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WV PURCHASING
DIVISION

The West Virginia Department of
Health and Human Resources

Expression of Interest
Professional Architectural / Engineering Services
William R. Sharpe, Jr. Hospital
October 27, 2011



Stantec



Stantec

Stantec Architecture and Engineering LLC
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October 27, 2011

Purchasing Division
2019 Washington Street, East
PO Box 50130
Charleston, WV 25305-0130

Attention: Roberta Wagner

Reference: A&E Services for 50-Bed Expansion at William R. Shapre, Jr. Hospital

Dear Ms. Wagner:

Stantec is pleased to respond to your Expression of Interest (EOI) to provide architectural consulting and architectural and engineering services for the design of the William R. Shapre, Jr. Hospital in Weston, West Virginia.

We are offering an experienced healthcare design team that is made up of design professionals who have worked together for a quarter of a century. We know each other and our capabilities and are not a pick-up team. Our team has served multiple institutions on a national and international basis. Stantec is offering you a large firm, with very deep and extended experience, but our team will be led by our Pittsburgh office, which does many of our West Virginia projects.

Our existing West Virginia clients include:

- Wheeling Hospital
- Fairmont General Hospital
- University of West Virginia Hospitals
- Charleston Area Medical Center

It is always our goal to exceed the client's expectations, and make the journey from programming through occupancy interesting. We will take our responsibilities of managing your schedule and budget very seriously, while working with you to create the environment that meets your strategic plan.

Sincerely,

STANTEC ARCHITECTURE AND ENGINEERING LLC



James T. Schmida, AIA
Principal
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1 Project Understanding

Project Understanding

The addition to the William R. Shapre, Jr. Hospital is envisioned as a single story 27,000 SF 50 bed patient care unit. The addition will be built on the northwest side of the current hospital, adjacent to the B wing. As part of the project it is understood that some ancillary space will also be renovated including additional parking; redesign of the loading dock; correction of existing structural damage; a new grease trap system on the existing sanitary sewer and update some code deficiencies. The purpose of the addition is to add much needed space in order to provide psychiatric evaluation and/or consultation and at times court ordered detention for the State of West Virginia.

The selected firm will be responsible, in general, to provide the following services:

- Planning & Programming
- Architectural and Interior Design
- Mechanical & Electrical Design
- Fire Protection
- Structural Design
- Site Design

If it is determined that specific consulting services that would be required as part of the project they can be added to the above responsibilities once their scope and service is determined. The above services would include those typically provided as basic services and include;

- Schematic Design
- Design Development
- Construction Documentation
- Bidding
- Construction Observation

Other construction work will be in progress during this project and it is expected that the professional will coordinate and cooperated with the owner and professionals associated with those projects. One such project is the upgrades to the central plant, and basic building utilities.

It is anticipated that phasing will required as part of the 50 bed addition in order to minimize disruptions to the ongoing operations of the hospital. The selected professional will also be required to coordinate with ZDS Design/Consulting Services who are responsible for the ongoing upgrades to the existing facility. In addition the selected professional will be responsible to coordinate their design and specifications with other ongoing work and facility standards.

In order to meet expectations the project final documentation must be completed within 220 days of the award of the contract. Liquidated damages will be applied to the contracted professional should the owner's expectation not be met. See the final section of this proposal concerning this and other contractual items.

2 Experience

Experience

Firm History

Stantec, founded in 1954, provides professional consulting services in planning, engineering, architecture, interior design, landscape architecture, surveying, environmental sciences, project management, and project economics for infrastructure and facilities projects. Continually striving to balance economic, environmental, and social responsibilities, we are recognized as a world-class leader and innovator in the delivery of sustainable solutions. We support public and private sector clients in a diverse range of markets at every stage, from the initial conceptualization and financial feasibility study to project completion and beyond. Our services are provided on projects around the world through approximately 10,500 employees operating out of more than 160 locations in North America and four locations internationally.

