



Ms. Roberta Wagner

Department of Administration
Purchasing Division: Building 15
2019 Washington Street East
Charleston, WV 25305-0130



Trinity Health Group

Expression of Interest

Professional Architectural/Engineering Services

50 Bed Patient Care Unit Expansion Project at
William R. Sharpe Jr. Hospital, Weston, WV



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TRINITY

www.trinityhealthgroup.com



October 26, 2011

Ms. Roberta Wagner
Department of Administration
Purchasing Division, Building 15
2019 Washington Street East
Charleston, WV 25305-0130

**Re: Expression of Interest: Professional Architectural/Engineering Services
50 Bed Patient Care Unit Expansion Project: William R. Sharpe Jr. Hospital**

Dear Roberta:

Thank you for considering Trinity Health Group to assist you with this 50 bed expansion project. We believe that Trinity is the ideal firm to assist you with this project and below are a few reasons why.

1. Exclusive National Healthcare Knowledge: Healthcare is not just one of our many project types. At Trinity, all we do is healthcare. We have dedicated our careers to understanding the strategic, operational and business aspects that drive effective facility development in ways unmatched by other design firms. Over the past 10 years alone, we have been involved in over 1,000 healthcare engagements in 26 states with a construction-related value of \$5 billion. Why so successful? We have developed an integrated approach to healthcare facility planning and design which concurrently assesses finance, operations, and strategy. Today's economy more than ever demands that your facilities maximize the value of your investments and operations. That has been our mission since our inception!

2. Patient Room/Nursing Unit Design Experience: Trinity Health Group is currently working on, *and recently completed*, several projects involving patient room and nursing unit design. Trinity is familiar with the latest design trends and Evidence Based Design (EBD) for effective patient/nursing unit layouts which maximize patient/family comforts and increase staff efficiency. Trinity also performs full scale room mock-ups with staff to help streamline operations including improving processes and mitigating staff errors. We understand the challenges and constraints with these projects and we are very skilled in designing facilities in a way that creates a low cost, durable, yet provocative and memorable experience for your patients, visitors and staff.

3. Construction Design Experience: Trinity recently added Steve Bennett, AIA, NCARB, LEED AP to our team. Steve brings a vast array of experience to this project including sustainable design, and expertise in construction detailing. Steve completed the first LEED Platinum hospital in the United States and he is highly skilled in implementing practical details to ensure that your facility is efficient and operating at its peak capacity. This will benefit you both during construction and with regards to operating costs in the future.

S T R A T E G Y
P L A N N I N G
A R C H I T E C T U R E



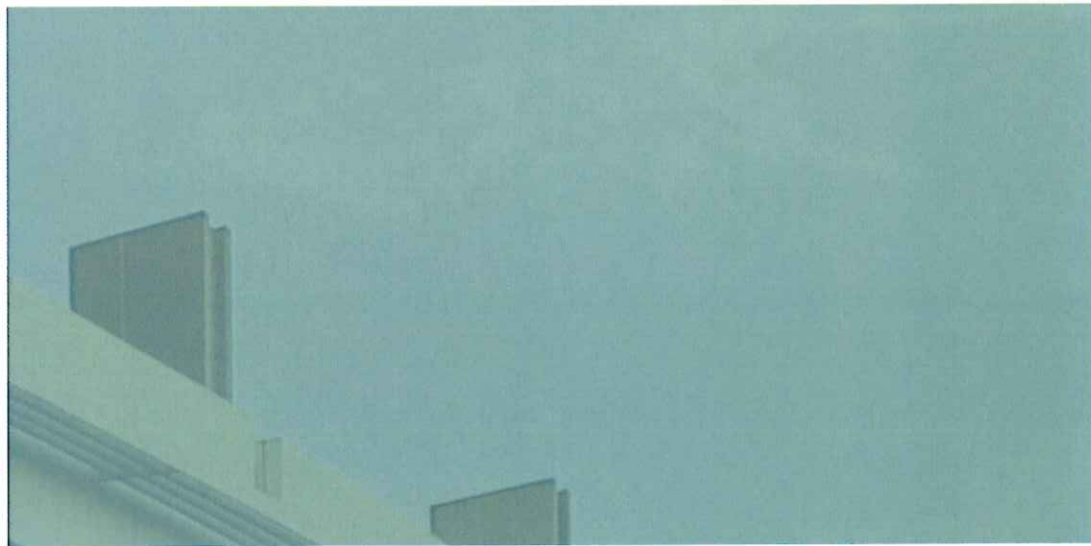
4. **Technology:** Trinity uses the latest in BIM technology and other design tools to aid in design communication and documentation. Trinity has developed a design process called "Real-Time Design" with which we can produce a design solution that is unmatched in staff participation, speed and accuracy. By implementing "Real Time Design" and BIM, we can be very efficient in the design and documentation phases which will translate to minimal changes and reduced errors during construction.

5. **Focus on Value:** One of Trinity's hallmarks is our focus on maximizing the value of every invested capital dollar. We will be great stewards of your resources. We will evaluate every design decision as if the money spent were our own. We will challenge every decision and detail and strive to gain "a \$1.25 for every \$1.00 spent"!

We thank you for the opportunity to express our interest in this project and we look forward to the opportunity to present our qualifications in person.

Very truly yours,

TRINITY HEALTH GROUP
John M. Chory, AIA
Principal



1. Experience



TRINITY

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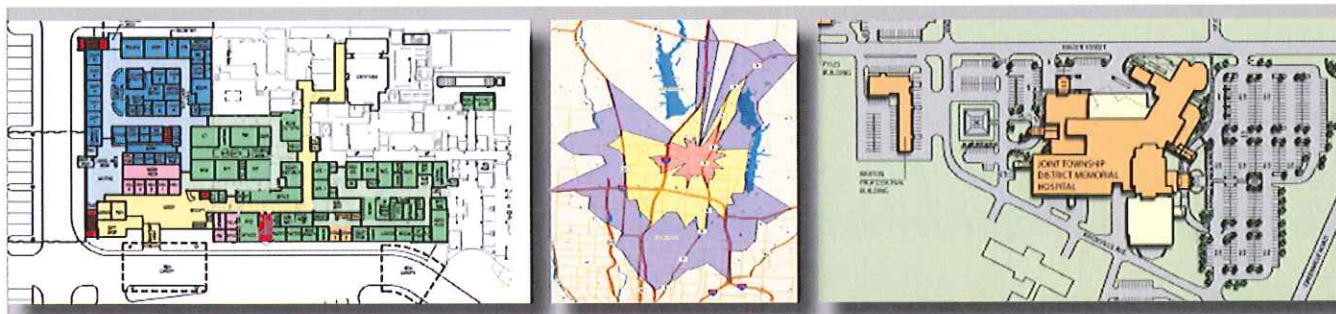
Experience

Introduction

Main Office Trinity Health Group, LLC
635 Park Meadow Road, Suite 105
Westerville, OH 43081

Main Contact John M. Chory, AIA
Principal
jchory@trinityhealthgroup.com

Staff Senior staff (average 20 years of experience)
11 Licensed Professional Architects (including 7 LEED AP)
1 Licensed Professional Interior Designer (LEED AP)
9 Drafting and Support (1 LEED AP)
2 Administration



Services Trinity Health Group is a Healthcare Consulting and Design Firm which provides a comprehensive range of Strategic, Operational, Financial and Facility planning services: We are committed solely to Healthcare projects

Strategic Planning Services

- Market Assessment
- Service Demand Analysis
- Ambulatory Network Development

Operational Planning Services

- Clinical Services Utilization Analysis
- Staffing/ Bed Allocation Analysis
- Operational Planning

Facility Development Services

- Space and Functional Programming
- Site Utilization and Facility Master Planning
- Architectural and Interior Design

Financial Planning Services

- Capital Budget Estimating
- Capital Allocation Modeling
- Net Cost Analysis



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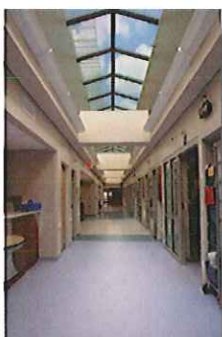
History



Trinity Health Group specializes in assisting the healthcare industry in maximizing the utilization and value of their facilities to meet their strategic business needs. The two principals, John Chory, AIA and Bob Gesing, AIA have over 55 years of combined professional experience. Mr. Gesing served as Vice President for healthcare services for two of the nation's largest healthcare design firms. John Chory was a senior healthcare consultant for the national healthcare consulting practice of the largest engineering/architectural firm in the United States. Since its inception in 1998, Trinity has steadily grown in both size and reputation. Today, Trinity consists of 21 highly skilled staff stationed in Columbus, Ohio. Since their inception, Trinity has been involved in over 1,500 engagements in 26 states with a construction related value of over \$5 billion.

Purpose

Trinity Health Group was established to respond to two deficiencies in healthcare consulting:

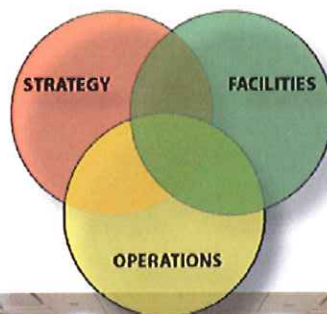


First; the practice was established to respond to healthcare providers' need to maximize the value of their facility development strategies. This objective is becoming more challenging as competition and customer expectations increase while reimbursement and available capital dwindle. By developing an approach that integrates market assessment, operations analysis, facility planning and financial analysis, Trinity Health Group helps clients determine the highest and best use of their limited funds; utilizing them to meet customer needs while maximizing financial performance.



Second; as planning and architectural firms continue to merge, typically their experienced senior consultants must delegate responsibility for engagements to less experienced staff. Healthcare planning and design, however, is a highly specialized practice requiring personalized attention and years of experience. Trinity Health Group's focus is on providing high quality personalized service in which senior professionals are involved in all aspects of every engagement.

Maximizing Business Outcomes Through Analysis of Strategy, Operations and Facilities





Experience

Introduction

Capital Development Planning

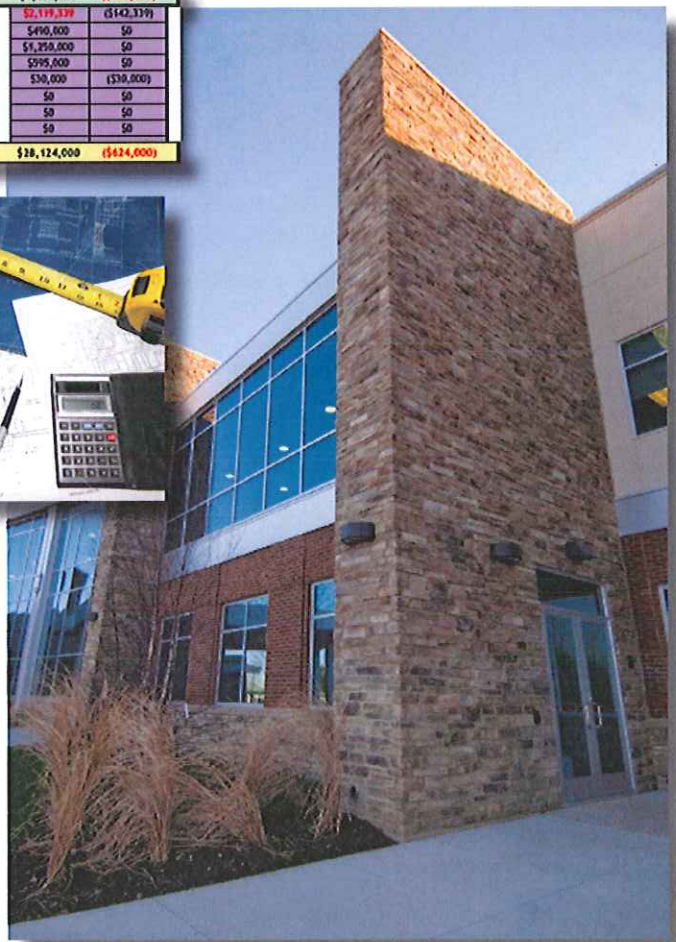
Trinity's respectful stewardship extends to the areas of capital development planning. We treat your resources as our own, and understand that it is critical for institutions to maximize the value of every dollar spent.

We know there are many challenges facing a healthcare institution today, most notably, the pressure to reduce costs while being more responsive to patient's needs. With our integrated approach, Trinity can assist the healthcare industry with business minded services not often found in design professionals. Once we determine how we can help your facility run better, we exceed your expectations by developing a strategy and carrying it out to its end.

Updated Project Budget Estimate					
1.0 Program (plus exterior wall thickness)	78,400	86,400	(8,000)	69,825	8,575
1.1 Emergency	30,000	30,200	(200)	30,406	(406)
1.2 Medical Education	30,000	30,800	(800)	29,926	74
1.3 Research/Posterior (Medical)	15,000	22,000	(7,000)	6,838	8,162
1.4 Medical Education Lobby	3,400	3,400	0	2,455	745
1.5 Campus	8,700	8,700	0	371	8,329
1.6 Landscaped Area	4,300	4,300	0	4,500	0
2.0 Construction Cost	\$23,203,000	\$28,007,330	(\$4,804,330)	\$23,639,982	(\$436,982)
2.1 Site work (includes building foundation and abutment)	\$1,126,000	\$2,415,715	(\$1,289,715)	\$2,418,451	(\$1,292,451)
2.2 Building Construction	\$17,824,000	\$17,671,545	\$152,455	\$17,524,148	\$399,852
2.3 Pavement	\$1,300,000	\$2,400,000	(\$1,100,000)	\$0	\$1,300,000
2.4 Utility Relocation	Inc. above	\$150,000	(\$150,000)	\$0	\$0
2.5 DM Fee		\$1,307,945	(\$1,307,945)	\$1,662,726	\$1,692,726
2.6 Sub-Total - Hard Construction Costs	\$20,250,000	\$24,145,205	(\$3,895,205)	\$21,635,325	(\$1,385,325)
2.7 Construction Cost Escalation	0%	\$0	4.9%	\$1,086,534	\$1,086,534
2.8 Project and Construction Contingency	25%	\$2,953,000	91.0%	\$2,775,491	(\$177,509)
2.9 Sub-Total - Contingency and Escalation		\$2,953,000	\$3,842,025	(\$909,025)	\$2,004,637
3.0 Total per SF	\$276	\$324	-21%	\$339	14%
3.0 Project Related Costs	\$4,312,000	\$4,804,495	(\$492,495)	\$4,484,339	(\$172,339)
3.1 A/E/O's Professional Fee	\$1,977,000	\$2,418,495	\$441,495	\$2,119,339	(\$142,339)
3.2 Furnishings	\$490,000	\$490,000	\$0	\$490,000	\$0
3.3 Medical Equipment	\$1,250,000	\$1,250,000	\$0	\$1,250,000	\$0
3.4 Information Services	\$595,000	\$595,000	\$0	\$595,000	\$0
3.5 Estimated Permit Fees	\$0	\$30,000	\$30,000	\$30,000	(\$30,000)
3.6 Soil Testing	\$0	\$6,000	\$6,000	\$0	\$0
3.7 Site Survey	\$0	\$5,000	\$5,000	\$0	\$0
3.8 Utility Assessment by Dynamic	\$0	\$10,000	\$10,000	\$0	\$0
4.0 Total Project Budget	\$27,500,000	\$32,800,000	(\$5,300,000)	\$28,124,000	(\$424,000)



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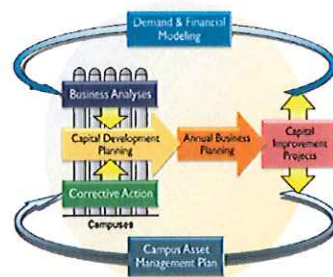
Introduction

Approach



The past several decades has seen unprecedented and sustained growth in healthcare facilities. With such demand the focus of planning was merely a precursor for architectural development. Times have changed however and facility master planning must understand its role in expanding a health system's business viability.

To effectively develop a business-focused master plan, hospitals will often need to engage two firms. The first firm usually has a business/consulting background, to quantify the market demand and operational issues that drive facilities. The other, usually an architectural firm, identifies how the facilities might be developed. What is needed in today's economy is a firm which **understands strategy, operations and facilities**.

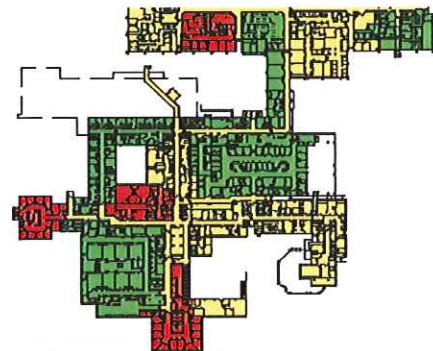


Population	0-19	20-44	45-74	75+	Total	Avg Household Income
Service Area Scenario 1: 10 minute drive threshold						
2004	38,642	56,312	38,684	5,501	139,021	\$84,102
2009	41,253	60,091	46,095	6,835	156,264	\$106,041
% change	11.9%	6.7%	21.0%	14.1%	12.4%	24.9%
2014	48,414	64,124	55,791	7,785	175,644	\$131,194
Service Area Scenario 2: 20 minute drive threshold						
2004	169,846	242,134	158,669	27,145	593,794	\$71,633
2009	179,257	248,338	188,943	30,759	647,337	\$89,449
% change	8.1%	2.6%	19.1%	13.5%	9.0%	24.9%
2014	193,752	254,701	224,993	34,945	705,708	\$111,695
Service Area Scenario 3: 30 minute drive threshold						
2004	340,024	475,022	327,786	55,685	1,198,517	\$67,078
2009	363,116	485,918	384,612	63,107	1,296,753	\$81,430
% change	6.8%	2.3%	17.3%	13.3%	8.2%	24.3%
2014	387,776	497,064	491,250	71,518	1,403,041	\$103,737

"Healthcare master planning requires an assessment of strategy, operations and facilities."

