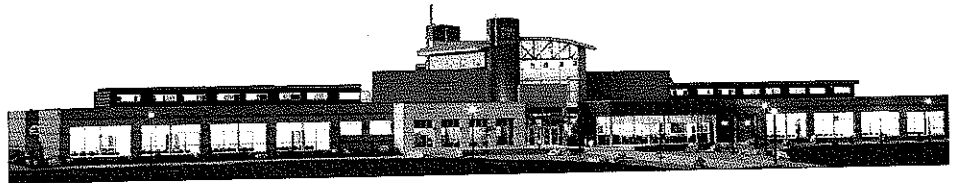


Professional Services

DESIGN

Architectural Design
Sustainable Design
Civil Engineering
Landscape Architecture
Structural Engineering
Mechanical Engineering

Electrical Engineering
Lighting Design
Data System Design
Interior Design
Energy Consumption Analysis



POST DESIGN

Construction Administration
Value Engineering
Life Cycle Cost Analysis
Post-Occupancy Evaluation





Repeat Clients:



Quality Assurance

The best way to determine our capabilities is by speaking to clients we have assisted on previous projects. Please review the recommendations letters contained in this brochure, or contact any of our previous clients. **ZMM's** quality assurance program will help ensure the success of your project.

We work hard at **ZMM** to be the best we can be. Quality professional services require a Quality Assurance Program and at **ZMM** this program assures our clients of designs which fully meet their expectations. Our program includes the following six major components:

Goals of Quality Control Program

- Identifying Client Expectations & Project Requirements**
- Selecting Project Team**
- On-Going Project Appraisal**
- Post Project Review**
- Staff Training, Assessment and Enhancement**

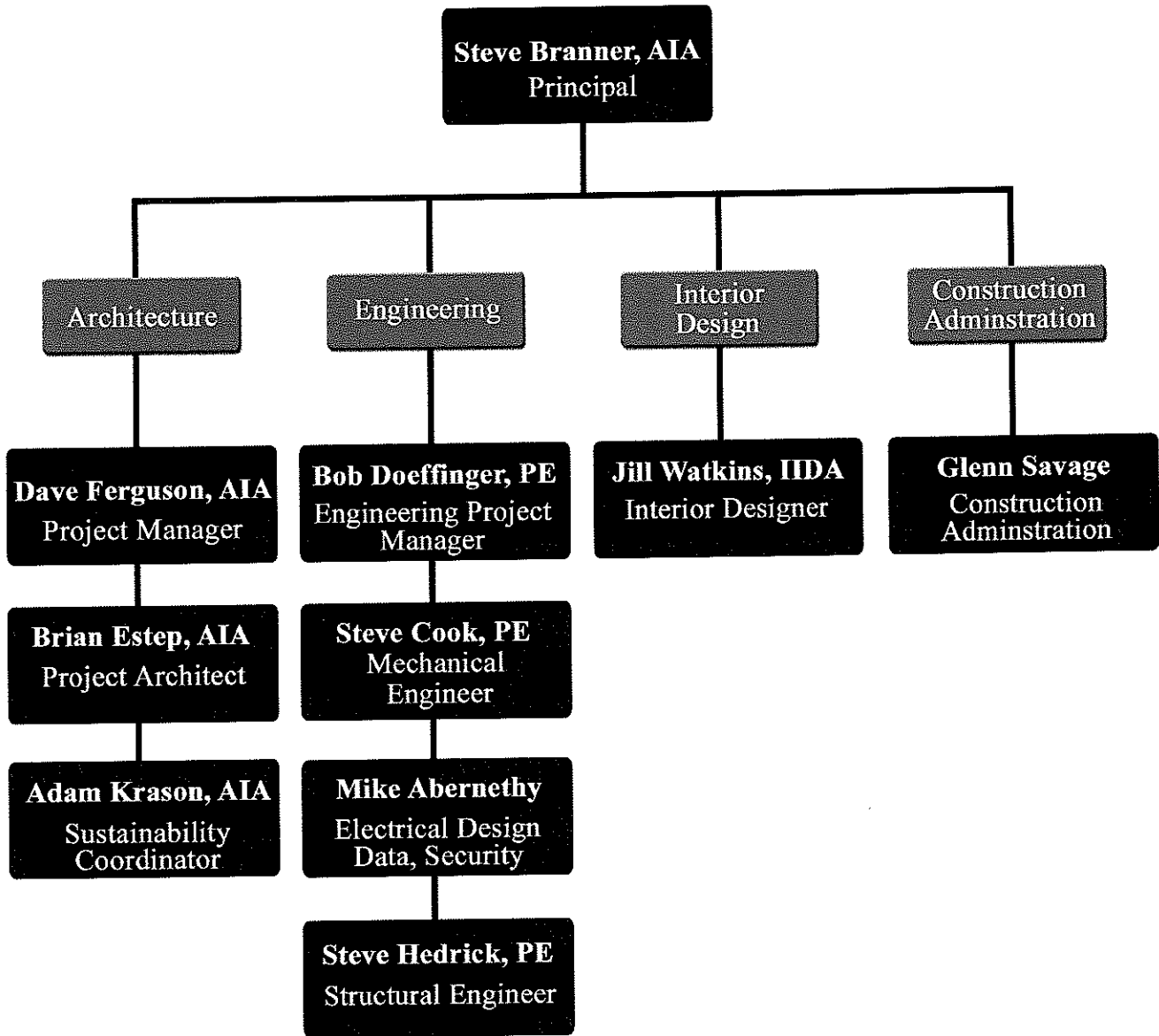
Knowing and understanding our clients expectations is our goal. Clients do not care what we know until they know that we care.