Healthcare Experience

Stantec is a leader in healthcare design, having successfully completed millions of square feet of new hospital construction and renovation projects. Our experience ranges from large teaching hospitals to community hospitals to renovations to specialized healthcare projects. Today, Stantec is among the largest healthcare architectural / engineering groups in the United States.

With projects spanning every component of design, our broad healthcare expertise has offered us many unique opportunities. We have designed "specialty hospitals" with various focuses including small, personalized-care facilities, and have extensive experience with large academic teaching hospitals. We understand your business and concentrate our energies on developing a very intimate knowledge of your facilities to optimize your design.

Today's market is calling for designs that set the stage for higher levels of customer service and a new model for healing environments. To successfully complete such a charge, a knowledgeable, innovative team is needed to lead the process. Stantec's resources and expertise are invaluable in helping you meet the demands of the changing marketplace.

A patient care facility should strive to provide a safe, non-institutional, therapeutic environment that is appropriate for the treatment program. A space characterized by a feeling of openness, with emphasis on natural light and exterior views, is a pleasant one for the patient. Interior finishes, lighting, and furnishings that suggest a residential rather than an institutional setting also help create a comfortable environment. Stantec offers a team of interior designers who specialize in creating "warm and homey" environments for healthcare providers. We are careful to attend to the needs of your patient care program. Such environments should afford patients a variety of sensory and social experiences, including privacy.

Psychiatric Experience

A psychiatric facility should strive to provide a safe, non-institutional, therapeutic environment appropriate for the treatment program. A unit characterized by a feeling of openness, with emphasis on natural light and exterior views, is a pleasant one for the patient. Interior finishes, lighting and furnishings which suggest a residential rather than an institutional setting, also help create a comfortable environment. To ensure security and safety, building components, finishes and furnishings should all minimize the opportunity for residents to injure themselves or others. Special window glazing, door and window hardware, plumbing fixtures, lighting and electrical fixtures and other safety components must be integrated into any design. Ultimately, a successful psychiatric program space allows the residents to have places to partake in social activities and places to have privacy, all the while enabling staff to monitor for treatment, security and patient safety.

We understand the variety of ways in which stress can be induced and asymptomatic institutional behavioral patterns can be reinforced by traditional psychiatric design. We are careful to attend to the needs of your therapeutic program and understand that our first mission is to "do no harm". But further, have demonstrated an ability to create environment where patients have a range of choices and environmental supports which support their stabilization and re-emergence and which directly support your therapeutic program. Such environments will afford patients a variety of sensory and social experience, including privacy. They also afford patients and therapists a range of facility settings within which to emerge, test competencies and set limits: homes, neighborhoods, and downtowns. We also have been successful in affording patients secure access to a variety of outdoor spaces: porches, courtyards and parklands. Our designs encourage and supports social interaction and are especially sensitive to the needs of the mentally ill with respect to these supports. We provide opportunities for dignified and non-stigmatizing retreat to "safe near staff" areas within the facility. We provide the environment with a variety of measures which have counterpoints in the "real-world" and that afford patients a series of "places-in-between" which are helpful places of temporary respite and assessment.

Experience

Design Approach

Hospitals are the most complex of building types. This complexity is reflected in the breadth and specificity of regulations, codes, and oversight that govern hospital construction and operations. The functional units within the hospital can have competing needs and priorities. Idealized scenarios and strongly-held individual preferences must be balanced against mandatory requirements, actual functional needs, and the financial status of the organization. In addition to the wide range of services that must be accommodated, hospitals must serve and support many different users and stakeholders, which include the patient, patient families, hospital administration, physicians, nursing staff, technical staff, environmental support, and engineering. Ideally, the design process incorporates direct input from each of these stakeholders early in the process. Stantec takes a multifaceted, interdisciplinary approach to healthcare facility design. We begin with a clear understanding of the strategic mission of the institution and how that influences the design challenge at hand. From that foundation, a clear solution is possible.