Trinity Health Group is this firm!! Unlike its competitors, all of the skills needed for effective planning are vested in the company. The principals of Trinity recognized, from their early years, the interrelationship of facility planning being driven by strategic, operational and physical needs. Over the past quarter century, they have researched the strategic demand, operational and financial intricacies of healthcare systems and perfected a model that balances the needs of each, creating an optimal business strategy for facility development.

No.	Service Area	Planning Benchmarks				Current Conditions					Financial Assessment, \$/sq. ft.		
		Driv. Units	Annual Util./Driver	Parking Ratio/1,000 sq. ft.	Area/Driver (sq. ft.)	Facility Area (sq. ft.)	Qty of Drivers	2006 Annual Volume	Annual Util./Driver (sq. ft.)	Area/Driver (sq. ft.)	Area Size	Util. Location	Operational
											1	2	3
2.0. Nursing Units													
2.6	ICU	Pt. Str.	270	5.8	500	3,180	19	5,648	247	302	2	1	2
2.7	Post-Op/ICU	Beds	270	5.6	250	25,716	40	10,254	256	643	3	1	3
2.8	Short Stay/ICU	Beds	292	5.5	650	3,320	12	3,114	280	309	3	2	2
2.9	SBACS	Beds	274	2.5	850	3,580	6	2,445	272	400	1	3	2
2.10	C-Section Delivery	Obs.	149	0.8	2,008	5,430	2	1,190	645	708	1	2	3
Total Nursing Beds		Beds	293	3.0	650	55,253	143	32,605	368	387	1.0	2.0	1.7
3.0. Support Areas													
3.1	Anesthesia Offices	Workstations	n/a	2.0	125	524	8	n/a	n/a	65	1	n/a	2
3.2	Behavioral Health	Office	n/a	2.0	300	1,001	4	n/a	n/a	208	3	n/a	1
3.3	Environmental Services	Beds	n/a	1.5	15	2,649	263	n/a	n/a	13	1	n/a	1
3.4	HM and Records	Workstations	n/a	1.5	200	3,436	25	n/a	n/a	139	3	n/a	1
3.5	Laboratory	Beds	n/a	1.5	25	4,195	263	n/a	n/a	12	1	n/a	1
3.6	Library Services	n/a	n/a	1.5	n/a	5,484	n/a	n/a	n/a	n/a	n/a	n/a	1
3.7	Union Services	Beds	n/a	1.5	3.0	917	263	n/a	n/a	3.8	1	n/a	1
3.10	Materials Management	Beds	n/a	1.5	40	7,585	263	n/a	n/a	22	2	n/a	1
3.11	Nutritional Services	Beds	n/a	1.5	80	16,242	263	n/a	n/a	19	1	n/a	1
3.12	Pharmacy	Beds	n/a	1.5	20	5,152	263	n/a	n/a	23	3	n/a	1
3.13	Security	Offices	n/a	1.5	220	291	2	n/a	n/a	196	1	n/a	1
3.14	Sterile Processing	Obs.	n/a	1.5	600	5,653	6	n/a	n/a	878	3	n/a	2





Trinity is a team of professionals that possess individual expertise, yet are unified and dedicated to understanding the business of healthcare. We develop long range capital development strategies with personalized business solutions that help improve financial performance.



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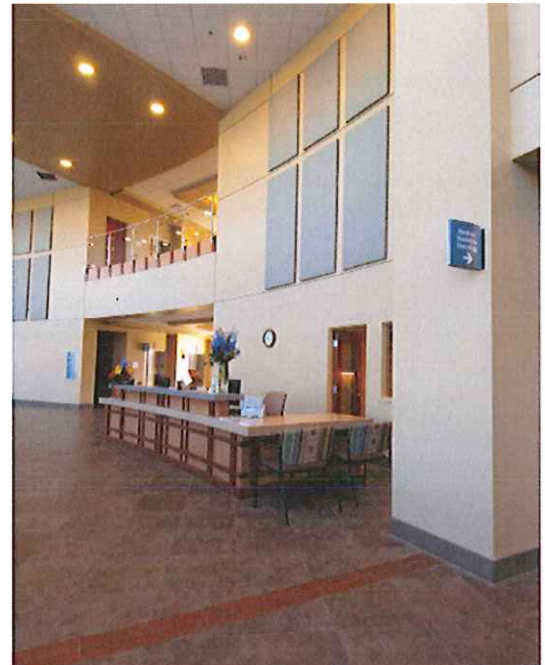
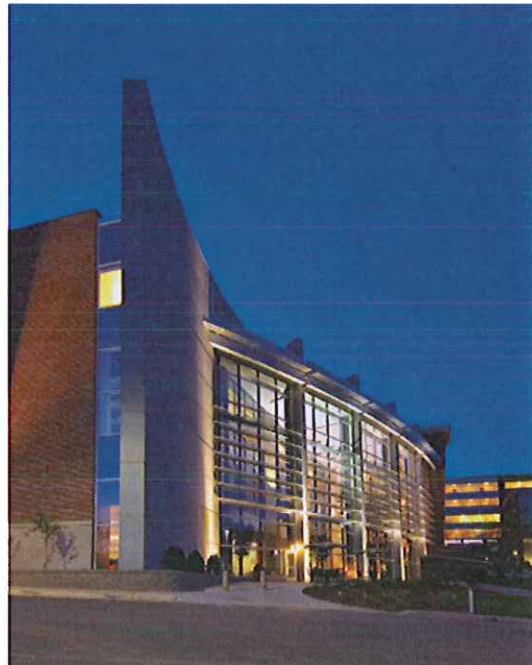
Experience

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Architecture and Interior Design

Thoughtful design not only offers an aesthetically pleasing environment, it also presents visual cues regarding the overall operations of a hospital. There is a message conveyed from the initial approach, to the drop-off area and beyond. Trinity knows the importance of communicating a welcoming and caring environment; one that demonstrates comfort and competence and one where a patient feels safe and secure. Thoughtful design can assist in the initial perception, and when combined with operational efficiencies, can ensure a positive and healing stay for the patient and peace-of-mind for their family members.

We have designed hundreds of healthcare facilities. From Emergency Departments to Women's Centers and Cancer Centers, we know that healthcare facilities are one of the most complex structures to plan. Not only is there a wide range of regulatory and technical requirements that need to be met, but constantly evolving technologies can further challenge the design process. We know the questions to ask and the conditions needed to offer custom-made purpose-driven design. Trinity Health Group has LEED Accredited professionals on our staff for architecture and interior design. Trinity is dedicated to energy savings, finding sustainable alternatives to traditional products, properly disposing of demolition materials, and using recycled content in new products.



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National Client Base

Trinity has had the honor of working with a large number of organizations across the country. We have provided analysis, programming, planning, and design services for clients in 26 states. Each client, regardless of the size, is unique and valuable to Trinity. The diverse range of size and location has helped provide Trinity with a broad-based perspective on healthcare needs. The following is a representative list.



Aliqua Surgery Center, Peoria, AZ

Anaheim Memorial Hospital, Anaheim, CA

Appalachian Regional Healthcare, Lexington, KY

Aultman Hospital, Canton, OH

Baptist Health Care, Pensacola, FL

Barrow Neuro Institute, Phoenix AZ

Berger Health System, Columbus, OH

Borgess Medical Center, Kalamazoo, MI

Central Ohio Neurosurgeons, Westerville, OH

Community Health Center of Branch County, Coldwater, MI

Community Mercy Health Partners, Springfield, OH

Department of Vetran's Affairs, Washington DC

Doctors Hospital, Columbus, OH

Excelsa Healthcare, Greensburg, PA

Fayette County Memorial Hospital, Washington Courthouse, OH

Frederick Regional Health System, Frederick, MD

Grant Medical Center, Columbus, OH

Hamot Medical Center, Erie, PA

Harrison Medical Center, Bremerton, WA

Hocking Valley Community Hospital, Logan, OH

Jay Hospital, Jay, FL

Jewish Healthcare, Louisville, KY

Pomerene Hospital, Millersburg, OH

Joint Township District Memorial Hospital, St. Mary's, OH

Joint Implant Services, Columbus, OH

Kalamazoo Neurological Institute, Kalamazoo, MI

King's Daughters' Medical Center, Ashland, KY

Lawnwood Regional Medical Center, Ft. Pierce, FL

Legacy Health System, Portland, OR

Licking Memorial Health Systems, Newark, OH

Marietta Memorial Hospital, Marietta OH

Marion Area Health Center, Marion OH

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Marion General Hospital, Marion, OH
McConnell Heart/Health Center, Columbus, OH
Mount Carmel Health, Columbus, OH
Mount Carmel East Hospital, Columbus, OH
Mount Carmel West Hospital, Columbus, OH
Mount Hood Hospital, Mt. Hood, OR
Nationwide Children's Hospital, Columbus, OH
Newport Health System, Newport, WA
NorthEast Medical Center, Concord, NC
North Iowa Medical Center, Mason City, IA
North Vista Medical Center, Las Vegas, NV
New Albany Medical Center, New Albany, OH
O'Brien Memorial Hospital, Athens, OH
Ohio Gastroenterology Group, Columbus, OH
OhioHealth Corporation, Columbus, OH
The Ohio State University Medical Center, Columbus, OH
Orthopedic Institute of Ohio, Columbus, OH
OrthoNeuro Associates, Columbus, OH
Our Lady of Bellefonte Hospital, Ashland, KY
Phoenix Children's Hospital, Phoenix, AZ
Pomerene Hospital, Millersburg, OH
Prairie Community Health System, Terry, MT
Providence St. Peter Hospital, Olympia, WA
Riverside Methodist Hospital, Columbus, OH
St. Ann's Hospital, Westerville, OH
St. Joseph's Hospital and Medical Center, Phoenix, AZ
Salmon Creek Health Center, Vancouver, WA
Samaritan Regional Health System, Ashland, OH
Scottsdale Memorial Hospital, Scottsdale, AZ
Selby General Hospital, Marietta, OH
Signet Healthcare, Cleveland, OH
Smith Clinic, Delaware, OH
Summa Health System, Akron, OH
Susquehanna Health, Williamsport, PA
Wayne Hospital, Greenville, OH
Wexner Heritage Village, Bexley, OH



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Core Values

Trinity is an organization that operates under a **constant** set of core values. These values do not change from time to time or person to person, but are the underpinning of our **character** and the strength behind our vision. The following **values** extend beyond designing buildings or evaluating operations to **shape** every aspect of our company.

Stewardship

We preserve our client's resources as if they were our own
We maximize the value of our client's resources
We make recommendations and create solutions
We respect the time and value of every person

Leadership

We show initiative and take responsibility at all times
We are always ready to lead
We communicate thoroughly and effectively
We confront obstacles

Excellence

We strive for excellence in all endeavors
We treat each job intentionally, no matter the size or task
We never settle for second best
We are consistently organized and well prepared

Enrichment

We are here to serve
We consider the needs of others before our own
We strive to enhance the lives of everyone we touch
We create enduring environments that enrich people's lives

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Marietta Memorial Hospital

Expansion and Renovation: ED, Patient Rooms, Oncology

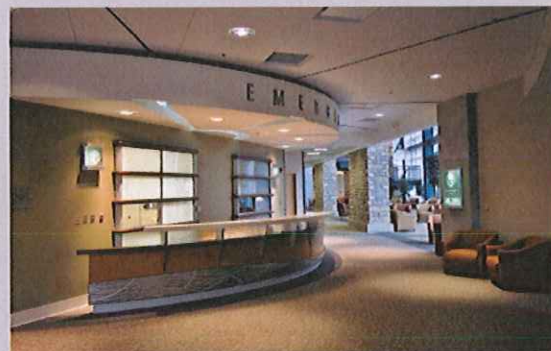
Marietta, Ohio

Marietta Memorial Hospital, a 150 bed community hospital, was experiencing significant growth in all venues of service. Trinity had been providing ongoing consultation and design assistance since 1998 and so was asked to address this unique situation. They questioned whether continued expansion on-site was feasible and a good investment, or if their facility should be replaced altogether. There wasn't a clear answer. The hospital's campus did not have a highly visible entrance and was located 1/4 mile up a one-way street in an old residential neighborhood. The hospital needed more space in several of its departments, including Emergency, Surgery and Oncology.

Square Footage:
150,000 sf addition

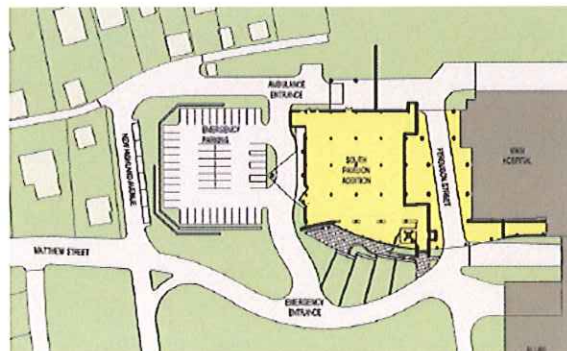
Construction Budget:
\$26.0 million
South Pavilion
& Strecker Center
Reference:

Mr. Scott Cantley,
President
(740) 374-1725



South Pavilion

Trinity performed a full array of strategic, operational and facility planning services to help the hospital determine to expand on site. This expansion led to the new South Pavilion which houses the new Emergency and Surgery areas. This also allowed the hospital to create a new front door for the hospital and to improve its view from the road as several houses were purchased and demolished to increase the views from the main highway.



Special Features

- 26 Treatment Stations
Observation, ENT, GYN,
Psychiatric, Pediatric
- 2 Triage Stations
- 2 Trauma Suites
- New EMS Entrance
- Improved Visibility
- Large Public Atrium

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Marietta Memorial Hospital

Expansion and Renovation: ED, Patient Rooms, Oncology

Marietta, Ohio



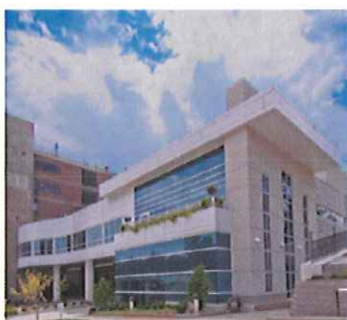
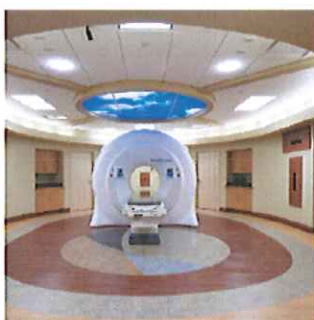
In Patient Beds

With the completion of the South Pavilion, several backfill renovation projects took place. Trinity led the design efforts to renovate inpatient beds. This project encompassed 25,000 sf, and provided upgrades for 34 existing rooms, while expanding support services and waiting. In the final tally, Trinity created/renovated 40 patient rooms, and provided a Family Waiting Area, and 2 centralized nurse stations.

Strecker Cancer Center

Completed in the spring of 2009, this was the latest phase of development. This project replaced the antiquated single and only radiation vault with an TomoTherapy system that offers the latest in radiation therapy. Secondly, the center was renovated to include upgrades for support space, exam rooms and Infusion spaces. All construction took place while the center remained open.

Special design features were added to create a more comfortable and healing environment for patients and families undergoing treatment. Trinity made the environment more natural and less hospital-like providing a more palatable environment for patients and the families supporting them. A stone wall with flowing water brought the sights and sounds of nature indoors, while plentiful natural lighting and a fireplace created a more relaxing atmosphere.



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Samaritan Regional Hospital

Facility Expansion and Renovation

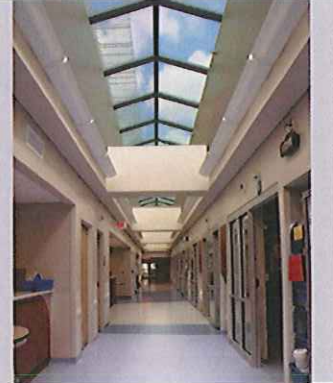
Ashland, Ohio

Although Ashland has only experienced about a 3% population growth rate since 2000, its only hospital was over utilized and disorganized. Of primary focus were needed improvements for many departments including Emergency, Obstetrics and ICU. Typical of many community hospitals, development was constricted both due to the site, and the amount of available capital. In an effort to move forward, Trinity Health Group was brought on to provide planning and design services.