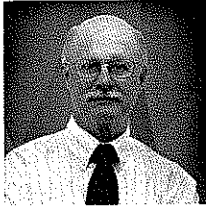
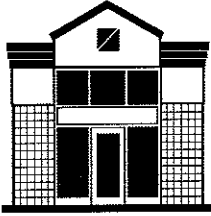
As part of our ongoing project appraisal we conduct quality assurance reviews at the following stages of every project:

- Schematic Design Phase**
- Design Development Phase**
- Working Drawing Phase**
- Construction Phase**

We encourage our clients to participate in the quality assurance review process as much as possible. In most cases, the owner's participation is required to insure a quality project. The quality of our work is the key to our continued success and repeat client base.

ZMM Organizational Chart





Steven Branner, AIA, NCARB

Position

Principal, ZMM, Inc.
Corporate Management
Architectural Programming
Architectural Design and Production

Education

B.S., Architecture; *University of Cincinnati, Cincinnati, Ohio; 1967*

Employment History

1967-1973, Project Architect; ZMM Inc.
1973-1982, Director of Architecture; ZMM, Inc.
1982-present, President; ZMM, Inc.

Professional Credentials

Registered Architect (WV, VA, OH, KY, FL, NY, CA)
NCARB Certification
Professional Member; American Institute of Architects (WV)
President, 1977 & 1978

Civic Affiliations

Member; South Charleston Rotary Club
Past member and Chairman, WV Archives & History Commission

Professional Experience

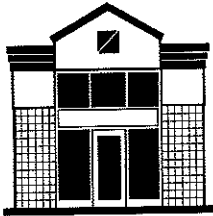
Mr. Branner has been employed with ZMM since 1967. His experience includes all aspects of the management, design, and production of small projects to those exceeding \$100M with an emphasis on Military / Public / Governmental Facilities, Correctional Facilities, and Industrial Facilities.

Mr. Branner also maintains an active role in each project in which he is the principal-in-Charge from it's inception through construction completion. Specific project responsibilities include contract negotiation, building programming, project budgeting, and scheduling, schematic design compliance with project requirements, cost estimating, quality control, and the general overview of each project to insure that client expectations are met.

Major clients overseen by Steve include:

Kanawha County Public Library
Charleston Area Medical Center (CAMC)
Highland Hospital
Dow Chemical Company
NGK Spark Plug Company
Cecil I. Walker Machinery Company
West Virginia Army National Guard
West Virginia General Services Division
West Virginia Regional Jail & Correctional Facility Authority





David E. Ferguson, AIA, REFP

Position

Principal, Project Manager

Education

B.S., Industrial Technology/Architectural Design; *West Virginia State University, Institute, West Virginia; 1979*

Employment History

2002-Present, Principal, ZMM, Inc.
2001-Present, Board of Directors, ZMM, Inc.
2001-Present, Project Architect, Project Manager, ZMM, Inc.
1996-2001, Project Architect, ZMM, Inc.
1984-1996, Designer, ZMM, Inc.
1983-1984, Designer, Cilco, Inc.
1980-1983, Designer, Union Carbide Corp.
1979-1980, Drafting/Design, Parkline, Inc.