Design Workshop

Our design workshop is an intense, solution driven process where we bring our team to work on-site with your team. We generally require a few weeks preparation before the meeting to get the basics and background settled so that the workshop can be more efficient. The leaders of this process have the ability to facilitate a forum where ideas can be openly shared and explored. It is the interactive nature of our workshops that builds the consensus of a solution, in that all parties understand the intertwined issues that healthcare projects represent. The design workshop can last anywhere from a single day to a week, with a follow-up confirmation meeting. The end result is a solution represented – in plan, massing studies, project schedules, and total project costs. Often, two or three options are presented, each with a pros and cons matrix. This enables the stakeholders and senior management to easily compare the options and arrive at an informed decision.

Reduced Energy Consumption

Changes brought about by energy deregulation and continuing volatility in oil and natural gas prices have transformed energy management from an afterthought into an integral part of business strategy for building owners and operators. Building owners understand that energy conservation, i.e., reducing energy use, alone is not enough to contain costs, because they can reduce energy consumption only so far. Savvy owners are seeking to lower energy costs by using energy more efficiently, i.e., getting more for each energy dollar. To produce a building that uses energy in the most efficient way requires energy responsive design (ERD) – the integration of energy efficiency strategies into every step of the design process from analysis and design to construction and post-occupancy evaluation of the building's performance. This approach frequently results in a building that costs less to operate. The building owner must decide how important energy efficiency is and how much it is willing to invest to achieve a certain level of energy efficiency. Different companies spend money for different purposes, and each has its own definition of acceptable risk and return on investment. One approach to determining the value of investing in energy responsive design is to look not at construction costs, but at total costs over the life of the building, i.e., construction and operating costs. Initial construction costs are usually relatively high compared to annual operating and financing costs, but operating costs over a building's life greatly exceed initial construction costs. If the owner occupies the building, the cost of employee salaries and benefits also figures into energy investment decisions. Environmental factors such as temperature swing, ventilation air, illumination, and lighting conditions contribute to occupants' well-being and productivity. Studies have shown that increased employee comfort and satisfaction have a direct positive effect on productivity. Energy efficient buildings, when designed with care, can provide superior conditions and improve employee satisfaction. Financial gains realized through even a small increase in productivity can help offset investments in energy efficiency over the life of a building.

Good Samaritan Hospital

Conemaugh Health System, Johnstown, PA

Type: Hospital
Size: 14,000 square feet
Services: Architecture
Interior Design

Conemaugh Health System is the largest health care provider in West Central Pennsylvania. It offers a continuum of care and highly specialized services, including inpatient psychiatric care. Stantec provided architecture and engineering services for the design of the inpatient treatment unit located on the seventh floor of the Good Samaritan Building. An important design goal was to create a warm and soothing environment for the patients.

The psychiatric unit is divided into three levels of acuity, each housed in its own wing of the T-shaped floor plan. To increase patient visibility, cameras were positioned to allow staff to monitor the corridors. The entry, main nurses' station, and the majority of public rooms are located centrally at the point where the wings join. In the wing designated for high acuity / low stimulation patients, isolation rooms are equipped with observation cameras and patients have their own dedicated lounge. To help ensure that patients cannot harm themselves, special door and window hardware, plumbing fixtures, electrical fixtures, and other safety building components were specified. Special security glass that has the appearance of normal glass was installed to protect the patients, bar and screen free. The family lounge and dining area has extensive wood trim and cabinetry with a faux fireplace to help create a comfortable, home-like living space. Other public patient spaces include a television room, a quiet reading room, and an arts and crafts room.



Residential Treatment Center Brandywine Campus Housing

The Devereux Foundation, Devon, PA

Type: Residential Treatment Center
Size: 15,850 square feet
Services: Architecture
Engineering
Interior Design

Located in a rural setting, the Devereux Foundation's Brandywine campus is a residential treatment center for boys, ages 6 to 21, suffering from emotional, behavioral, and attention deficit disorders. Stantec's challenge was to design two new housing units to meet very strict budget requirements while providing an appropriate and secure environment for the residents. The goal of the project was to create a residential character for the units that blended with the existing Chester County farm vernacular.