Square Footage:
20,000 Renovation
9,000 Expansion

Construction Cost:
\$10.5 M
phased

Reference:
Mr. Ron Manchester
VP Support Services
(740) 289-0419

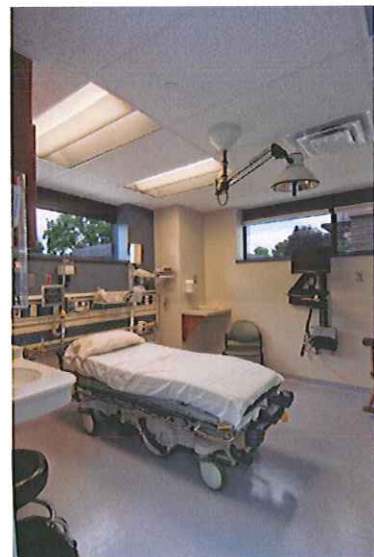


Trinity's first task was to assess an existing master plan, determining its validity per the hospital's strategic goals. Trinity then started to perform facility audits and analysis of the existing hospital. After staff interviews, and utilization studies, Trinity created a phased implementation plan that would renovate and expand Emergency, OB and ICU.

Trinity was the designer and architect of record for all projects. Phase I included the expanded Emergency department and Radiology renovation. This project added 9,000 sf., while renovating 20,000 sf. The design integrated the expanded Emergency with the hospital's existing CT and radiographic rooms which avoided the cost of duplicating these facilities. The new department provides state of the art treatment areas for standard ED patients and specialties for OB/GYN, ENT, and Psychiatric evaluation.

Special Features

- 16 Treatment Stations
- Integrated Diagnostics
- 1 New CT Scanner
- New EMS Entrance
- Improved Visibility



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Samaritan Regional Hospital

Facility Expansion and Renovation

Ashland, Ohio

Ashland's Obstetrics Department was the next focus of Trinity's work. In order to create an advanced OB department, Trinity chose to expand vertically. This expansion made room both for the new OB space and future ICU (presently being shelled in). The new OB department encompassed 17,200 sf (8,500 from the new vertical expansion) and included new LDRP rooms, a C-Section room, new nursery and an interior garden area lit by a skylight.



Special Features

- Naturally lit Garden Room
- 6 LDRP Rooms
- 6 Patient Rooms
- 2 Triage Stations
- C-Section Room
- Nursery



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TRINITY

Riverside Methodist Hospital

Women's Center

Columbus, Ohio

Riverside Methodist Hospital's birthing center is the second largest obstetric service in Ohio. Unfortunately, the facilities were poorly developed, and were very much in need of renovation. There was no "sense of entry" for the Women's Center and all of the women's services were scattered in various areas of the hospital. Trinity had completed a long-term Master Plan for the re-vitalization of Women's services on the Riverside campus, which would be phased over many years. This plan was divided into two major projects:

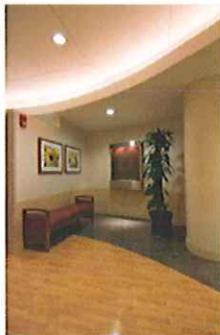
Square Footage:
84,000 sf

Construction Budget:
\$7.4 million

Client Reference:
Mr. Doug Scholl,
Director Design and
Construction
(614) 544-5840



•Project 1: The first phase included expansion and renovation of the 21 LDR rooms. Circulation was re-configured to prevent public traffic through the unit and a Triage Center was developed at the new reception point that allowed substantially improved operations for labor and delivery. In addition, 62-bed post-partum and 14-bed antepartum nursing units were consolidated and completely remodeled to provide amenities such as new showers, patient refrigerators, microwave ovens, DVD players and family support areas. Being a teaching hospital, consolidated sleeping and break facilities were developed for residents. Finally, the existing Newborn Intensive Care Unit was expanded to provide private patient stations for the highest-acuity infants and their families.



•Project 2: The second phase was implemented two years later and included a new 24-hour covered main entry on the building exterior for the new location of the Riverside Women's Center. Adjacent to the new entry are support services, including a Maternal and Fetal Medicine Center with 6 ultrasound rooms, NST suite, genetic counseling suite and physician offices. In addition, a new retail area, consult suite and education facilities were also provided adjacent to the entry. The final detail of this phase was an 8-foot high marble sculpture of a mother and baby carved in Italy, made possible through an anonymous philanthropic contribution to Riverside. This sculpture and main entryway welcome the thousand of mothers and families that visit Riverside's Women's Center each week.

The entire project took place over a period of 8 years and resulted in the complete revitalization of all of the Riverside Women's Center facilities.

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Riverside Methodist Hospital

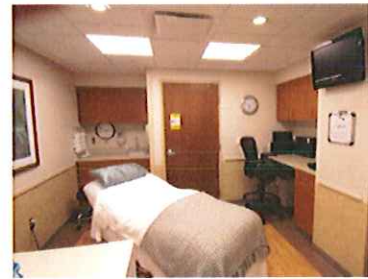
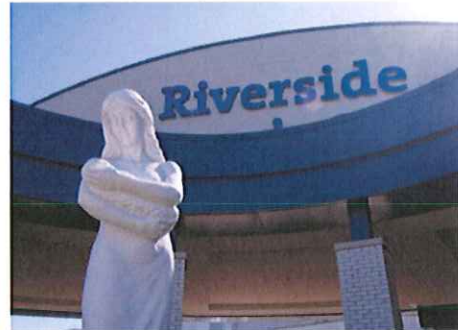
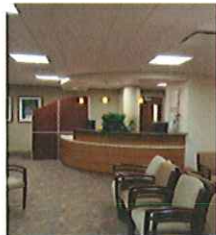
Women's Center

Columbus, Ohio



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The entire project took place over a period of 6 years and resulted in the complete revitalization of



STRATEGY
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Frederick Regional Health System

Frederick, Maryland

Frederick Regional Health System (FRHS) is the sole hospital located in Frederick, Maryland. FRHS maintains several campuses in the Frederick area and surrounding communities. FRHS had been exploring a number of system capital development initiatives, resulting in the need to develop a long range phased master plan. FRHS identified through its 2007 Strategic Plan the following needs

- Maximize bed capacity at the 7th street campus
- Add 64 beds by 2020
- Add parking
- Provide additional Medical Office building space
- Provide additional ancillary and support services space
- Provide additional Emergency Department space

Trinity assisted FRHS by providing the necessary analysis, programming, and planning to reach consensus on the optimal long range planning direction for the health system, with Phase I emphasis on the main campus. Trinity then lead design efforts to mitigate site congestions and create a more balanced site.

Long Term
Development Budget
\$100 M

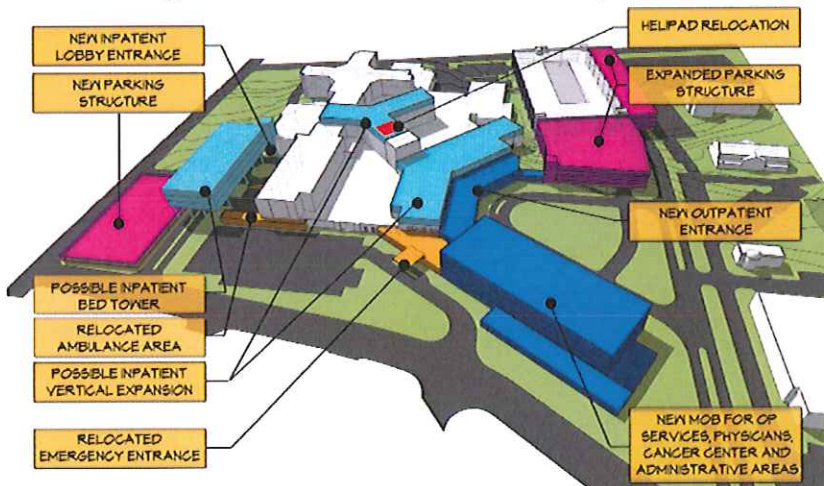
Construction Budget:
\$27.8 M
Phase I
\$14.0 million
Phase II
\$13.8 million

Client Reference:
Mr. John Verbus
Exec. VP/COO



The phased planning provides a comprehensive campus plan which accomplishes the following objectives . . .

- "Balance the Site" by distributing access and parking evenly on site
- Create three distinct entrance zones for public/patients
- Develop MOB/OP building on campus with 3rd party funds.
- Address immediate bed growth through quicker/less expensive renovation
- "Purify zones" by relocating services in appropriate areas
- Create long term framework to maximize beds on campus





Frederick Regional Health System

Frederick, Maryland

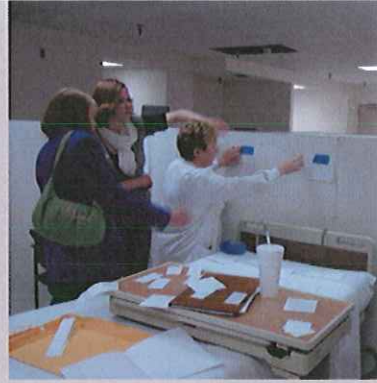
Trinity is currently under way on several enabling projects to make way for the implementation of the long term master plan. A number of these projects include . . .

- New private inpatient beds in the vacated administration area
- A new parking Garage
- A new laboratory renovation
- Relocated Helipad

Trinity identified the need to create immediate beds as an interim solution to the long range plan. Trinity staff started working the nursing staff and physicians to design the ideal patient room for the campus. Trinity led design charrettes and full scale mockups using actual room components. These design charrettes focused on operational efficiencies and addressed issues regarding Proper Zoning , Same handed Design, Fall Prevention, Family Support, contact Isolation protocols and infection control. From outlets, to casework, to the placement of furniture and equipment, each and every component of the room was explored and documented.

Trinity Services:

- Complete Master Planning including Market Analysis
- Operational Analysis
- Design Services
- Construction Documentation
- Interior Design



Trinity has begun design on the medical office building which will incorporate new administration offices, Oncology, Diagnostics and other services.

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Kobacker Hospice Facility

Ohio Health McConnell Health Campus
Columbus, Ohio

With the existing Kobacker house running at full capacity, Trinity was hired to lead design efforts on a brand new hospice facility for the McConnell Health Campus. OhioHealth had targeted a plot of land on the northwest of the property (approximately 7 acres) to house the new facility. Working with a hospice consultant from South Carolina, Trinity is currently in design development stage for this 36,200 sf facility. Some issues to be considered in design were the wooded sloping terrain, sound buffering from the adjacent railroad tracks and wetlands that needed to be preserved.

Square Footage:
36,200 sf

Construction Budget:
\$10M
Under Construction

Client Reference:
Mr. Lee Bivens
(614) 566 5840
Ms. Becky Craig
(614) 566-5377



This new facility houses 24 new patient rooms, with expansion planned for an additional 8 room wing. The design includes a 2 story portion which accounts for the changes in site elevation and allows grade access on both levels. The upper floor houses administrative spaces and helps buffer railway sound from the lower 1 story portions of the facility. The patient rooms and ancillary support spaces are arranged on a skewed quadrangle with secured patios for dementia patients on the courtyard. The patios, courtyard, and meditation garden are graced with elaborate landscaping and an original sculpture is being designed by a local artist. This piece will rest in the meditation garden, with visibility from the meditation chapel.



Floor and Site Plan



Kobacker Hospice Facility

Ohio Health McConnell Health Campus
Columbus, Ohio

Trinity incorporated several methods for gaining a consensus of design and to address all the aesthetic, clinical and operational issues needed for a successful project. Trinity consulted with Hospice Design Resource to aid in the operational issues. Trinity also utilized visual listening, live design and full scale mock-ups to vet through all the different design components. The use of sketch up and BIM we also instrumental in design communication and documentation for this project.

Design Approach:

National Hospice
Consultant

Live Design

BIM

Sketch-up

Visual Listening

Full Scale Mock-ups



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Licking Memorial Hospital

Critical Care Pavilion Addition: New Emergency Department

Licking, Ohio



Licking Memorial Health System (LMHS) represents a highly progressive healthcare organization in central Ohio. For several years now, LMHS has been identified by Solucient as one of the top 100 hospitals in the United States. Their financial results are some of the best in the country with high levels of efficiency and patient outcomes.

Square Footage:
101,500 sf

Construction Budget:
\$31.0 million

Client Reference:
Mr. Lyndon Christman,
Former SVP
(740) 333-2706



When the population began to grow in western Licking County and with it, increased competition from Mount Carmel East, LMHS realized the need to update their facility. The goal was to influence Columbus residents to head east to LMHS rather than west towards Mount Carmel for Emergency and Surgical services.

Trinity performed programming, planning and analysis for a new expansion on the main campus. This addition would need to expand the surgery department as well as emergency and radiology. The design philosophy was to create a facility that would encompass the finest in health technology, privacy, patient and family amenities and operational efficiency. Extensive time was spent with physicians and staff to map out current operational processes, challenge preconceived notions and streamline operations. Organizational flow was also analyzed to maximize productivity, communications and efficiency.

The resultant addition was the Critical Care Pavilion. This Pavilion includes three floors and houses an Emergency Center, New Imaging Center and a State-of-the-art 14 room Surgery and Interventional Center. Central Sterile and Support were also included



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Grant Medical Center

Bone and Joint Center Revitalization Project

Columbus, Ohio



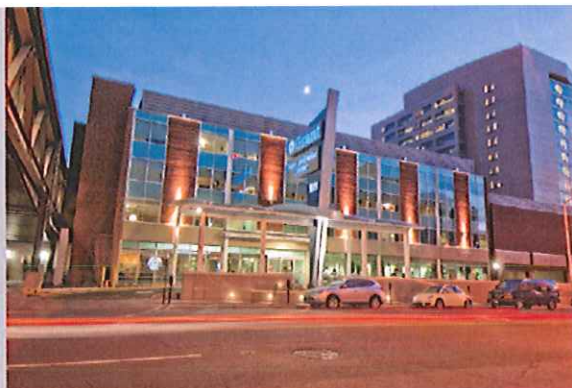
Before

Grant has been named one of "America's Best Hospitals" by U.S. News & World Report for excellence in orthopedics. Desiring to update their antiquated structure, Trinity was commissioned by Grant Medical Center to renovate the existing Grant South housing the Orthopedic program. This project was particularly challenging on two fronts. One, the project was renovated on all 4 floors while being fully operational. Secondly, the building had very low floor to ceiling heights and a tight site with very little "staging" area. Despite these obstacles, the project was completed on schedule and with increased patient satisfaction scores during construction. The project was a huge success both in its final outcome, and for its processes during construction.

Square Footage:
65,000 sf

Construction Budget:
\$10.5 million

Client Contact
Chris Lagana
(614) 566-5840



The final design creates a brand new high-tech facade on an older structure. Four floors were renovated to provide improved patient care and to remedy inefficiencies in operations. The new entrance and waiting, surgery rooms, and diagnostic areas are the focus on the lower two floors. On floors three and four, Trinity created space for physical therapy and renovated patient rooms for privacy. As mentioned, the project was very challenging from the standpoint that operations were kept running during construction, and there were limitations in the floor to ceiling heights.



Design emphasis was placed on patient/family comforts with warm finishes and plentiful natural lighting. The result is a facility that offers an all-inclusive specialty center providing patients with the most advanced treatment and therapy for everything from fractures to total hip and knee replacement.

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Dell Children's Hospital

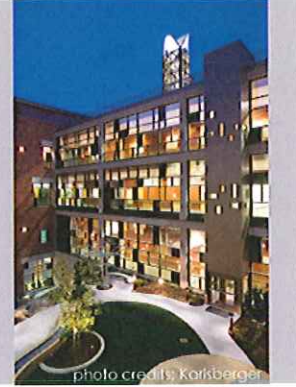
Austin, Texas

As part of the Seton Healthcare System, Children's hospital of Austin was in need of new facilities. Market conditions and antiquated limited space left the hospital with the decision to build a brand new state of the art facility. Dell Children's Medical Center of Central Texas was the culmination of years of planning and design. Located on approximately 32 acres of redeveloping Mueller community, the \$200 million facility is a combination of "high tech and high touch" that spans nearly one-half million square feet, three times as big as the original hospital.

Square Footage:
455,000 sf

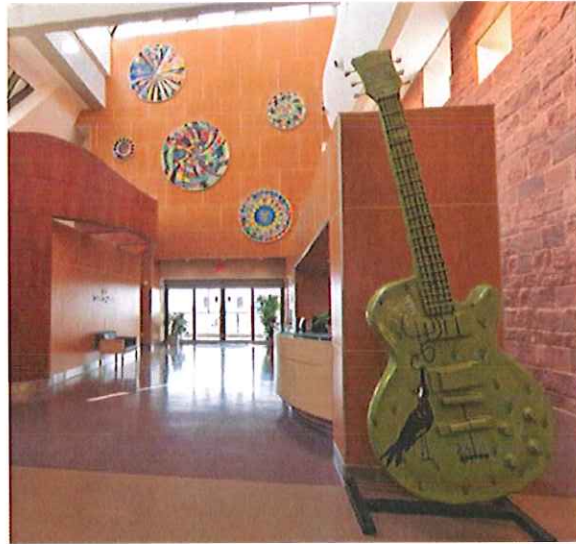
Construction Cost:
\$200 M

Client Reference:
Bob Bonar
Executive VP
512-324-0000



The new hospital supports increased capacity in the Pediatric Intensive Care Unit and the Emergency Department. The facility also contains a comprehensive Pediatric Trauma program, a Plastic and Reconstructive Surgery Center, and a host of other capabilities. Its design presence is marked by its front tower facade and playful design elements, making it one of the finest Children's Hospitals in the nation.