Professional Credentials

Registered Architect (WV, OH)
Professional Member, American Institute of Architects
Professional Member, West Virginia Chapter of the AIA
Director, West Virginia Chapter of the AIA
Professional Member, US Green Building Council
Member, Council of Educational Facility Planners International
Recognized Educational Facility Professional (REFP) by CEFPI

Community/Professional Service

High School Student Mentor/Job Shadowing Program
West Virginia AIA IDP Program Mentor/Advisor
West Virginia State Department of Education - Policy 6200
Revision Committee
West Virginia School Building Authority Performance and Design
Standards Committee

Professional Experience

Mr. Ferguson's responsibilities at ZMM include all aspects of project management and scheduling, project programming, educational facility planning, project budgeting, code compliance reviews, architectural design and presentation, quality control. He is also responsible for client and public meetings from small to multi-million dollar projects. As a Principal of the firm he has corporate administrative duties and serves on the Board of Directors for ZMM.

Throughout his tenure at ZMM, Mr. Ferguson's emphasis has been on Educational Design and has had extensive design experience with Industrial, Healthcare, Retail, Public, Governmental, and Recreational Facilities. He is a *Recognized Educational Facility Professional International* and has been involved in the planning and construction on over 80 educational facilities.





Brian Estep, AIA

Position

Project Manager, Project Architect

Education

Bachelor of Architecture; University of Tennessee, Knoxville, Tennessee; 1992

Employment History

2003-Present, Project Architect, ZMM, Inc.

2001-2003, Director of Architecture, West Virginia Area Architectural Firm

1997-2001, Project Architect/Associate, Florida Area Architectural Firm

1992-1997, Intern/Project Architect, ZMM, Inc.

Professional Credentials

Registered Architect (West Virginia)

Professional Member, American Institute of Architects

Professional Experience

Mr. Estep began his career in Architecture with ZMM, Inc. in 1992. In 1997, he moved to St. Petersburg, FL and worked as a Project Architect at a large Architectural Design Firm where he gained additional experience in Commercial Design. He returned to ZMM, Inc. in 2003.

Mr. Estep is responsible for the overall work process relating to design, documentation and bidding. In addition to his project management responsibilities, Mr. Estep also manages ZMM's Design Review Program.

He is also responsible for generating construction details as necessary to ensure compliance with design intent, performing building code/ordinance analysis, coordinating structural, mechanical and electrical systems, and establishing project goals consistent with the contract and project schedules. He presides at project kick-off meetings with design teams to communicate construction budgets, goal, and schedules and conducts regular team meetings to update information, changes, budgets, and facilitates communications among team members.

Project Experience

Highland Hospital

Erma Byrd Center

Kanawha County Public Library

Jaeger - Big Creek High School

Milton Middle School

Bradshaw Elementary

Big Otter Elementary School





Adam R. Krason, AIA, NCARB, LEED AP

Position

Sustainability Coordinator, ZMM, Inc.

Education

Bachelor of Architecture; *The Catholic University of America, Washington, D.C.; 1998*

B.S., Civil Engineering; *The Catholic University of America, Washington, D.C.; 1998*

Employment History

2003 - *Present*, Project Architect, ZMM, Inc.

1998 - 2003, Project Architect, Charleston Area Architectural Firm

1998, Consultant, Anderson Consulting

Professional Credentials

Registered Architect: West Virginia and Ohio

LEED Accredited Professional

Construction Specifications Institute – CDT

Member of American Institute of Architect

NCARB Certification

Civic Affiliations

West Virginia Vision Shared-Sustainable Economic Development Team

West Side Main Street Design Committee, Charleston, West Virginia

West Virginia Qualifications Based Selection Council

Development Council, St. Agnes School, Charleston, West Virginia

Professional Experience

Mr. Krason's experience includes all aspects of the design and production of small and large projects with an emphasis on Military, Public, Government Facilities, Educational Facilities and Industrial Facilities. Mr. Krason also serves on ZMM's Board of Directors.