Each of the housing units is divided into two eight-bedroom houses to separate the children into more manageable groups. A wide corridor linking the housing units provides visual access that creates a sense of security for the counselors and reduces the number of staff required to supervise the children. Bedrooms are grouped around a common living area for group interaction and watching television. This arrangement provides the children with a real sense of home and "pride of place," and has dramatically decreased damage to the rooms and furniture. The units also include a nurses' station, exam room, seclusion area with a time-out room, classroom, study rooms, and restrooms.

The buildings were constructed primarily of reinforced concrete block foundation and wood framing for the walls, floors, and roof structure. The exterior finishes include wood siding, veneer stone, and a standing seam metal roof. Interior finishes include painted walls and ceilings, wood, carpet, vinyl, and ceramic tile floors. The construction type and finishes were chosen for their durability, the residents' safety, and budgetary considerations.

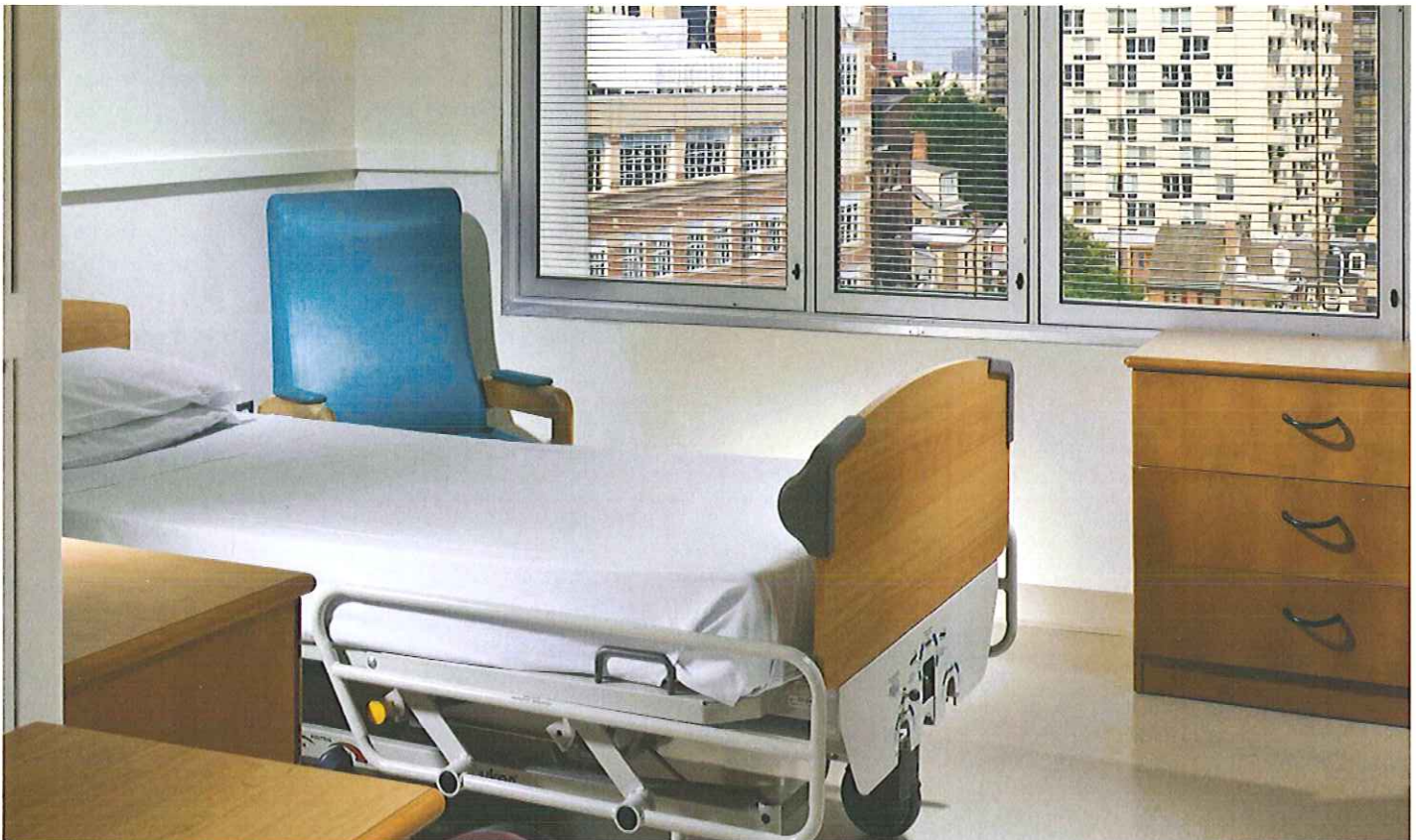


Psychiatric Unit

Pennsylvania Hospital, Philadelphia, PA

Type: Psychiatric Unit
Size: 12,000 square feet
Services: Architecture
Interior Design

Stantec provided architectural services for a new, 18-bed psychiatric unit at Pennsylvania Hospital. The unit provides an improved patient care environment for a diverse population, including geriatric and medically comorbid psychiatric patients, and patients with mood disorders. This project included an extensive programming phase to develop patient safety and anti-ligature strategies that were incorporated into the hospital standards for psychiatric care.



Seniors Mental Health Facility & Town Centre

The Centennial Centre for Mental Health and Brain Injury, Ponoka, Alberta

Building plans were oriented to optimize daylight entry into patient rooms and provide a private view to the outdoors. The benefits of sunshine were just one tool Stantec used to make this health centre feel like home.

Stantec provided Planning, Architecture, Interior Design, and Structural Engineering services to combine hospital care and a home-like residential character to this mental health facility. Consistent with the Hospital's direction to develop a residential feel, Stantec utilized familiar home elements, such as bay windows and shelving for personal mementos, along with a careful selection of non-institutional finishes to reinforce the concept.