Dell Children's is the first hospital in the world to achieve Platinum certification under the Leadership in Energy & Environmental Design (LEED) program sponsored by the United States Green Building Council.



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Exempla St. Joseph's Hospital

Replacement Hospital Planning

Denver, Colorado



Trinity Health Group was hired by ZGF Architects to provide operational analysis, programming and facility planning services for the development of a replacement hospital at Exempla St. Joseph's Hospital in Uptown Denver Colorado. As Denver-area hospitals have been maneuvering to take advantage of regional growth, Exempla St. Joseph's capitalized on an opportunity to expand on the land relinquished by the former Children's Hospital site. St. Joseph's, a 400 bed urban hospital, has been plagued with many issues, including antiquated facilities and limited area to expand. Growth initiatives included programming studies by two nationally recognized firms, however the results of these studies were non-conclusive. Exempla knew they needed to expand to maintain market viability and meet increasing consumer expectations, however the size and service models were still not known.

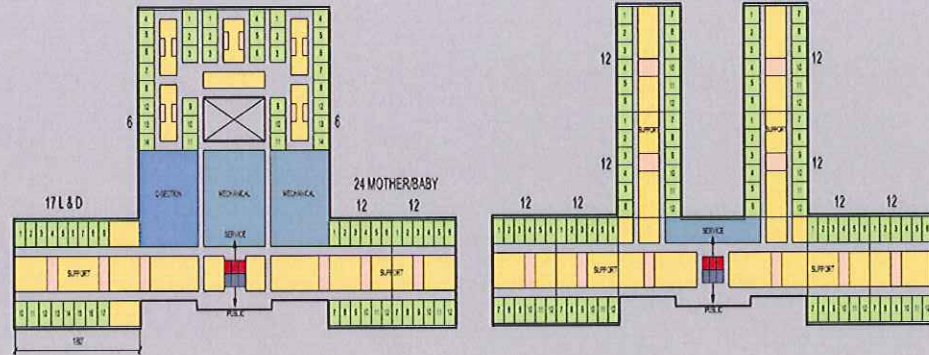
Trinity was commissioned to provide detailed analysis for a replacement hospital. Trinity's first task was to reconcile the two previous programs and get a consensus of needs with hospital leadership and clinical managers. Trinity's efforts resulted in a program agreed to by Clinical staff that reduced space requirements by 9% while maintaining all necessary services and operational efficiency. This reduction accounted for an estimated construction cost savings of nearly \$18 M.

Square Footage:
819,000 sf

Construction Budget:
\$320 million

Project Schedule
Planning completed
2011

Client Reference:
Mr. Rob Jenkins, AIA
Senior Project
Manager - Exempla
St. Joseph's Hospital
(303) 318-1929



Next, Trinity performed a market analysis, operational analysis, and a room by room space needs program for the entire hospital. Trinity also worked with ZGF to create patient floor module layouts based on different nursing models. The final hospital encompassed 819,000 sf and included . . .



- | | | |
|----------------------------------|-------------------------------------|--------------------------------|
| 252 Acute Care Beds | 30 Bed NICU | Full Diagnostic Suite |
| 28 Critical Care Beds | 10 Bassinette Nursery | Laboratory |
| 14 LDRP Rooms | 44 Bed Emergency Department | Pharmacy |
| 34 Post Partum/Ante Partum Rooms | 21 Room Surgery Department | Complete Food Services |
| | 14 Room Cardiac Intervention Center | All Ancillary Support Services |

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No. Service Area	Hammer Program		
	Driver Qty	GSF	Area (sf) per Driver Unit
1.0 Nursing Svcs (total bed count includes 1-1.1.5)	378	281,962	746
y 1.1 Medical Surgical	255	157,740	616
y 1.2 Critical Care	28	26,588	950
n 1.3 Mother & Baby	32	19,662	614
y 1.4 Observation	28	14,292	510
y 1.5 NICU	34	16,740	492
y 1.6 Labor & Delivery	17	18,750	1,103
y 1.7 Nursery	34	6,916	203
y 1.8 C-Section Suite	2	5,063	2,531
y 1.9 On-Call Suite	16	2,784	174
1.10 Contingency		13,427	
2.0 Diagnostic & Therapeutic		171,737	
y 2.1 Pre-Surgical Care (Testing)	15	4,329	289
y 2.2 Emergency Department	47	26,768	570
v 2.3 Medical Imaging	18	22,977	1,277

Variance (sf)			Remarks/Questions
Design Team Review (1/14/11)	Staff Initial Review (1/31/11)	Final Approved Program	
(16,882)	(3,762)	(13,120)	284 beds excluding NICU
(2,540)	13,760	(940)	7 units of 32 beds (224 beds) + 14 GYN beds and 18 skilled (255 total acute care beds)
(2,988)	(1,988)	(188)	Includes telemetry workroom and satellite pharmacy
238	1,138	1,138	Includes Antepartum staff
3,808	(1,992)	(14,292)	Evaluate advantages of developing unit same as 1.1 for adaptability
3,160	4,060	4,060	Evaluate program size with demand projections - compare private room sizes
250	(1,550)	(2,350)	Eval. program w/ demand projections (inc Perinatal and Midwife staff)
(4,716)	(4,716)	(4,716)	Question need of such a large nursery with well baby care delivery
(663)	338	338	
16	616	616	Need to confirm quantity of rooms - currently have 45 rooms
(13,427)	(13,427)	(13,427)	
171,737	9,963	22,563	
(1,729)	(1,729)	(1,729)	
1,933	5,533	14,733	Includes 44 trinit rooms (33 std, 11 fast track and 2 major procedure) + 15 observation rms
(1,777)	(4,477)	(15,577)	



Medina Community Hospital

Health Center at Lake Medina

Medina, Ohio

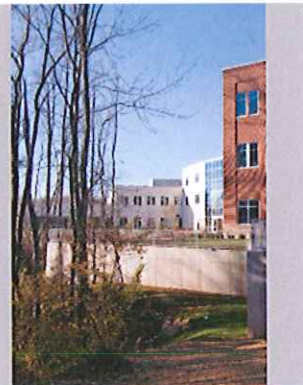


The Health Center at Lake Medina is a current project being developed and designed by Trinity and Signet Enterprises. This project represents a joint venture that includes the Summa Health System, independent physicians in the Medina Community and Signet Healthcare. The new freestanding ambulatory center is located on 20+ acres in Medina, Ohio. Medina has experienced rapid growth in the previous five years, serving as a central location for families seeking a quiet town environment just outside the busy city centers of Cleveland and Akron.

Square Footage:
100,000 sf

Construction Budget:
\$25 million

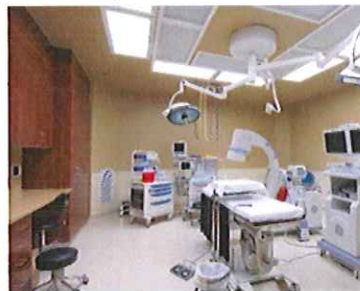
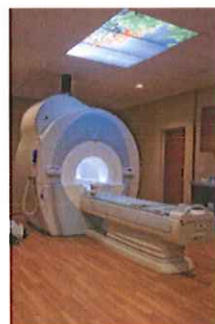
Client Reference:
Mark S. Corr,
Principal and COO,
Signet Enterprises
(330) 762-9102



This growth has led the primary tenant of the building, Summa Health System, to reach outside of its Akron service area and capture new business in Medina. The 100,000 sq ft facility offers comprehensive outpatient services, a physician medical office building and an ambulatory surgery center. On-site diagnostic capabilities will include radiology, mammography, CAT scan, MRI, ultrasound, bone density testing, physical and occupational therapy and lab services. The center also includes comprehensive radiation and medical oncology services, with a linear accelerator vault protruding from the northeast corner of the building. From diagnostics to physician offices and same-day surgery, the Health Center at Lake Medina exists to serve the residents of Medina and the surrounding communities.



Phase one of the venture designed by Trinity was completed in 2010. Future phases include a full free-standing Emergency Department as well as an inpatient bed tower and support services. The design focuses on a concept for a phased development which eventually creates a full service hospital.



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Salem Community Hospital

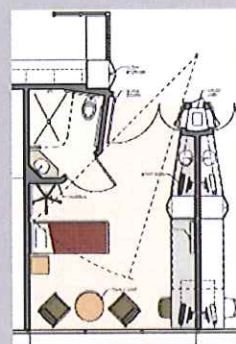
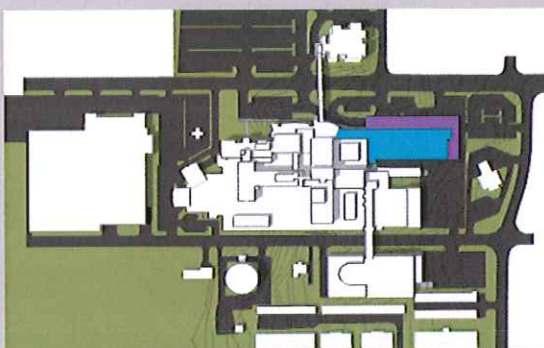
Inpatient Tower Expansion

Salem, OH

Salem Community Hospital is a 144 bed facility in Salem Ohio. Although drawing from a 4 county area, the growth rate of the area had stabilized and the hospital was experiencing an aging patient population with higher levels of acuity. The facilities were very old, and inefficient in their layout, with shared circulation routes by both support services and the public. The hospital desired to right size each department, update the facility, create all private patient rooms and address inadequate parking for staff and visitors.

Client Reference:
Howard E Rohleder
President/CEO
Salem Community
Hospital
Salem, OH
330-332-7214

**Construction
Estimate: \$29M
143,000 sf**



Trinity Health Group was called in by the President of the Hospital to perform full Master Planning and Capital Allocation Planning for the hospital. Trinity used its full array of services performing a facility audit, market analysis, operation analysis, In Patient/Out Patient services analysis and programming for future development. The results of the analysis showed that several services were not well allocated and that a new patient tower with 100% private beds was imperative. Trinity proposed two sites for development (east and west schemes) and did concept designs for each scenario.

The final design option was the east scheme. Trinity presented both a 4 and 5 story patient tower with acuity adaptable private rooms, which also focused on bariatric accommodations. Also addressing parking quantity and quality, Trinity designed the patient tower over a 2 level parking deck. The final design created 122 new acuity adaptable private patient rooms, with new nurse stations and all ancillary support spaces. Each patient room is spacious, well lit naturally and has both with family support zones separated by clinical staff zones. The hospital is currently seeking board approval for implementation of Trinity's design.

4 story option



3 story option



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Efficiency In Design

One of the hallmarks of Trinity is our focus on value. We strive to provide designs that are not only aesthetically pleasing, but that are highly efficient. This efficiency can be seen not only in the design and construction details, but in the streamlining of operations and the reduction of life cycle costs.

$$\text{Value} = \frac{\text{Quality}}{\text{Cost}}$$

From a practical standpoint, our team uses various techniques to identify these cost and quality options in order to optimize value. Examples include:

Evaluation of Needs - We use an objective and thorough process to statistically identify and project needs. This process removes the "subjectivity" and guess work out of projecting need. Just as proper diagnosis is needed to properly treat a patient, thoroughly uncovering facility needs is required to maximize the value of a design solution.

Operational Focus - The design will be focused on operational improvements. Our national perspective and experience has exposed us to many different approaches, enabling us to help your staff challenge the "status quo" and identify the very best solution. We utilize a variety of statistical models to map current processes, compare to national benchmarks and best practices and identify areas for improvement.

Expert Input - Our approach involves soliciting the input of every expert – including clinical staff, designers, engineers, contractors, subcontractors and vendors and consolidating this input to identify the best solution. In order to instill innovation, culture at times needs to change. Cultural change does not occur overnight. Our approach does not limit the number of meetings with user groups.

Focus on Life Cycle Costing - We explore long term saving options by engaging in Life Cycle Costing, taking into account operating costs, energy efficiency and maintenance needs rather than solely focusing on initial costs when delivering our cost and budget data. We present you with options so you can make informed decisions and achieve the greatest return on your investment. Trinity also teams with consultants who make life cycle costing a priority of design. On this project, our MEP consultants of Scheeser Buckley Mayfield (SBM) will bring this leadership to the hospital. SBM can compare designs to a baseline standard and show the reductions in energy consumption and efficiency. Recently on the Ohio State University East project, SBM achieved a 16.4% reduction in yearly energy costs

OSU Green Build Policy 3.10 Analysis Summary

Option	Description	Yearly Energy Cost	kWh Electric Consumption, Yearly	MBtu Gas, Yearly
Baseline	ASHRAE 90.1-2004	\$42,641	476,380	159
Proposed	Renovated 5th Floor	\$35,634	372,470	294
	% Savings, Proposed to Baseline	16.4%	21.8%	-84.9%



Efficiency In Design

Budget Accuracy - Over the past ten years, Trinity Health Group has participated in over 1000 projects ranging from broad-based health system master planning to physician office upgrades. Our track record is of the highest caliber in establishing budgets and helping our clients design to these budgets as projects proceed.

The following list is representative of projects Trinity has completed over the past three years. It is a recent sampling of projects that demonstrates the accuracy of our estimating and construction documentation.

Central Ohio NeuroSurgeons Ambulatory Center, Westerville, OH

Construction Budget: \$4.9 million Final Cost: \$4.9 million

Grant Medical Center Surgery Heart Hospital, Columbus, OH

Construction Budget: \$44.3 million Final Cost: \$44.6 million

Doctor's Hospital ED/Osteopathic Medical Education, Columbus, OH

Construction Budget: \$25 million Final Cost: under construction

Grant Medical Center Bone and Joint, Columbus, OH

Construction Budget: \$13.9 million Final Cost: under construction

Licking Memorial Hospital Critical Care Pavillion, Newark, OH

Construction Budget: \$29 million Final Cost: \$31 million

(\$2 million in owner changes)

Licking Memorial Health Systems Pataskala Health Campus, Pataskala, OH

Construction Budget: \$2.5 million Final Cost: \$2.65 million

Marletta Memorial Hospital South Pavillion, Marletta, OH

Construction Estimate: \$19 million Final Cost: \$22 million

Marletta Memorial Hospital Strecker Cancer Center, Marletta, OH

Construction Budget: \$4.5 million Final Cost: under construction

Mt. Carmel Health Systems Arlingate Rehab Center, Columbus, OH

Construction Budget: \$700,000 Final Cost \$700,000

Mt. Carmel Nursing Student Center, Columbus, OH

Construction Budget: \$600,000 Final Cost: \$600,000

OhioHealth Eastside Health Center, Columbus, OH

Construction Budget: \$1.5 million Final Cost: \$1.5 million

Phoenix Children's Hospital Clinics Relocation, Phoenix, AZ

Construction Budget: \$550,000 Final Cost: \$550,000

Pickerington Health Center, Pickerington, OH

Construction Budget: \$650,000 Final Cost: \$650,000

Riverside Methodist Hospital Women's Center, Columbus, OH

Construction Budget: \$1.5 million Final Cost: \$1.5 million

Riverside Methodist Hospital VIR Renovation, Columbus, OH

Construction Budget: \$8.1 million Final Cost: \$7.4 million

Efficiency In Design

Budget Maintenance - Trinity is well acquainted with construction costs for the healthcare industry. Having a national client base allows us to converse and compare construction costs with construction managers from across the United States and compare unit costs. This has resulted in the development of a solid data base, for use in budgeting.