Specific project responsibilities: building programming, code compliance review, assistance with the preparation of architectural specifications, project budgeting and scheduling, schematic design compliance with project requirements, and the general overview of each project to ensure client expectations.

Project Experience

West Virginia Army National Guard - Logan Readiness Center

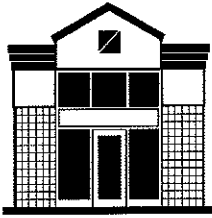
West Virginia Army National Guard - CFMO Expansion Project

Judge Donald F. Black Courthouse Annex

Nicholas County High School Renovation and Additions

The Boulevard at 2412 - Residential Development





Robert C. Doeffinger, P.E.

Position

Principal, ZMM, Inc.
Corporate Management, Project Management and Coordination,
Engineering Programming and Design

Education

B.S., Mechanical Engineering; *West Virginia University,
Morgantown, West Virginia; 1973*
M.S., Architectural Engineering; *Pennsylvania State University,
University Park, Pennsylvania; 1976*

Employment History

1982-present, Vice-President, Secretary and Treasurer; ZMM, Inc.
1977-1982, Director of Engineering; ZMM, Inc.
1976-1977, Mechanical and Architectural Engineer; ZMM, Inc.

Professional Credentials

National Council of Examiners for Engineering and Surveying
(NCEES)
Registered Engineer (WV, TN, FL, PA, VA, NC, SC, ME, OH, NH,
NY, KY)
Member; ASHRAE - Chairman, Technical Committee 4.1 - HVAC
Load Calculations

Civic Affiliations

Councilman; City of Point Pleasant, WV
Director; Mason County Development Authority
Director; Point Pleasant River Museum
Member; West Virginia Institute of Technology Electrical Engineers
Technical Advisory Committee

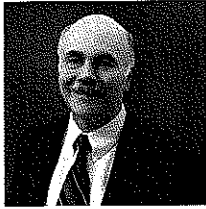
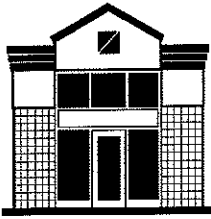
Professional Experience

Mr. Doeffinger is Principal-in-Charge of Engineering. It is his responsibility to ensure that the mechanical and electrical engineering components of ZMM's design are coordinated and integrated into the final product.

Mr. Doeffinger is responsible for new design and retrofit of chilled water systems for all building types including large regional shopping malls. He is involved daily with the firm's selection of appropriate systems for all building types and performs life cycle cost and energy studies.

Mr. Doeffinger is a member of the American Society of Heating, Ventilation and Air-Conditioning Engineers. He is the current national Chairman of the Technical Committee on Heating and Air-Conditioning Load Calculation. He is involved in writing the National Standard on the Method of Calculation, which will shape the nature of the future building energy use for the nation.





Steven L. Cook, P.E.

Position

Senior Mechanical and Electrical Engineer, ZMM, Inc.

Education

B.A., English, West Virginia University, 1972

2 Years toward B. S., Mechanical Engineering, WVIT, 1974-1975

M.A., Humanities, Marshall University Graduate College, 2004

Employment History

1989-Present, ZMM, Inc., Senior Mechanical Engineer

1976-1989, Charleston Area Engineering Firm, Project Manager

1972-1976, Charleston Area Engineering Firm, Designer

Professional Credentials

Registered Engineer (WV)

Member of ZMM's Board of Directors

Member of ASHRE

Professional Experience

Mr. Cook started his career in 1972 as a designer for an engineering firm in Charleston, WV. He is a Professional Engineer registered in West Virginia. He has designed and engineered many projects throughout the state of West Virginia.

Responsibilities Include:

Mechanical Design and Engineering.

Serves as liaison between clients and utility companies.

Design of sanitary and gas site utilities, site utility specifications.

In-house review of plumbing, sprinkler system, fire pump, and domestic water booster pump designs.

Review of plumbing, fire protection specifications, and temperature control design.

Equipment selection - air handling units, pumps, and boilers, site visits, observation reports and punch lists.