Updated Project Budget Estimate						
Phase/Description	CARF Budget	Schematic Design Estimate (May 2008)		Design Development Estimate (October 2008)		
	Jul-07	Total	Variance	Total	Var. to SD	Var. to CARF
1.0 Program (plus exterior wall thickness)	78,400	86,400	(8,000)	69,825	16,575	8,575
1.1 Emergency	30,000	30,200	(200)	30,406	(206)	(406)
1.2 Medical Education	30,000	30,800	(800)	29,928	874	74
1.3 Basement/Penthouse (Mechanical)	15,000	22,000	(7,000)	6,838	15,162	8,162
1.4 Med Education Lobby	3,400	3,400	0	2,655	745	745
1.5 Canopies	8,700	8,700	0	371	8,329	8,329
1.6 Landscaped Area	4,500	4,500	0	4,500	0	0
2.0 Construction Cost	\$23,203,000	\$28,007,230	(\$4,804,230)	\$23,511,832	\$4,495,398	(\$308,832)
2.1 Site work (includes building demo & abatement)	\$1,128,000	\$2,415,715	(\$1,289,715)	\$2,418,451	(\$2,736)	(\$1,292,451)
2.2 Building Construction	\$17,824,000	\$17,871,545	\$152,435	\$17,412,851	\$258,694	\$411,149
2.3 Basement	\$1,300,000	\$2,400,000	(\$1,100,000)	\$0	\$2,400,000	\$1,300,000
2.4 Utility Relocation	\$150,000	\$150,000	(\$150,000)	\$0	\$150,000	\$0
2.5 CM Fee	Inc. above	\$1,507,945	(\$1,507,945)	\$1,688,949	(\$181,004)	\$1,688,949
2.6 Sub-Total - Hard Construction Costs	\$20,250,000	\$24,145,205	(\$3,895,205)	\$21,330,251	\$2,624,954	(\$1,270,251)
2.7 Construction Cost Escalation	0%	\$0	\$0	\$382,733	\$382,733	(\$382,733)
2.8 Design and Construction Contingency	15%	\$2,953,000	\$2,775,491	\$1,408,848	\$1,366,643	\$1,544,152
2.9 Sub-Total - Contingency and Escalation	\$2,953,000	\$3,882,023	(\$908,023)	\$1,991,581	\$1,870,444	\$961,419
2.10 Cost per SF	\$296	\$324	-21%	\$337	(\$13)	(\$41)
3.0 Project Related Costs	\$4,312,000	\$4,804,495	(\$492,495)	\$4,592,494	\$212,001	(\$280,494)
3.1 A/E/Owner's Rep Professional Fees	\$1,977,000	\$2,415,495	\$441,495	\$2,227,494	\$191,001	(\$250,494)
3.2 Furnishings	\$490,000	\$490,000	\$0	\$490,000	\$0	\$0
3.3 Medical Equipment	\$1,250,000	\$1,250,000	\$0	\$1,250,000	\$0	\$0
3.4 Information Services	\$595,000	\$595,000	\$0	\$595,000	\$0	\$0
3.5 Administrative Costs	\$0	\$30,000	\$30,000	\$30,000	\$0	(\$30,000)
3.6 Soil Testing	\$0	\$6,000	\$6,000	\$0	\$6,000	\$0
3.7 Site Survey	\$0	\$5,000	\$5,000	\$0	\$5,000	\$0
3.8 Utility Assessment by Dynamix	\$0	\$10,000	\$10,000	\$0	\$10,000	\$0
4.0 Total Project Budget	\$27,500,000	\$32,800,000	(\$5,300,000)	\$28,104,326	(\$604,326)	
Project Budget with Proposed Scope Modifications						
Revised Hard Construction Cost (correlates to line 2.6)	\$20,250,000	\$20,278,872	(\$28,872)	\$21,407,251	\$1,157,251	2.25%
Cost Escalation	\$0	\$912,690	(\$912,690)	\$581,839	(\$581,839)	
Design and Construction Contingency	\$2,953,000	\$2,331,416	\$621,584	\$1,408,688	\$1,546,312	
Construction Cost	\$23,203,000	\$23,520,000	(\$317,000)	\$23,475,778	(\$272,778)	
A/E and Owner's Rep Professional Fees	\$1,977,000	\$2,104,663	(\$127,663)	\$2,224,845	(\$127,845)	6.85%
Furnishings	\$490,000	\$490,000	\$0	\$490,000	\$0	
Medical Equipment (ED Only)	\$1,250,000	\$1,250,000	\$0	\$1,250,000	\$0	
Equipment (COME Only)	\$595,000	\$595,000	\$0	\$595,000	\$0	
Information Services/AV Equipment	\$595,000	\$595,000	\$0	\$595,000	\$0	
Estimated Permits and Testing Fees	\$0	\$51,000	(\$51,000)	\$30,000	(\$30,000)	
Project Related Costs	\$4,907,000	\$4,490,663	\$416,337	\$4,589,845	\$317,155	
Total Project Budget	\$28,100,000	\$28,010,660	\$89,340	\$28,065,620	\$34,380	
Remaining Owner's Contingency	(\$600,000.00)		(\$10,660)		(\$589,340)	
Percentage of Contingency to Construction Cost	-2.6%		-2.5%		-2.6%	

Efficiency In Design

The Results...Several recent projects in which this approach has yielded increased Value to our clients include:

Grant Medical Center Surgery and Heart Hospital ~ As a result of a collaborative design process, the design team was able to incorporate an additional 20,000 sf into the program for the same construction dollar approved by the Board. This equated to a 13% increase in area and an additional floor to accommodate the new Heart Center.

Grant Medical Center Revitalization Project Project Budget Analysis

last updated: 6/1/2009

Category	Christner Estimate	10/6/2003 Estimate	1/11/2003 Estimate	1/12/2004 Estimate	2/28/2004 Estimate	3/4/2004 Estimate	6/22/2004 Estimate	7/7/2004 Estimate	Control Estimate	12/4/2004 Estimate	Variance w/ 7/7/2004
BUDGET VARIANCE (above \$11M)	(\$37,120,000)	(\$40,504,000)	(\$4,346,183)	\$124,000	(\$3,554,000)	(\$334,000)	(\$1,113,000)	(\$1,302,000)	\$51,774,000	(\$3,440,138)	(\$506,128)
Project Cost	\$16,120,000	\$99,506,000	\$63,386,183	\$58,875,572	\$62,554,031	\$59,383,576	\$60,211,587	\$61,202,368	\$60,774,231	\$61,480,128	\$705,897
Construction Cost	\$80,540,500	\$81,967,500	\$45,402,852	\$41,670,883	\$45,126,531	\$42,415,576	\$43,243,517	\$41,402,000	\$43,655,118	\$44,346,006	\$690,888
Includes construction and design contingencies	\$238	\$219	\$242	\$207	\$197	\$182	\$187	\$213	\$212	\$214	
Phase One Construction	\$10,800,000	\$10,513,000	\$13,191,613	\$12,951,136	\$13,676,889	\$12,443,228	\$13,291,238	\$14,065,665	\$15,915,665	\$16,256,577	\$340,912
General Conditions	Included above	Included above	\$1,054,347	\$1,054,347	\$1,833,602	\$1,833,602	\$1,833,602	\$2,251,915	\$2,251,915	\$2,401,915	\$150,000
Baldwin Tower Framework								\$510,000	\$510,000	\$540,417	\$30,417
Shoring & Excavation (during demo)	\$0	\$0	\$1,100,000	\$1,100,000	\$1,571,650	\$1,571,650	\$1,571,650	In Item 3.1	In Item 3.1	In Item 3.1	
Exploration & Relocation of Utilities	\$0	\$0	\$100,000	\$100,000	\$279,600	\$279,600	\$279,600	In Item 3.3	In Item 3.3	In Item 3.3	
Baldwin Demolition	\$3,000,000	\$2,400,000	\$2,400,000	\$2,400,000	\$1,300,000	\$1,300,000	\$1,300,000	\$1,828,000	\$1,828,000	\$1,901,555	\$73,555
Daycare Relocation	\$0	\$600,000	\$590,000	\$590,000	\$580,000	\$580,000	\$580,000	In Owner Direct	In Owner Direct	In Owner Direct	
Relocate "Crane" sign	\$0	\$400,000	In demo/Baldwin	In demo/Baldwin	\$400,000	\$400,000	\$400,000	In Owner Direct	In Owner Direct	In Owner Direct	
WHD Relocation	\$0	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	In Item 3.1	In Item 3.1	In Item 3.1	
ADP Transformers	\$0	\$1,300,000	\$1,300,000	\$1,300,000	\$1,125,000	\$1,125,000	\$1,125,000	In Owner Direct	In Owner Direct	In Owner Direct	
Oxygen Tank (includes tank work & temp in-s)	\$0	\$300,000	\$300,000	\$300,000	\$100,000	\$100,000	\$100,000	In Owner Direct	In Owner Direct	In construction	
Boiler and Chiller Upgrades	\$3,500,000	\$3,500,000	In cost	In cost	In cost	In cost	In cost	In Item 3.1	In Item 3.1	In Item 3.1	
3rd generator and fuel tank								\$475,000	\$475,000	\$475,000	
Latent soils conditions	\$17,100,000	\$18,813,000	\$40,424,360			\$19,515,576		\$41,877,680	\$200,000	\$200,000	\$42,817,680
Temporary Emergency entrance								In Item 3.1	In Item 3.1	In Item 3.1	
IC Cabling								\$766,500	\$766,500	\$766,500	\$0
Chapel Alley & West side walkable soils								\$0	\$90,000	\$90,000	\$0
Incinerator Fee								\$150,000	\$150,000	\$150,000	\$0
Program Area	155,400	149,680	158,000	165,850	191,903	191,903	191,903	176,113	176,113	176,113	20,713

Doctors Emergency and Center for Osteopathic Medical Education Addition ~ Through intensive operational analyses, benchmarking and highly interactive meetings with clinical staff, Trinity was able to develop an operational model and program in 16% less space and 13% less circulation area than benchmarks!

Doctor's Hospital OhioHealth ED and Center for Osteopathic Medicine Addition Columbus, Ohio ED Facility Program Comparison

last updated: 6/1/

Facility Name Location	Department Area	Number of Treatment Rms.	Area (sf) per Treatment Room	% General Circulation	
Aultman Hospital Canton, Ohio	41,000	51	804	35%	Recently completed
Baptist South Florida Miami, Florida	32,000	42	762	37%	Recently completed
NorthEast Medical Center Charlotte, NC	33,000 (center core)	45	733	39%	Center Core Design
Toledo Hospital Toledo, Ohio	40,000	52	769	38%	Recently completed
Licking Memorial Newark, Ohio	32,000 (podular design)	44	727	39%	Podular Design
Baptist HealthCare Pensacola, Florida	28,000	38	737	n/a	Recently completed
Borgess Medical Center Kalamazoo, Michigan	24,500	33	742	35%	
Riverside Methodist Columbus, Ohio	64,000	99	646	39%	System comparison
Grant Medical Center Columbus, Ohio	26,500	51	520	34%	System comparison
Average Values per Benchmark Group					
		44	716	37%	13% reduction in circulation
Doctor's Hospital		30,000	50	600	32%
					16% reduction in area

Our value analysis expertise has saved our clients millions of dollars and provided many long-lasting, high value solutions to systems, materials and methods. We will utilize these same practices to assure that this project receives the highest possible value at the lowest possible cost!



2. Staff and Resources



www.trinityhealthgroup.com

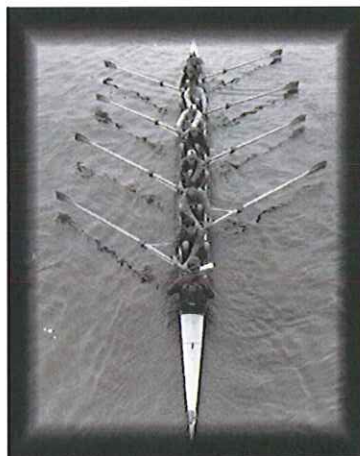


Staff

We have structured a team that we believe represents the best in healthcare design. The competence of our staff members will be portrayed in this section including project experience, education and professional registrations. Our team will be led by John M. Chory, AIA who is the Principal in Charge. Jim Tate, AIA, LEED AP will be the Design Architect, and he will lead both the design of the exterior, and interior spaces. Jim will be assisted by Joel Ronschke, LEED AP, IIDA who is a Registered Interior Designer. Steve Bennett, AIA, NCARB, LEED AP will be the Project Architect and lead the production and construction administration portions. Steve recently joined Trinity and was hired because of his vast experience with patient room projects and his LEED experience. Steve worked on the first LEED Platinum hospital in the United States in Austin Texas.

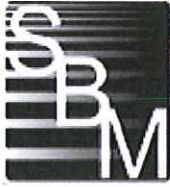
Trinity will be assisted by 2 consulting firms. Structural Design will be by Shirk O'Donovan Consulting Engineers. Trinity has been working with Bill Shirk for over 10 years on many successful healthcare projects. The Mechanical, Electrical, Technology Plumbing, and Civil portions of the work will be performed by Scheeser, Buckley Mayfield (SBM). SBM has plentiful healthcare experience including work completed at William Sharpe Jr Hospital.

A brief description of the consulting firms is provided in this section followed by our organizational chart and resumes for all team members.





Team Members



Scheeser Buckley Mayfield is an Ohio-based Consulting Engineering firm that serves clients throughout Ohio and the surrounding states. The firm was established in 1959 by Walter L. Scheeser and Edwin J. Buckley, specializing in the design of mechanical systems for the construction industry. The firm has enjoyed a steady growth in clients and geographical area served throughout its history, and its services now include electrical, civil, and telecommunication design. Many of SBM's projects originate from clients who have used its services previously and wish to continue a professional association. Scheeser Buckley Mayfield LLC strives to provide very professional and competent engineering services to all of our clients and to develop a personal relationship with these clients. This on-going association with clients provides an opportunity for them to better understand design concepts as well as the logic behind the decisions which may affect their systems for many years after the project's completion.



Shirk & O'Donovan Consulting Engineers offers a full range of consulting structural engineering services from schematic design through construction administration. The firm was founded in 1989 with a vision of unparalleled service as a provider of structural engineering design services. Today that goal still commands the primary attention for the full extent of the client base, without regard to the size of the project or the size of the client. The company provides cost-effective engineering solutions for a wide range of projects. The staff routinely reviews and coordinates the work of the full design team, including the work of the architect and mechanical, electrical and civil engineers.

TRINITY

Project Organization Chart



Roberta Wagner
Department of Administration
Purchasing Division

TRINITY



John Chory, AIA
Principal in Charge
Healthcare Planner
Trinity Health Group



Jim Tate,
AIA, LEED AP
Senior Architect
Trinity Health Group

Design Architect



Steve Bennett,
AIA, NCARB, LEED AP
Project Architect

Project Architect



Joel Ronschke
IDA, LEED AP
Interior Designer

Interior Designer

Trinity Staff

Structural Engineering



Bill Shirk, PE
President
Structural Engineer



Civil Engineering
Mechanical, Electrical
Plumbing Engineering



Joshua Roehm
P.E., LEED AP, ASHRAE HFD
Principal
Principal - Mechanical Eng.



Joe Harless, RCDD
Senior Telecom. Designer
Scheerer Buckley Mayfield



Kevin M. Noble
P.E., LC, LEED AP,
Principal
Civil/Plumbing Engineering



Marlon Hathaway
P.E., LEED AP
Vice-President
Electrical Engineering

STRATEGY
PLANNING
ARCHITECTURE



John M. Chory, AIA

Project Principal

Experience

34 Years

Registration

Registered
Professional
Architect
Ohio, Florida,
Michigan, Arizona

John Chory is a healthcare consultant and professional architect with over 30 years of industry experience. His experience extends to virtually every type of inpatient and outpatient healthcare facility, including critical access hospitals, rural hospitals, community hospitals, urban medical centers, teaching hospitals and all types of ambulatory centers. He is both a healthcare consultant and registered architect. His combined knowledge of design and planning allows him to demonstrate an objective understanding of an institution's market, strategies, finances and operations with a thorough understanding of what can and cannot be done with their healthcare buildings. As a principal and co-owner of Trinity Health Group, he approaches every planning engagement with the goal of helping healthcare organizations maximize the value of their healthcare dollars. John is actively involved on a national basis in the healthcare facilities planning industry, serving as writer, researcher, speaker, juror and expert panelist.



Education

BS Architecture
1975
The Ohio State
University

Recent Professional Activities

Member AIA Academy of Architecture for Health
Member and Speaker, Healthcare Roundtable for Facility and Support Service Executives
Speaker, ASHE/AIA International Planning, Design & Construction Conferences, 2008 and 2010
HBI Magazine, authored article "Renovate or Rebuild?" September 2010
Expert Panelist participant for Rice University Building Institute, March 2010
Design Juror for new Nursing Units, Healthcare Design Magazine, August 2010

Societies

AIA Academy of
Architecture
for Health

American
Institute
of Architects

The Healthcare
Roundtable
for Facility
and Support
Service Executives

Representative Projects

Aultman Hospital, Capital Development Plan, Canton, Ohio
Baptist Hospital and Lakeview Center Master Plan, Pensacola, Florida
Borgess Medical Center, Master Plan, Kalamazoo, Michigan
Community Health Center of Branch County Master Plan, Coldwater, Michigan
Doctor's/St. Mary's New Hospital Campus, Ironton, Ohio
Excelsa Healthcare, Greensburg, PA
Exempla Healthcare, Denver, CO
Fayette County Memorial Hospital, Washington Courthouse, OH
Frederick Memorial Hospital, Frederick, MD
Grady Memorial Hospital, Priority Needs Assessment, Atlanta, Georgia
Hamot Medical Center, Capital Development Plan, Erie, Pennsylvania
Hocking Valley Community Hospital, Master Plan, Logan, Ohio
Jay Hospital, Master Plan, Jay, Florida
Joint Township District Memorial Hospital, Master Plan, St. Marys, Ohio
Marietta Memorial Hospital, Master Plan, Marietta, Ohio
Marion General Hospital, Capital Development Plan, Marion, Ohio
NorthEast Medical Center, Master Plan Update, Concord, North Carolina
Ohio State University Medical Center, Postle Hall Renovation, Columbus, Ohio
Providence St. Peter's Hospital, Women's Center, Olympia, Washington
Riverside Methodist Hospital, Long-term Bed Planning, Columbus, Ohio
Samaritan Regional Health System, Master Plan Update, Ashland, Ohio
St. Joseph's Hospital and Medical Center, Space Utilization Plan, Phoenix, Arizona

STRATEGY
OPERATIONS
FACILITIES



James Tate, AIA, LEED AP

Senior Architect/Director of Design

Experience

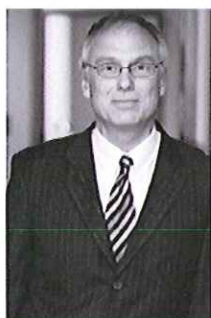
34 Years

Registration

Registered
Professional
Architect
Ohio

With over 30 years of professional architectural experience, Jim Tate joined Trinity with a desire to assist the healthcare industry with innovative yet highly functional planning and design. His strong organizational, communication and leadership skills provide a launching pad for excellent design detailing and project implementation.

As manager of the architectural practice at Trinity, Jim's combined healthcare and corporate experience provide an essential balance between understanding the unique and sensitive needs of patients while creating durable, enduring and cost-effective environments.



Education

BS Architecture
1976
The Ohio State
University

Societies

American
Institute
of Architects

Representative Projects

Berger Health System-Southern Point Medical Office Building, Circleville, OH
Camden-Clark Memorial Hospital, Parkersburg, WV
Central Ohio Neurological Surgeons-Ambulatory Surgery Center, Columbus, OH
Good Samaritan Hospital Emergency Expansion, Cincinnati, OH
Good Samaritan Hospital Ambulatory Surgery Center, Cincinnati, OH
Grant Medical Center Medical Office Building, Columbus, OH
Licking Memorial Hospital, Newark, OH
Joint Implant Surgeons, New Albany, OH
Marietta Memorial Hospital Strecker Cancer Center, Marietta, OH
Marietta Memorial Hospital South Pavilion Addition, Marietta, OH
Marietta Wayne Street Health Center, Marietta, OH
Mount Carmel West Medical Center, Columbus, OH
New Albany Ambulatory Surgery Center, New Albany, OH
OhioHealth-East Main Medical Office Building, Columbus, OH
Ohio Gastroenterology Center, Columbus, OH
Ortho Neuro Tenant Suite, New Albany, OH
Pataskala Health Center, Pataskala, OH
Riverside Methodist Hospitals, Women's Services Modernization, OH
Samaritan Regional Health System ER Addition, Ashland, OH
Samaritan Regional Health System Women's Center Addition, Ashland, OH
Smith Clinic/Marion Area Health Center, Marion, OH
VAMC Outpatient Clinic, Columbus, OH

STRATEGY
OPERATIONS
FACILITIES



Steve Bennett, AIA, LEED AP, NCARB

Senior Project Architect

Experience

20 Years

Registration

Registered
Professional
Architect
Ohio

Steve has almost 20 years of experience with Healthcare Architecture. Being part of a team dedicated to creating healing environments is his passion and providing the space for this work is the objective in every project. Steve's strength is developing the design and getting it built. He has completed several large hospital projects and understands the importance of quality documentation and its impact on the construction phase. Knowing the link between built environments and patient outcomes is a specialty and attention to each part of the process is crucial for the final product.



Education

BS Architecture
The University of
Tennessee 1991

Societies

American
Institute of
Architects

NCARB

Representative Projects

Carolinas Healthcare System-Carolinas Medical Center Charlotte, NC*
Dell Children's Medical Center of Central Texas Austin, TX Replacement Facility*
Lake Hospital System Tripoint Medical Center Concord Township, Lake County OH *
Children's Hospital New Orleans, LA Hospital Expansion and Renovation*
St. Louis Children's Hospital St. Louis, MO Expansion*
The Ohio State University Columbus, OH Fisher College of Business Phase*
The Ohio State College of Veterinary Medicine Columbus, OH*
Baptist Memorial Hospital System Various Mid-South communities MRI Additions*
Baptist Memorial Hospital Collierville, TN Medical Office Building*
Marietta Hospital Marietta, OH Medical Office Building*
Arena Crossing Apartments Columbus, OH*
Federal Express Various cities (Western U.S. Region) Regional Van Stations*
Memphis International Airport Memphis, TN Northwest Airlines Regional Jet Concourse*
Nationwide Arena Columbus, OH Video Wall*

* Engagements performed while employed by other firms

STRATEGY
OPERATIONS
FACILITIES



Joel Ronschke, IIDA, LEED AP

Director of Interior Design

Experience

10 Years

Registration

Registered
Professional
Interior Designer

Creative and talented, Joel Ronschke's experience before joining Trinity has given him a well-rounded background both in architecture and interior design. He has had the opportunity to design all types of interiors from retail establishments and banks to restaurants and healthcare facilities. This broad range of professional experience has equipped him as the Director of Trinity's Interior Design Department.

His designs are enthusiastically received by patients, families and staff. Joel has a passion for creating lasting, inviting and healing environments that can help ease the tension and stress of a difficult hospital stay.



Education

BS Design 2001
The Ohio State
University

Societies

International
Interior Design
Association

Representative Projects

Berger Hospital Southpoint Medical Building Interior Design, Circleville, OH
Central Ohio Neurological Surgeons Ambulatory Pavilion, Westerville, OH
Circleville Ortho and Sports Medicine Renovation, Circleville, OH
Doctors West Emergency and Med Ed Expansion, Columbus, OH
Frederick Memorial Healthcare System-Variety projects, Frederick, MD
Grant Medical Center Obstetrics Planning, Columbus, OH
Grant Medical Center Main Lobby Renovation, Columbus, OH
Grant Revitalization Surgery Addition, Columbus, OH
Joint Implant Services Physician Office, New Albany, OH
Licking Memorial Critical Care Pavilion Interior Design, Newark, OH
Licking Memorial Health System, Pataskala Health Center, Newark, OH
Marietta Memorial Hospital South Pavilion Interior Design, Marietta, OH
Marietta Memorial Hospital Strecker Cancer Center, Marietta, OH
Mount Carmel College of Nursing Student Room Renovation Columbus, OH
New Albany Surgical Hospital Foundation Lecture Hall, New Albany, OH
New Albany Medical Center Joint Implant Surgeons, New Albany, OH
Pomerene Hospital Phase One Renovation, Millersburg, OH
OrthoLink, Dublin Road Physician Office Expansion, Columbus, OH
OhioHealth Kobacker Hospice House, Columbus, OH
OhioHealth Bone and Joint Center at Grant, Columbus, OH
Our Lady of Bellefonte-Grayson Medical Office Building, Grayson, KY
Ortho Neuro Medical Office Building, Columbus, OH
Riverside Methodist Hospital VIR Lab, Columbus, OH
Riverside Methodist Hospital Surgery Waiting Renovation, Columbus, OH
Riverside Methodist Hospital Surgical Library, Columbus, OH
Riverside Methodist Hospital Women's Center, Columbus, OH
St. Joseph ICU/Surgery Renovation, Phoenix, AZ
Sports Medicine & Orthopedics Physician Office Renovation, Columbus, OH
Summa Lakes at Medina Medical Office Building, Medina, OH

S T R A T E G Y

O P E R A T I O N S

F A C I L I T I E S



F. William Shirk, PE

Principal, Structural Engineer



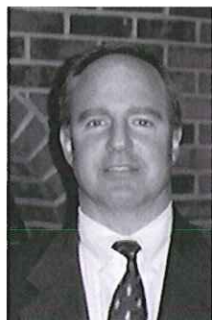
Experience

24 Years

Registration

Professional
Registered
Engineer

Bill Shirk, President of Shirk & O'Donovan Consulting Engineers, Incorporated, has over twenty-four years of working experience in the practice of consulting structural engineering. He serves as Principal-in-Charge and Operations Manager for the firm. Mr. Shirk possesses a diverse background in the structural design of educational, recreational, religious, retail, EMS and fire stations, and health care facilities. Mr. Shirk incorporates both administrative and technical responsibilities into daily activities, and spends over 80% of his time in direct, hands-on preparation of engineering designs and construction documents.



Education

BSCE / 1984

/ Structural

Engineering

University of
Cincinnati

Societies

American Society

of Civil Engineers

National Council

of Examiners for

Engineering and

Surveying

National Society

of Professional

Engineers

Ohio Society

of Professional

Engineers

Structural

Engineering

STRATEGY

OPERATIONS

FACILITIES

Representative Projects

Duke University Medical Center: 12 Bed Inpatient Care Facility, Durham, NC

Capital Hospice: 21 Bed Inpatient Care Facility & Administrative Office Building, Washington, DC

Hospice of Northeastern Illinois: 16 Bed Inpatient Care Facility & Administrative Office Building, Barrington, IL

Home Health & Hospice Center of Living, Asheboro, NC

Hospice of the Foothills: 12-Bed Inpatient Care Facility & Administrative Office Building, Grass Valley, CA

Hospice of Richmond County: 6-Bed Residential Care Facility & Administration Office Bldg., Rockingham, NC

Morgantown Hospice: 12-Bed Inpatient Care Facility & Administrative Office Building, Morgantown, WV

Hospice of Catawba County: 6-Bed Residential Care Facility & Administrative Office Building, Hickory, NC

Four Season's Hospice: 18-Bed Hospice Home & 12-Bed In Patient & 6-Residential Care, Hendersonville, NC

Hospice of Rutherford County: Administrative Office Building, Forest City, NC

Hospice of Winston-Salem: 20-Bed Hospice Home, Winston-Salem, NC

Burke Hospice & Palliative Care: 14-Bed Inpatient Care Facility, Valdese, NC

Judith Karman Hospice: 12 Bed Inpatient Care Facility & Administrative Office Building, Stillwater, OK

Hospice of Union County: 6-Bed Residential Care Facility & Administrative Office Building, Monroe, NC

Hospice of Scotland County: Administrative Office Building, Laurinburg, NC

Home Health & Hospice: 18-Bed Inpatient Facility & Center of Living, Asheboro, NC

Hospice of Lower Cape Fear: Program & CON Documentation - 12-Bed Res. Care Facility, Wilmington, NC

Hospice of North Central Florida: Design Services - 18-Bed Residential Care Facility & Admin. Office Bldg- Gainesville, FL

Hospice of Rutherford County: 10-Bed Inpatient and 8 Bed Residential Care Facility, Forest City, NC

Family Life Care, Inc.: 12 Bed Inpatient Care Facility & Administrative Office Building, Huntsville, AL

Hospice of Hilo: 12 Bed Inpatient Care Facility, Hilo, Hawaii

Hospice Home Care: 12 Bed Inpatient Care Facility & Administrative Office Building, Florence, AL



Joshua J. Roehm, P.E., LEED AP, ASHRAE HFDP

Principal, Mechanical Engineer



Experience 14 Years

Joshua attended the Pennsylvania State University where he received his Bachelor of Architectural Engineering Degree, emphasizing in Mechanical System design. He joined the consulting firm of Scheeser Buckley Mayfield LLC in July of 1996, where he has worked since his graduation.

Registration Professional Registered Engineer

Joshua has extensive experience in all aspects of the design of mechanical systems for buildings, including advanced HVAC, Plumbing, and Fire Protection systems. He can be involved in the design from the early planning stages up through construction completion, performing all tasks that are required therein. He also acts as the Project Manager for his projects within the office, coordinating the design team's efforts to ensure a quality project, with emphasis on design deadlines and budget.



Education Architectural Engineering The Pennsylvania State University

Representative Projects

Aultman Hospital – Canton, Ohio. Various Projects
Akron Zoo Education Center – Akron, Ohio. This building is a LEEDTM certified building.
Camden Clark Memorial Hospital South Addition – Parkersburg, West Virginia
Akron General Medical Center – Akron, Ohio
Summa / Akron City / St. Thomas Medical Center – Akron, Ohio
University Hospitals – Cleveland, Ohio
Cabell Huntington Hospital – Huntington, WV
Ohio State University Hospital – Columbus, Ohio
Veterans Administration Medical Center – Chillicothe, Ohio
Marymount Hospital – Garfield Heights, Ohio
Heather Hill Hospital – Chardon, Ohio
Lakewest Hospital – Willoughby, Ohio
Massillon Community Hospital – Massillon, Ohio
Mercy Medical Center – Canton, Ohio
Pomerene Hospital – Pomerene, Ohio



Joe Harless, RCDD

Senior Telecommunications Designer



Experience

26 Years

Registration

Systemax ACE
Registered
Designer 2003

Mr. Harless has been in the telecommunications industry since he left the construction field in 1991 to install security alarms, fire alarms, CCTV systems, access control systems, CATV cabling, UTP and fiber optic structured cabling, voicemail systems, KSU's, and network electronics for GBS Computer & Communication Systems. Mr. Harless joined Scheeser Buckley Mayfield LLC in July, 2002 as the Senior Telecom Designer and performs the majority of our structured cabling, networking, AV, VoIP and Security System designs.



Education

Ohio RCDD
1997

Societies

Ohio RCDD,
BiCSi Registered
Communications
Distribution
Designer

Representative Projects

St. Elizabeth Health Center – Youngstown, Ohio
Children's Hospital Medical Center – Akron, Ohio
St. Rita's medical Center – Lima, Ohio
Thomas Memorial Hospital – South Charleston, WV
Summa / Akron City Hospital – Akron, Ohio
University Hospitals – Cleveland, Ohio
Veterans Administration Medical Center – Cleveland, Ohio

STRATEGY
PLANNING
ARCHITECTURE



Marlon C. Hathaway, P.E., LEED AP

Vice President, Electrical Engineering

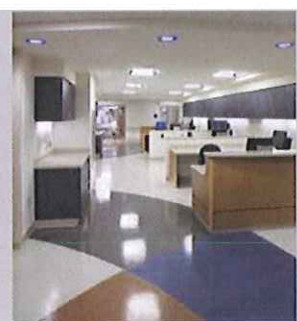


Experience 18 Years

Registration Professional Registered Engineer

During his consulting career, Mr. Hathaway has designed many hospital and health care related buildings. His experiences cover a wide spectrum in this specific field including O.R. Suites, Pathology Labs, Emergency and Trauma Rooms and Medical Office Buildings. He has prepared contract documents for complex electrical medical equipment including x-ray, CT scanners and digital video processing equipment. He has completed projects in the states of Ohio, West Virginia, Kentucky, Pennsylvania, and Florida.

Mr. Hathaway has extensive experience in the design of complex systems such as fire alarm, audio/video, telecommunications (LAN) systems, and CATV/MATV distribution systems. He is currently a member of the Illuminating Engineering Society (IES), Cleveland Section and has also served as Treasurer in past years.



Education Electical Engineering University of Akron

Representative Projects

Camden Clark Memorial Hospital South Addition - Parkersburg, West Virginia
Ohio State University Hospital - Columbus, Ohio
Veterans Administration Medical Center - Chillicothe, Ohio
Kings Daughter Medical Center - Ashland, Kentucky
WV School of Osteopathic Medicine - Lewisburg, WV
Thomas Memorial Hospital - Charleston, WV
St. Elizabeth Hospital - Boardman, Ohio
St. Mary's Hospital - West Virginia

STRATEGY
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Experience
26 Years

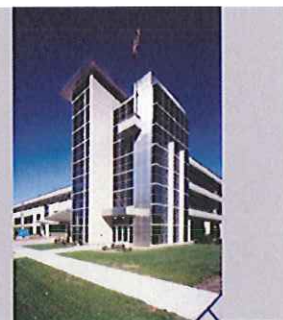
Registration
Professional
Registered
Engineer

Kevin M. Noble, P.E., LC, LEED AP, Principal, Civil and Plumbing Engineering



After graduating with a Civil Engineer degree, Mr. Noble accepted a position as a Water Resource Engineer at Dewberry & Davis, Inc., a top fifty engineering firm located in Washington, D.C. Mr. Noble was assigned to work on the firm's contract with the Federal Emergency Management Agency. His responsibilities included hydrologic and hydraulic analyses, flood plain delineations and storm water management facilities. Design of storm water management facilities, both underground and above ground, and wetland.

Mr. Noble joined Scheeser Buckley Mayfield LLC in early 1995 as a department head for a new civil engineering department. Since that time he has participated and managed the design of numerous residential and commercial site developments; storm water management facilities; roadway extension and widening; water, storm, sanitary, gas, steam and chilled water lines extensions, and commercial and residential septic systems for public and private clients.



Education
Civil Engineering
University
of Akron 1987
MBA
Averett College
1991

**State
Registrations**
Ohio
Pennsylvania
West Virginia
South Carolina
Commonwealths of
Kentucky
Virginia

Representative Projects

Akron General Medical Center, Akron, Ohio
Aultman Hospital 2010 Expansion – Canton, Ohio.
Joan C. Edwards – Comprehensive Cancer Hospital
Medina General Hospital, Medina, Ohio
Kaiser Permanente: Underground Utility Extension – Cleveland, Ohio
Medical Center Company – Cleveland, Ohio
- Underground Chilled Water Line Projects
- Satellite Chilled Water Plant
- Underground Steam & Condensate Line Project
Veterans Administration Medical Center – Wade Park, Ohio
- Duct Bank Installation
- Linear Accelerator Addition
- VISN 10
- Emergency Generator Replacement
- Wards 31/33 & 41/43
Heartland Behavioral Healthcare Center, Massillon, Ohio
- Utility Demolition and Reconditioning
- Administration Wing Addition
- Pleasant Valley Hospital – Point Pleasant, WV
Summa Crystal Clinic, Akron, Ohio
- New Orthopedic Hospital
- Underground Chilled Water Line
- Domestic Water Relocation

STRATEGY
PLANNING
ARCHITECTURE



Staff and Resources

Drawing Accuracy

Trinity believes that an effective construction process begins with the production of high quality construction documents. By producing high quality construction documents, contractor errors are minimized and contractor efficiency along with client satisfaction are maximized. Trinity's documents are of the highest caliber. The following is a list of recently completed projects by Trinity, and the percentages of the tabulated errors and omissions. Trinity has consistently had errors and omissions well below industry standards. On a recent \$31 million hospital addition, the project was completed on budget, and 1 month ahead of schedule, while the design team accommodated nearly \$2 million in owner directed changes. Trinity's percentage of errors and omissions were less than .89% of the construction cost.