Project Experience

Highland Hospital

Saint Albans High School

Lincoln County High school

Glen Jean Armed Forces Center

Logan Readiness Center

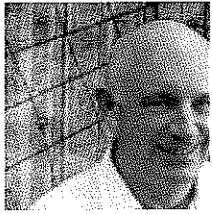
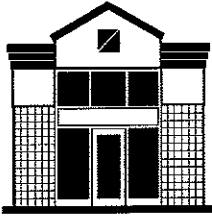
CFMO Expansion

State of WV Regional Jails

State of WV Juvenile Detention Centers

Judge Black Courthouse Annex





Michael D. Abernethy, LC, IESNA

Position

Electrical and Lighting Designer

Education

A.S. Drafting and Design Engineering Technology, WV Institute of Technology, 1970

IESNA Certificate of Technical Knowledge (TKE) in Lighting Design

Employment History

1970-1973, FMC Chemicals, Designer/Draftsman

1970-1972, US Army, Construction Draftsman/Model Maker

1973-1988, ZMM, Inc., Electrical Designer/Technician

1988-1992, W. Va. Signal & Light, Inc., Construction Estimator/
Purchasing Agent & Office Manager

1992-Present, ZMM, Inc., Electrical Designer/Technician

Professional Credentials

Lighting Certified by the National Council on Qualifications for the Lighting Professions (NCQLP)

Master Electricians License (West Virginia)

Professional Experience

Mr. Abernethy is responsible for interior and exterior building lighting design, lighting control and energy management system design, building electrical power distribution design, data system design, sound system design, fire alarm system design, security system design, closed circuit TV System design, emergency generator system design, Division 16 specification writing, commercial building electrical cost and budget estimating, electrical design and production time estimating and existing and new facilities inspection and documentation at ZMM.

In addition to Mr. Abernethy's design responsibilities, he also serves on ZMM's AutoCAD production committee.

Mr. Abernethy started his career in 1970 in the field of drafting for the United States Army and FMC Chemicals in Charleston, WV. He began his electrical design experience in 1973 at ZMM. He is a certified Lighting Designer recognized by the National Council on Qualifications for the Lighting Professions and a Licensed Master Electrician in the State of West Virginia.

Project Experience

Southside Elementary/Huntington Middle School

Martha Elementary School

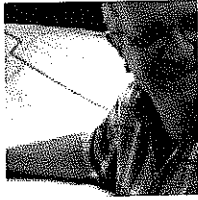
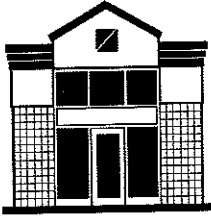
Greenbrier East High School

Lincoln County High School

St. Albans High School

Erma Byrd Higher Education Center





Robert F. Groom

Position

Mechanical and Plumbing Designer, ZMM, Inc.

Education

Mechanical and Plumbing Drafting; Center College, Charleston, West Virginia; 1968-1969

Employment History

1969-present, Mechanical and Plumbing Designer; ZMM, Inc.

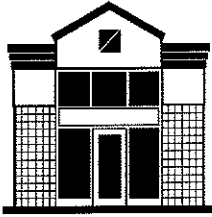
Professional Experience

Mr. Groom's background includes nearly 40 years of mechanical and plumbing design.

This experience has been acquired through working on a variety of projects including: commercial, industrial, office, educational, healthcare and correctional.

Project Experience

WV Regional Jails and Correctional Facilities
WV Air national Guard Training Facility
Pratt & Whitney Aircraft of WV
King of Prussia Mall
Walker Machinery Company
Camp Dawson - Regional Training Institute
Saint Albans High School
Lincoln County High School
West Virginia State Office Buildings
Multiple Plumbing Projects



Stephen E. Hedrick II, PE

Position

Structural Engineer, ZMM, Inc.

Education

B.A., Civil Engineering, West Virginia University Institute of Technology, Montgomery, WV, 1996-2001

M.A., Civil Engineering - Structural, University of Tennessee Knoxville, TN, 2001-2003

Employment History

2007-Present, ZMM, Inc.

2003-2007, Principal Engineer, McCall Engineering, LLC, Sarasota, FL

2001-2003, Teaching Assistant and Thesis Research, University of Tennessee, Knoxville, TN

Professional Credentials

Professional Engineer (PE), 2007

Certified Engineer in Training (EIT), 2001

Professional Experience

Responsible for structural engineering design of residential structures, commercial structures, institutional structures and small scale bridges.

Researched and developed design criteria for structural insulated panels.

Prepared design calculations for earthquake and wind design of FRP tanks.

Supervised work of design engineers in preparation of construction documents.

Project Experience

Glen Jean Armed Forces Center - Joist Reinforcement

WV Cultural Center

Highland Hospital Design

Hacker Valley Elementary - Supplemental Support

Barboursville Middle School - Supplemental Support

Southside Elementary/Huntington Middle School

New River Elementary - Supplemental Support





Jill M. Watkins, IIDA, LEED AP

Position

Interior Designer

Education

Bachelor of Science, Interior Design, The University of Tennessee, Knoxville, TN, May 1993

Employment History

2009 - Present, Senior Interior Designer/Sustainability Coordinator, ZMM, Inc.

2005 - 2008, Cubellis, Boston MA

2004 - 2005, Wolf Maison Limited, Cleveland, OH

2003 - 2004, Doty & Miller Architects, Bedford, OH

1999 - 2003, URS Corporation, Cleveland, OH

1998 - 1999, KA, Inc. Architects, Cleveland, OH

Professional Credentials

Professional Member IIDA

NCIDQ Certificate, October 1997

LEED Accredited Professional, April 2003

Professional Experience

Ms. Watkins has over 15 years of experience in the field of architecture, focusing on high quality and sustainable design. She has been involved in several detailed programming efforts for both new construction and interior renovations. Ms. Watkins has participated in a six week endeavor that entailed developing building standards, preparing final documentation, verifying existing conditions, as well as reviewing questionnaires.

Other experience includes Space Planning on a variety of projects, such as open offices, science labs, dental offices, CEO Suites and Classrooms.

Project responsibilities also include, Schematic Design & Design Development, Construction Documents, Finish Selection, Furniture Selection, Lighting Design and Sustainability Coordination.

Project Experience

Highland Hospital

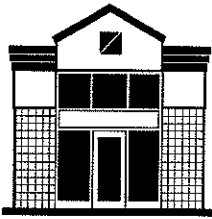
Midwest Research

Procter & Gamble - Gillette Headquarters

Cleveland State University - Recreation Center

Beachwood Middle School





Glenn R. Savage, CSI-CDT, CSI-CCS

Position

Construction Administrator, ZMM, Inc.

Education

B.S., Environmental Science; *University of Charleston, Charleston, West Virginia; 1997*

A.S., Mathematics; *West Virginia State University, Institute, West Virginia; 1992*

Employment History

1998-present, Construction Administrator; ZMM, Inc.

997-1998, Environmental Project Manager; West Virginia Area Engineering Firm

1992-1997, Environmental and Construction Quality Control Manager; West Virginia Area Construction Company

1981-1992, Field and Laboratory Testing Manager; West Virginia Area Environmental Engineering Firm

Professional Credentials

CSI, Certified Construction Specifier (Construction Specification Institute)

CDT, Certified Construction Document Technologist

Professional Experience

Mr. Savage has performed construction administration services on a variety of building types including: Educational Facilities; Correctional Facilities; and Office/Light Industrial Facilities.

Mr. Savage's past experience in the construction testing and environmental fields is a benefit to clients during the site preparation and foundation installation.

Project Experience

Highland Hospital

Mountaineer Middle School

Nicholas County High School

East Greenbrier High School

Western Regional Jail

Alderson Federal Prison Camp

Gauley Bridge Elementary

Summersville Hospital Medical Building

Cacapon State Park

Blackwater Falls State Park

Ronceverte Elementary School

Mount View High School

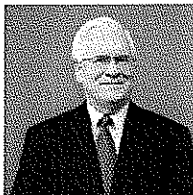
Jean Dean Safety/Law Enforcement Building



Description of ZMM Construction Administration Services

ZMM's effort during the construction phase is geared towards improving the construction process for Sharpe Hospital. **ZMM** has a dedicated, in-house, construction administrative staff that will work with the design team and the owner to help ensure a seamless construction process, and a completed project that meets the quality standards identified in the construction documents.