Trinity Health Group Architectural Change Order Performance

Project Name	Total Construction Cost	Total Change Orders	Percent Change Orders	Architect Omissions	Percent Architect Omissions
Marysville ASC	\$1,878,265	\$55,885	3.0%	\$900	0.0%
Pataskala Health Center	\$2,575,086	\$85,673	3.3%	\$9,524	0.4%
Central Ohio Surgical Institute	\$3,040,000	\$25,100	0.8%	\$1,400	0.0%
Grant Surgery and Heart Hospital	\$320,910	\$6,754	2.1%	\$0	0.0%
Hebron Family Practice	\$41,300,000	\$1,700,000	4.1%	\$371,700	0.9%
LMHS Central Plant	\$335,600	\$21,205	6.3%	\$1,675	0.5%
Central Ohio Endoscopy Center	\$648,572	\$5,642	0.9%	\$349	0.1%
Columbus Surgical Center	\$2,880,000	\$2,880	0.1%	\$3,500	0.1%
LMHS Critical Care Pavilion	\$31,762,000	\$2,019,573	6.4%	\$69,810	0.2%
Strecker Cancer Center	\$9,205,771	\$950,540	10.3%	\$6,703	0.1%
Average	\$93,946,204	\$4,873,252	5.2%	\$465,561	0.5%



Staff and Resources

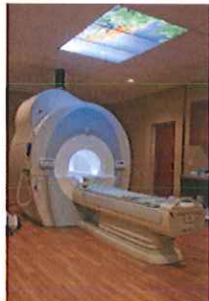
Drawing Accuracy



Healthcare Design is very regulated especially with regards to code compliance. More than just the local building code, (OBC, IBC, etc) healthcare design also requires adherence to the AIA Guidelines for Healthcare Design, and the NFPA for accreditation purposes. Code compliance is a comprehensive process which begins in the planning stage and is taken through each phase of design.

Usually during the schematic design phase, a general code review will take place regarding egress, fire separation elements, allowable areas and accessibility. This code analysis will become more and more detailed as design decisions are made. At Trinity, a completed schematic design is also a code compliant design.

During each subsequent design phase, the code analysis becomes more and more detailed. During the Design Development and Construction Documentation phases, specific detail is paid to fire suppression systems, fire barriers and rated walls, doors and hardware. Trinity's staff are very precise in the design and review of these details. Trinity has developed its own code analysis spreadsheet which cites each code section and its application. This spreadsheet has been an excellent tool to assure that all code issues have been accounted for and are in compliance.



Building Code Review

PROJECT DESCRIPTION

TYPE PROJECT DESCRIPTION HERE.

PROJECT TYPE

LIST PROJECT TYPE

GOVERNING CODES

2007 OHIO BUILDING CODE	OBC
2006 NFPA 101	
1991 AMERICANS WITH DISABILITIES ACT ACCESSIBILITY GUIDELINES	ADAAG
2007 OHIO MECHANICAL CODE	OMC
2008 NATIONAL ELECTRIC CODE	NEC
2007 OHIO PLUMBING CODE	OPC
2006 INTERNATIONAL ENERGY CONSERVATION CODE	IECC

CONSTRUCTION TYPE

IIB

TABLE 601

USE GROUP

I-2

CHAPTER 3

FIRE SUPPRESSION

FULLY SPRINKLED

SECTION 903.2

FIRE ALARM

AUTOMATIC FIRE

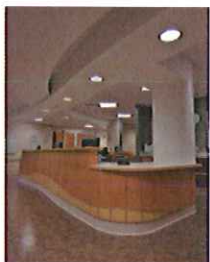


Staff and Resources

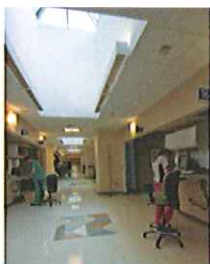
Drawing Accuracy



Prior to final CD sign off, the project manager will perform a yellow line check. This is an exhaustive QA/QC review process in which each line of text, dimensions and details are checked and coordinated. This process may take several days depending on the size and complexity of the project and includes coordination of our consultants drawings and the specifications. At the completion of the yellow line check set, updates are made for a completed "Permit Set" of documents.

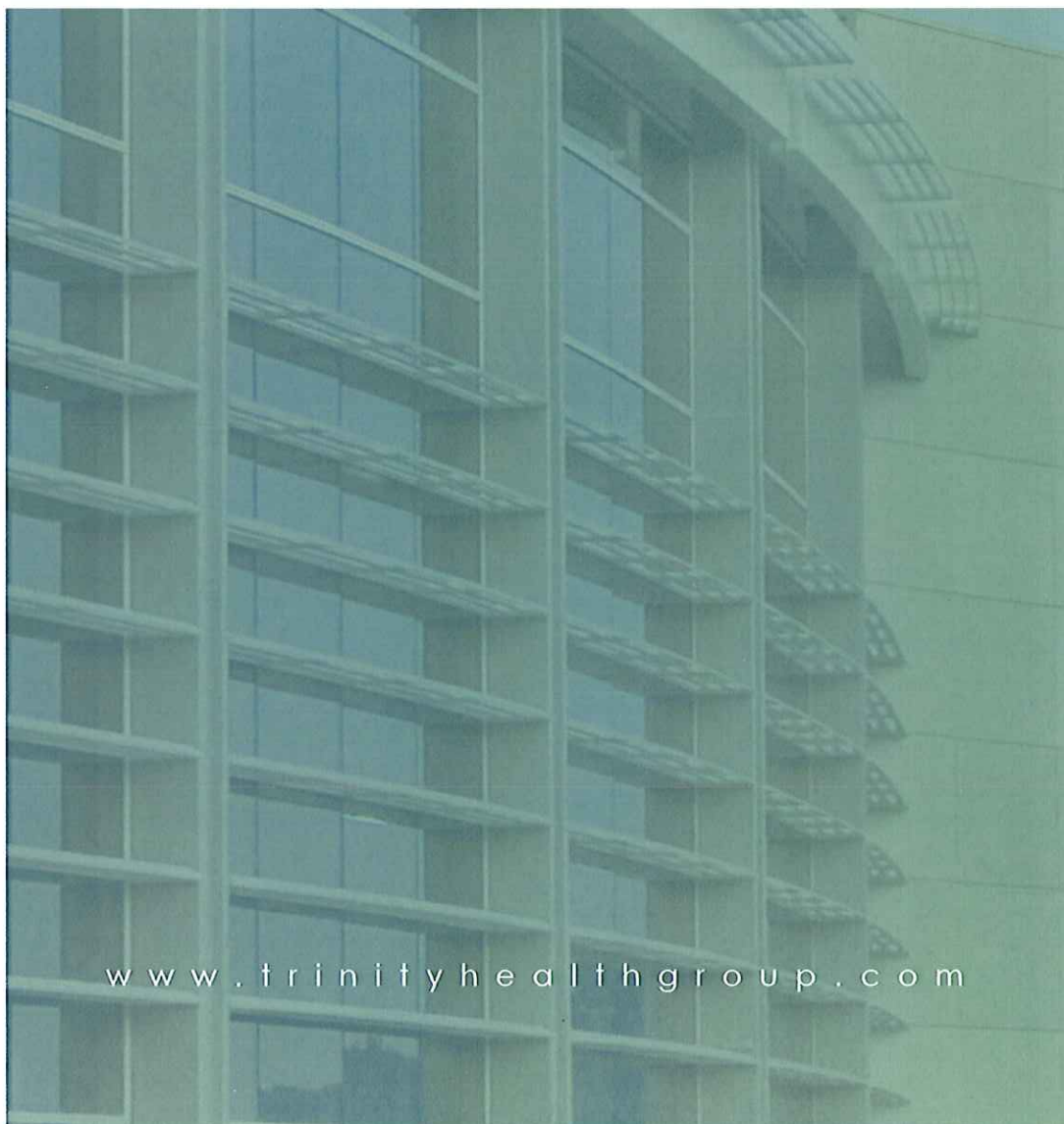


It is during the permitting stage that Trinity will then perform a third party in-house review of the documents to assure a "fresh set of eyes" on the project. Any issues that need adjusted will be updated, including any plan's examiners questions. Once all these updates are completed, the "For Construction" set is ready for distribution.





3. Construction Management



www.trinityhealthgroup.com



Design, Documentation and Construction Administration Process

Trinity has perfected a planning and design approach which will successfully lead this project and ensure that the project remains on schedule and on budget. This process will maximize value and navigate the design and construction phases in a way that all key personnel are engaged in the process, including hospital staff, consultants, and contractors.

Design is all about communication. Trinity recognizes that good communication is *Essential for Success* and we have perfected tools and approaches to ensure that what we help create is exactly what you envisioned. We believe that communication is also a crucial aspect of good leadership and a critical tool in managing expectations.

Analyzing your Operations: "Satisfied staff result in satisfied customers". Trinity is nationally recognized as experts in operational improvements. We combine statistical modeling techniques, national and regional operational benchmarks, LEAN process thinking with interactive staff conversations to build familiarity and trust. This process, which is essential to promote cultural change, leads to operational improvements. Staff become engaged in change and embrace opportunities for excellence. Our efforts have lead to innovative changes, resulting in improved service and quality sometimes only utilizing the existing space. We believe that if we can solve an issue operationally, and not through "brick and mortar" then we have been good stewards of the owner's resources.

Visual Listening: Design and style are subjective matters which conjure up a myriad of ideas and opinions. Although we are design professionals, Trinity also understands that clients have certain aesthetic tastes and desires for their facilities. One process which we utilize to help communicate design ideas and to bring the design team and owners to an aesthetic consensus is "visual listening". In this process, Trinity will review with representatives from OhioHealth, and any other individuals whose participation is deemed important, a montage of images which reflect diverse architectural styles. The images can convey ideas relative to building mass, exterior and interior finishes, light, color and other physical components and "feelings". A matrix is then created based on the group's response to each image. Trinity then reviews the images again, noting those components that were considered "desirable". With this process Trinity can begin the initial design process with an clear idea of those qualities which are desired by the owner and then infuse their own creativity into the design.

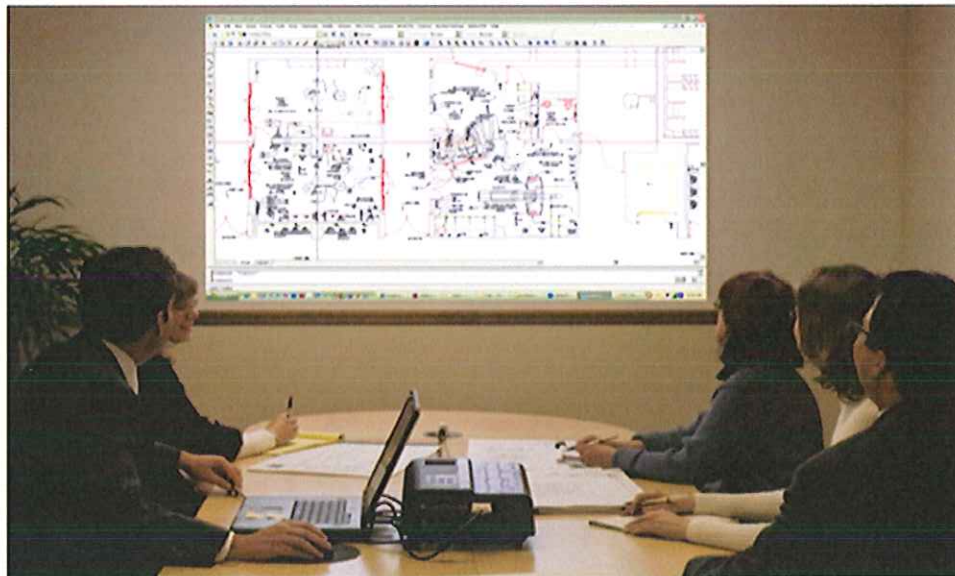


STRATEGY
OPERATIONS
FACILITIES



Design, Documentation and Construction Administration Process

Live Design: Trinity has developed a unique approach to design that has been enthusiastically received by all of our clients. Called "Live Design" or "Real Time Design", this process has revolutionized Trinity's design process. During a meeting, we project our designs and drawings on a large screen. This eliminates the traditional crowding around a small drawing. The design is developed "live" during the course of the meeting, rather than asking a lot of questions and going back to design something for a subsequent meeting two weeks later after everyone forgets what was discussed. This is a more efficient way to address questions and suggestions right there in "real time" during the meeting. This process is highly effective. It allows for an innumerable number of ideas to be explored. It also results in a high level of staff participation and ownerships, leading to operational innovation consensus, and success! To our knowledge, Trinity is the only firm to provide such interactive services and our clients have praised its effectiveness



Live design session with staff



Design, Documentation and Construction Administration Process

3-D Live Design

Because Trinity understands that not everyone can convert a 2D drawing to a 3D image in their mind, we have begun to utilize 3D design programs to help clients experience the space during the design process. With the aid of BIM and Sketchup, Trinity can sometimes perform "Live Design" in 3D, and provide "walk-thru" simulations for our clients during design meetings.



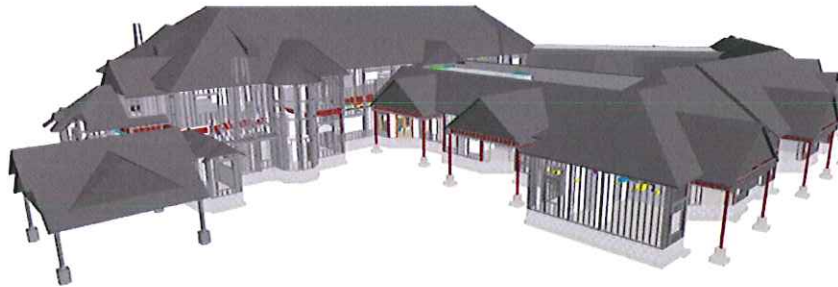
STRATEGY
OPERATIONS
FACILITIES



Design, Documentation and Construction Administration Process

Building Information Modelling (BIM)

Trinity utilizes the most current versions of Revit for BIM purposes. This program is not only useful during design and documentation, but it is invaluable during the construction process also. BIM can be extremely helpful in above ceiling coordination, and clash detection for the mechanical, structural and architectural components. Trinity recently completed a hospice facility using a BIM model. The construction manager used this model not only for scheduling, but also for coordination among the various trades. During construction, the owner wanted to add a patient lift in a bariatric patient room where there were large ducts, structural steel and miscellaneous metals. This change was worked out through BIM in the office and the field changes were quickly incorporated with limited modifications and additional costs.





Design, Documentation and Construction Administration Process

Final Renderings

Whereas Sketch-up and Revit can aid in the design process, final renderings are an equally important part of the progression. Using Kerkylthea, Trinity will model and render the final designs and produce an image that is as close to reality as possible. This rendering program can simulate actual daylighting scenarios, shadows, materials and entourage. The final rendering conveys the space almost like a final photograph. This allows staff the ability to visualize the final project before construction begins.



Interior Rendering



Exterior Rendering



Design, Documentation and Construction Administration Process

Final Renderings

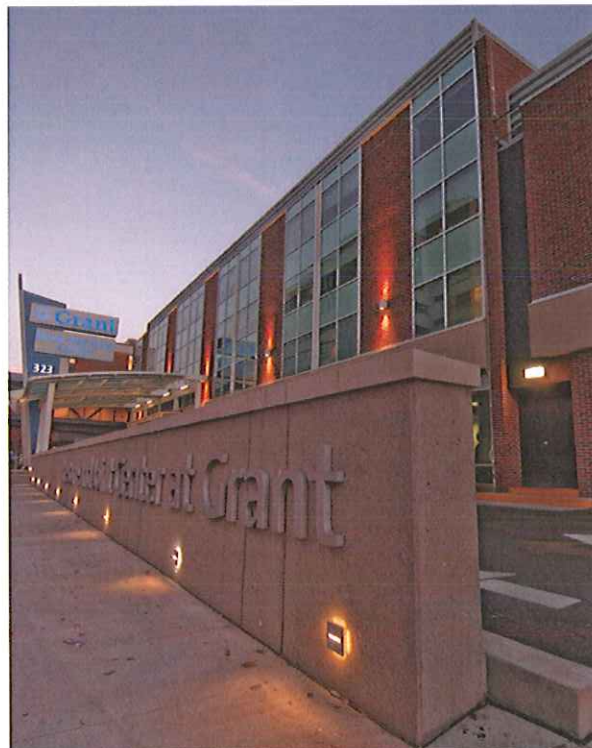
Below are images showing the existing conditions, the approved design rendering and final construction photos of a project. The rendering was instrumental both as a design and communication tool, but also aided in the construction documentation process. Utilizing the rendering allowed Trinity to communicate the design intent and also manage all expectations of the owner and the construction crew.



before



rendering



completed project



Design, Documentation and Construction Administration Process

Clear Communications:

Meetings are an important part of our listening process. It is essential that everything is recorded and followed-through to the smallest detail. Unfortunately, traditional design processes rely on lengthy and cumbersome conference records which are more focused on documenting conversations rather than creating a tool that efficiently highlights action items, responsibility, due dates and decisions. That is why Trinity developed the Action Item List. Everything from questions to suggestions, that are addressed during a meeting, are recorded and added to the list.