The construction administration staff is led by Mr. Rodney Watkins, AIA, one of **ZMM's** Principals. Mr. Watkins brings more than thirty years of planning and construction experience on a wide range of Health Care, Education, and Commercial/Office Space projects. Mr. Watkins is assisted by Mr. Glen Savage and Mr. David Unrue, both Construction Specification Institute Certified Construction Document Technicians (CSI-CDT). Mr. Savage and Mr. Unrue are responsible for coordinating the construction phase services of the design team, and conduct regular observations of the project process. **ZMM's** construction administration staff is supported by Ms. Theresa Dorsey.



R. Watkins



G. Savage



D. Unrue



T. Dorsey

Mr. Savage will coordinate **ZMM's** effort during the construction phase of the Sharpe Hospital Expansion. Mr. Savage will be responsible for timely reviews of contractor submittals, attend all construction progress meetings, verify that all construction complies with the plans and specifications, monitor and update the owner regarding construction progress relative to the approved schedule, and process applications for payment. As construction nears completions, **ZMM** will conduct an inspection and prepare a "punch-list" that will advise the contractor of all outstanding work that remains to be completed, or requires repair. **ZMM** will also coordinate the furniture installation, including coordination with the vendor.

ZMM's responsibilities during the construction phase will include:

- Review Bids and Recommend a Construction Team
- Conduct a Pre-Construction Meeting
- Coordinate Preliminary Contractor Submissions (Bonds, Insurance, Schedule, Schedule of Values, Emergency Contact Information, etc.)
- Review and Process Shop Drawings
- Review and Process Payment Applications
- Update the Owner on Progress Relative to the Project Schedule



- Process Proposal Requests, Supplemental Instruction, and Change Orders
- Maintain a Current Overall Project Budget
- Conduct Regular Observations of Construction
- Attend Construction Progress Meetings
- Issue Timely Responses to RFI's (Contractor Questions)
- Conduct a Final Inspection
- Prepare a "Punch-List"
- Coordinate Furniture, Fixture, and Equipment Installation

Managing the quantity and amount of change orders is a function of the quality and coordination of the construction documents. Our ability to offer fully integrated design services from our office in Charleston helps to ensure a high level of coordination, as our architectural, interior design, and engineering staff will collaborate daily on your project. Additionally, **ZMM's** quality assurance/quality control process helps us deliver projects with minimal change orders during the construction process.

ZMM's work does not end when the construction is complete. Our staff will remain available to Sharpe Hospital as needed after the addition is completed to verify that the facility operates as intended. As demonstrated throughout the history of our firm, **ZMM** is committed to the long-term success of the Sharpe Hospital Addition.



Schedule and Budget Control

Project Schedule Control

During a typical construction project, the owner and the architect establish the construction duration, and the contractor's bid should accommodate any measures required to complete the project in the established timeframe. Liquidated damages are often used to ensure that the contractor meets the established schedule. **ZMM's** construction administration department will require the contractor to submit a project schedule prior to the first application for payment, and will then verify that the schedule is being maintained during progress meetings.

If Sharpe Hospital desires an aggressive schedule for the completion of the renovation, there are several ways to achieve this goal. Since the physical construction is the longest and most labor intensive part of the process, it is also the one that offers the most opportunities to compress the schedule.

ZMM has successfully completed projects in virtually every conceivable construction delivery method, from design-build to construction management with separate prime contracts (with pre-ordered construction materials), to design-bid-build. **In many of these instances it is important to select the construction team early in the design process so that many pre-construction tasks can be completed before final designs are complete.** Many of these methods can accelerate construction time significantly.

Compressing the design schedule is also possible, and is a direct function of available staff for production. **ZMM** will commit all of our staff required to meet the scheduling needs of Sharpe Hospital. We are one of the largest A/E firms in the State of West Virginia and maintain a staff that can accommodate the tightest of schedules.

This schedule control has recently been demonstrated in Cabell County where **ZMM** completed the design services on five (5) middle school projects (with a total construction budget exceeding \$70M) in less than a year. Please contact the Cabell County Board of Education to discuss our ability to maintain project schedules and provide construction administrative services.

Mr. Mike O'Dell, Assistant Superintendent of Operations
Cabell County Schools
304.528.5069

Project Budget Control

One stated objective of Sharpe Hospital is the need to ensure that costs (both design and operational) meets the available project funding. The construction market in West



Virginia is very unique, and varying parts of the State offer significantly different construction markets and challenges. Through nearly fifty (50) years of experience designing facilities throughout the State of West Virginia **ZMM** has an understanding of these various markets, and has repeatedly demonstrated our ability to deliver design solutions that meet our client's budgets, while exceeding their expectations.