ED Action Item List

Round/ Item No.	Design Issue	Resp. Lead	Resolution Action	Date Resolved
624.07	Check with security about security office door operation.	THG/MP	Punch lock with key bypass	9/17/08
6/25/2008 Respiratory Review				
Attendees: Shelly B, Dwight, Rochelle N., Bernie Castel, Angie Elkins				
625.01	Shelly to bring in crunchy peanutbutter no-bake cookies	SB	Completed	6/26/08
625.02	Need to discuss value engineering item to reduce vacuum from 2 to 1. Respiratory requires a min. of 2 vac per treatment room (only in the glass door)	Team	Completed. Provide 2 O2 and 2 Vac per room	6/27/08
625.03	Need to get Blood Gas Analyzer specifications for lab	AE		
6/25/2008 Patient Monitoring review				
Attendees: Shelly B, Dwight, Rochelle N., Lee Anne Scott, Marcy Conti, Tom Kutka, Holly Smith, Kathleen S.				
625.01	Will Patient Monitoring system be wireless or wired.	Team	Wireless	6/25/08
625.02	Planning to NOT have a dedicated staff person viewing Patient Monitors.	KS		6/25/08
625.03	Need specifications of all equipment within nurse station and patient stations.	TK		
625.04	Welch-Allyn to provide proposal for a new access point system within existing radiology.	TK	Need to investigate existing system	
625.05	Dynalix to coordinate with Welch-Allyn information needed for DD package.	LS	Completed	12/22/08
625.06	Provide message panel at nurse stations	TK	Relocation Consultants coordinating.	12/22/08
625.07	Send plans to Welch-Allyn	THG	Completed	6/26/08

Action Item lists have proven to be an effective design management tool which delegates unresolved items to the appropriate person responsible for the decision. These lists are sent out regularly, and tabulated with the date the issue was identified, the date the issue was resolved, and the resultant decision. This approach has proven fast and accurate and has helped streamline the design process.

With these processes in place Trinity is able to move quickly and efficiently through the design process. The design is not complete until all identified issues have been resolved. By this simple method, nothing "slips through the cracks" as is often the case with traditional design processes.



Design, Documentation and Construction Administration Process

Full Scale Mock Ups

The use of full scale mock-ups is an essential tool to explore operational efficiencies, especially when a space is repeated often in the design. Room mock-ups allow staff and physicians to experience the space and simulate daily tasks in the room. Utilizing actual room components, a space can be laid out and experienced first hand allowing practical changes to be made down to the very inch. From outlets, to casework, to the placement of furniture and equipment, each and every component of the room is explored and documented. This information is then shared with all the design consultants and documented in the construction drawings.

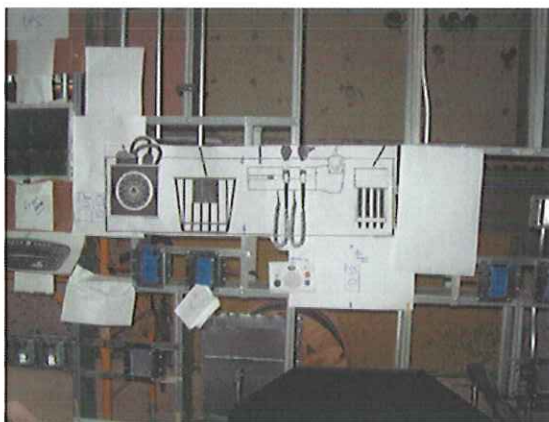


Staff in a room mock-up



Arranging head wall equipment

During construction Trinity will work with the CM to assure that an actual room mock up is performed. This allows construction coordination to take place between all the various trades so that piping, blocking, light fixtures and other building components are accounted for. This is also another opportunity for staff to re-visit design decisions already made, and experience the space in its actual setting. When all coordination has been completed, construction will begin on all the other rooms.



Head wall construction mock-up



Medical Equipment layouts



Design, Documentation and Construction Administration Process

Construction Administration:

Trinity believes that true Project Leadership is best evaluated by a team's ability to help the construction team "drive" the construction process. We have perfected and embrace a number of processes and perspectives to help us streamline the Construction Administration process, reducing time and increasing value. These include ~

High Quality Construction Documents Trinity believes that an effective construction process begins with the production of high quality construction documents. Trinity is known for producing such documents. By producing high quality construction documents, contractor errors are minimized and contractor efficiency and client satisfaction are maximized.

"Bottlenecks" Trinity considers themselves a partner on the construction team. Trinity's highly seasoned architects understand that occasional "bottlenecks" are inevitable for the contractor. During such times, an immediate same day response to an RFI or next day submittal turnaround can make a significant difference in the contractor's ability to meet our clients' needs. In such cases, Trinity is diligent to be quick in responding. Communication with the contractor regarding these issues occurs before construction starts to set the stage for a positive construction experience for our clients and the contractor.

Quality Assurance Trinity Health Group will visit the site to review construction progress. Work that does not meet the requirements of the specifications will be rejected. Trinity will require the contractor to maintain a high level of quality in the finished construction.

Project Closeout Few areas present more frustration to a client than protracted project close-out. By collaborating and communicating effectively with the contractor, much of the project close-out can occur as the project is being completed. For example, on a recent major project, the \$21 million Marietta Memorial Hospital South Pavilion Expansion, all of the mechanical and electrical Operations & Maintenance manuals were assembled, reviewed, finalized and approved prior to Substantial Completion of the project! Trinity will diligently follow up with the contractor and stay actively involved until the project is completely and satisfactorily closed out.

Final Documentation Trinity documents changes during construction on an ongoing basis so that Record Drawings meeting the owner's requirements can be quickly transmitted upon completion of the contractor's work.



Design, Documentation and Construction Administration Process

Trinity understands that keeping the process moving along a designated schedule is imperative to a successful project. We begin each project with a detailed work plan which identifies key milestones and responsibilities required from all team members to keep the project on schedule. We present this work plan at the kick off of the project, and we follow our set process updating this plan and making sure that the schedule does not "slip". Below is an example of a work plan which was used for a similar project.

Workplan and Responsibility Matrix

last updated December 12, 2010

No.	Responsibility		Task Description	Schedule		
	Lead	Support/Review		Start	Finish	No. of weeks
	OH		Select Architect	12/20/10	12/24/10	
1.0 Programming				1/3/11	2/7/11	5.0
<input type="checkbox"/>	THG	OH/MGH	O/A Mtg No. 1 - Kick Off (week of)	1/3/11		
<input type="checkbox"/> 1.1	THG	OH	Develop preliminary workplan	12/28/10	1/7/11	
<input type="checkbox"/> 1.2	A/E		A/E Field verification	1/3/11	1/7/11	
<input type="checkbox"/> 1.3	A/E	OH	• Develop/finalize space program	1/10/11	1/21/11	
<input type="checkbox"/> 1.4	A/E		• Review preliminary concept floor plan	1/24/11	1/28/11	
2.0 Schematic Design / Design Development				2/7/11	5/9/11	13.0
<input type="checkbox"/> 2.1	THG	MGH	Develop schematic floor plans	2/7/11	2/21/11	
<input type="checkbox"/> 2.2	A/E		Code Analysis	2/21/11	2/21/11	
<input type="checkbox"/>	THG	OH/MGH	O/A Mtg No. 2 - Design Review (week of)	2/21/11		
<input type="checkbox"/> 2.3			• Review and approve schematic floor plan	2/21/11	2/25/11	
<input type="checkbox"/> 2.4			• Review medical equipment	2/21/11	2/25/11	
<input type="checkbox"/> 2.5	THG	MGH	Develop design development floor plans	2/28/11	3/11/11	
<input type="checkbox"/> 2.6	THG	MGH	Develop interior elevations	3/14/11	3/25/11	
<input type="checkbox"/> 2.7	LB		Obtain medical equipment final drawings	3/28/11	4/1/11	
<input type="checkbox"/>	THG	THG/MGH	O/A Mtg No. 3 - Design Review (week of)	4/4/11		
<input type="checkbox"/> 2.8			• Review/develop design develop plans and interior elevations	4/4/11	4/8/11	
<input type="checkbox"/> 2.9			• Review MEP and medical equipment	4/4/11	4/8/11	
<input type="checkbox"/> 2.10	THG	MGH	Update design development plans and elevations	4/11/11	4/29/11	
<input type="checkbox"/> 2.11	THG	MGH	Coordinate interior finishes	4/25/11	4/29/11	
<input type="checkbox"/>	THG	THG/MGH	O/A Mtg No. 4 - Design Review / Approval (week of)	5/9/11		
<input type="checkbox"/> 2.12			• Design Development Sign-off	5/9/11	5/13/11	
3.0 Construction Documents and Building Permit				5/16/11	8/12/11	8.0
<input type="checkbox"/> 3.1	A/E		Develop Construction Documents and Specifications	5/16/11	8/12/11	
<input type="checkbox"/> 3.2	THG		Permitting Review	7/15/11	8/12/11	
<input type="checkbox"/> 3.3	CM	OH	Initiate Construction	8/15/11		
<input type="checkbox"/> 3.4						
4.0 Construction				8/15/11	12/7/12	68.6



4. Miscellaneous

Affidavit
Letters of Recommendation

TRINITY

www.trinityhealthgroup.com

RFQ No. WSH12067STATE OF WEST VIRGINIA
Purchasing Division**PURCHASING AFFIDAVIT**

West Virginia Code §5A-3-10a states: 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.

DEFINITIONS:

"Debt" means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

"Debtor" means any individual, corporation, partnership, association, limited liability company or any other form or business association owing a debt to the state or any of its political subdivisions. "Political subdivision" means any county commission; municipality; county board of education; any instrumentality established by a county or municipality; any separate corporation or instrumentality established by one or more counties or municipalities, as permitted by law; or any public body charged by law with the performance of a government function or whose jurisdiction is coextensive with one or more counties or municipalities. "Related party" means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceeds five percent of the total contract amount.

EXCEPTION: The prohibition of this section does not apply where a vendor has contested any tax administered pursuant to chapter eleven of this code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

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

WITNESS THE FOLLOWING SIGNATUREVendor's Name: TRINITY HEALTH GROUP LTD.Authorized Signature: [Signature] Date: 10/26/11State of OHIOCounty of FRANKLIN, to-wit:Taken, subscribed, and sworn to before me this 26th day of OCTOBER, 2011.My Commission expires 2/10/13, 20 .

AFFIX SEAL HERE

NOTARY PUBLIC [Signature]

JUANITA A. CHORY
Notary Public, State of Ohio
My Commission Expires 02-10-13



**MARIETTA
MEMORIAL
HOSPITAL**

September 8, 2009

Marietta Memorial Hospital
401 Matthew Street
Marietta, OH 45750

Dear Sir or Madam,

My purpose in writing this letter is to recommend Trinity Health Group for healthcare planning, architecture and interior design services.

Trinity Health Group has been providing planning and design services for Memorial Health System since 1997. During these years, Trinity has assisted on numerous planning and design engagements. As we have evolved to become the largest provider in our market, Trinity has successfully assisted us in transforming our campus to be our area's premier facilities. Engagements have included two master plans, new \$22 million Surgery and Emergency facilities, development of our first cath lab, substantial expansion of our Strecker Cancer Center and several other endeavors.

I have been impressed with Trinity's unique approach to healthcare planning. They incorporate proven statistical analysis on each endeavor to assure that each facility is "right-sized." Their business approach and attention to detail are two aspects that have set them apart from other design firms.

In addition, Trinity's "live design" process was another feature that helped Trinity stand above the rest. This approach enabled us to review current designs and make suggestions and changes during the meetings. "Live Design" helped us engage all stakeholders while streamlining the design process.

Finally, Trinity's in-house interior design completely integrated the interior finishes, furnishings and signage with the architecture of our facilities.

If you would like to discuss our experience with Trinity in greater detail, please feel free to call me.

Very truly yours,

Scott Cantley
CEO, Marietta Memorial Hospital
(740) 374-1725



Experience **Great** Solutions®

Brokerage • Construction • Development • Property Management

April 18, 2011

To Whom It May Concern,

My purpose in writing today is to recommend Trinity Health Group for planning, design and documentation services.

I have worked with Trinity Health Group on numerous projects over the past several years. We prefer Trinity for our healthcare work because of their medical facility expertise and analytical approach to projects. Trinity has a unique understanding both of design, but also of the "business" perspective of each endeavor. They are true partners in the process, driving the team forward and making sure all decisions make good economic sense.

Most recently we hired Trinity to design a medical office building in New Albany, Ohio. Trinity approached our project not solely as designers, but as business advisers who could offer sound data and analysis of our current and future needs. They were true leaders during the core and shell design, and helped us solidify tenants with their fit out packages. The construction process went smoothly, and Trinity remained accessible and quick to respond to any on-site issues. We find them to be honest, thorough and enjoyable to work with.

If I can be of any further service please feel free to contact me at: (614) 310-2111

Very Truly Yours,

A handwritten signature in blue ink, reading "Melanie".

Melanie Wollenberg, CCIM, SIOR
Executive Vice President



September 21, 2010

Dear Sir or Madam,

I have had the opportunity to work with Trinity Health Group on a fairly large healthcare renovation at the Bone and Joint Center at Grant Medical Center in Columbus, Ohio. The project was challenging because we needed to remain in business throughout the construction. Since our business is taking care of patients and families, we needed to be mindful of infection control techniques, process flow, safety issues, physician schedules and staff buy-in to name a few. Trinity facilitated the project from beginning to end which was approximately a two year process.

Trinity Health Group worked well with everyone on the project. In the planning phase, we met weekly for a ten hour meeting beginning at 6am. These meetings consisted of multiple disciplines including physicians and clinical staff to design the building as enhance the processes that incurred due to the changes. The Trinity team was always professional, prepared and competent in leading us through this somewhat difficult task.

We completed the project in August 2010 and just celebrated with a grand opening. The physician, staff, OhioHealth leadership team and community could not give enough compliments about the beautiful design, enhanced patient flow, family areas, peaceful private patient rooms and state of the art operating and recovery rooms. Through the direct leadership of Trinity Health Group, they converted a very old building into a state of the art orthopedic center that matches the quality within it.

If I am fortunate to work on a construction project again, I would certainly recommend Trinity Health Group as the architectural firm for the project.

Should you have any questions or if would like to talk more about Trinity Health Group, please feel free to contact me (614) 566-9711 or email at storti2@ohiohealth.com.

Sincerely,

A handwritten signature in black ink that reads "Susan Torti, RN, MBA".

Susan Torti, RN, MBA
Director, Business Development
Grant Medical Center



OhioHealth

Project Design and Construction

3535 Olentangy River Road
Columbus, Ohio 43214
Phone: (614) 566-5840
Fax: (614) 265-2436

April 18, 2011

To whom it may concern:

This letter is to recommend Trinity Health Group for planning, design and documentation services.

In my role(s) within the Project Design and Construction Department of OhioHealth Corporation over the last 18 years I have had the pleasure of working with the staff of Trinity Health Group on various projects within our system. We have repeatedly engaged Trinity's services because of their expertise in health care planning, their ability to assemble the right team for the job, their efficient approach to planning and design, their ability to lead the entire design and construction process to the desired outcome, and their capability and understanding of the need to be a team player on each project.

Recently, I have been working with Trinity on The Kobacker House, a free standing hospice facility, located on the McConnell Heart Health Center Campus. From the beginning, we knew this project would be very challenging due to a heavily wooded and graded site, noise issues from adjacent railroad tracks and existing wetlands conditions which needed to be addressed as part of the design of the building and site. Throughout the design and construction process the knowledge and skill of Trinity's staff in obtaining the consensus of key staff members, the hospice board, and senior management has been a key factor in the success of the project. Their ability to translate early design concepts and process decisions into a set of well thought out working construction documents has resulted in minimal changes to the project and an extremely smooth construction process.

Now, nearing one month away from project completion, the project remains on schedule and on budget. Everyone whom has toured the project, from staff to senior management, is excited and thrilled with the end result. Once again I have personally been very pleased with Trinity's efforts and will welcome the next opportunity to work with them on a future project.

Please feel free to contact me if you should have any further questions or require additional information.

Sincerely,

Lee A. Bivens

Senior Project Manager

OhioHealth, Project Design and Construction