While Mental Health Facilities are typically more expensive than other building types due to their unique infrastructure and security requirements, there are several ways that **ZMM** can help to manage the construction budget for Sharpe Hospital. Some methods include:

- Establish a realistic project scope and budget. Clear and honest communication about the anticipated project costs from the planning stage between the owner and architect will help to avert future problems. **ZMM's** recent experience designing Mental Health Facilities in West Virginia will help in establishing a realistic budget.
- Improve the quality of the construction documents. By providing thorough and well coordinated documentation, **ZMM** will help to reduce project costs by eliminating any uncertainty from the bidding process. Our QA/QC process, in addition to our ability to provide comprehensive design services under one roof, will allow us to provide this improved quality.
- Utilize construction methods and products that are familiar to local vendors and contractors. **ZMM** has a demonstrated record of producing award winning designs that meet our client's budgets. We are able to accomplish this by using construction materials and systems that are familiar in the local building industry – but composed in unique and innovative ways. Complicated construction methods and expensive materials are not needed to create an award winning facility, creativity and innovation are the key components.

Once the program and budget have been resolved, **ZMM** will employ the above efforts to provide a design that can be constructed within the project budget. A recent project that demonstrates our ability to control the project budget is the new Erma Byrd Center in Beaver, West Virginia, which was completed for the Higher Education Foundation. After a previous (out of State) architectural firm was unable to resolve the project budget, **ZMM** was selected, and provided expedited design services that produced an award winning (and "on budget") project for the owner. Please contact the Higher Education Foundation to discuss our ability to provide high quality services that meet schedule and budget constraints.

Father Thomas Acker, S.J., Executive Director
The Higher Education Foundation
304.929.2010



Client References

David M. McWatters III, President & CEO
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1418A MacCorkle Avenue SW
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304.348.1401

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10 Marland Avenue
Hamlin, WV 25311
304.824.3033



James H. Dissen
Chairman of the Board



David M. McWatters, III
President & CEO

November 25, 2008

David M. McWatters, III
Highland Hospital
1418A MacCorkle Avenue SW
Charleston, West Virginia 25303

Re: Recommendation for ZMM

To Whom It May Concern:

It is my pleasure to write a letter of recommendation for ZMM, Architects and Engineers. ZMM has provided architectural services to Highland Hospital for several years and we feel their performance has resulted in a very functional and cost efficient design.

We have been pleased with designs of the buildings and response to input from us as a client. They have held weekly project meetings that were informative as to progress of the project. ZMM staff researched and has demonstrated an understanding of the safety needs and functionality of a psychiatric facility. They were instrumental in obtaining feedback and approval from agencies such as OHFLAC and the local zoning authority.

Should you require any additional information, please do not hesitate to contact me at (304) 348-1401.

Sincerely,

A handwritten signature in black ink, appearing to read "D. McWatters, III", written over a horizontal line.

David M. McWatters, III
President & Chief Executive Officer



Lincoln County Schools

David L. Roach
SUPERINTENDENT

Jeff Huffman
ASSISTANT SUPERINTENDENT

January 22, 2008

To Whom It May Concern:

As the previous superintendent of Cabell County Schools and present superintendent of Lincoln County Schools, I am in the unique position to comment on the services of ZMM, Inc., Architects and Engineers. They provided professional services in both of these counties and I found their services in both counties to be of the highest quality.

I have found, through my experiences with ZMM, that their services are equivalent to having additional employees of the school system. I base this statement on the fact that their representatives consistently monitor budget expenditures in order to stay within the project budget. Change orders are minimal and always justified. ZMM is present and accessible before, during and after project completion to assure the interests of the school system are being met. I particularly appreciate their support in dealing with contractors who may have remaining obligations or product deficiencies that need to be resolved following project completion.

Simply stated, ZMM works to assure that the interests of the client are met and refuses to bow to contractors by accepting less than quality work. I believe this is a rare quality and makes ZMM an elite company.

Sincerely,

David L. Roach
Superintendent of Schools