As a single-storey group of structures located at the southeast corner of the project site, it is comprised of a 75-bed unit to the south and a 50-bed unit to the east, which are linked to Administration and Central Services through grade level walkways and underground tunnels.

A high water table presented an engineering challenge; the floor elevation of the underground service tunnels was well below the existing water table. A water tight chamber design for the walls and floor slabs was developed for the entire network of underground tunnels to withstand the hydrostatic pressures and the uplift forces associated with these pressures. The wet sandy soils at the site dictated that Dynamic Piles were the optimum piling system for the foundations. The isolated location of the site and the need to have a non-combustible structure dictated that structural steel be utilized for the super structure.

The Town Centre was envisioned as the heart of the Hospital in the spirit of a caring and relaxed atmosphere for its patients. Through careful planning and scheduling of activities, the hospital was completed as planned at the end of December, 2003.



Royal Inland Hospital

Hillside Adult Psychiatric Centre, Kamloops, British Columbia

Key to the success of this project was a dedicated client encouraged by an integrated team willing to take risks and be open and accepting of new strategies.

Stantec provided support and assistance for green building design criteria and LEED strategies, energy modeling, and simulation services, and mechanical design. This project is part of the Province of BC's innovative decentralized model for mental health care, based on a best practice standard that includes replacing large tertiary institutions with smaller, more home-like facilities. This facility provides 44 acute care psychiatric beds for patients.

The design team targeted and achieved a LEED Gold Certification by incorporating features such as restored, pervious landscape, charging stations for alternative fuel vehicles, water efficient fixtures and a very high performing building envelope.

A high quality indoor environment was achieved through the use of a Construction Indoor Air Quality Management Plan to protect the building mechanical systems and materials from dust and moisture during construction, the building was completely flushed out with outdoor air after construction and before occupancy, and several measures have been incorporated to control for chemical pollutants. Only low emitting paints, adhesives, sealants, and carpets were used as interior finishes. In addition, CO2 sensors control and monitor air quality.



Psychiatric Unit

The Children's Institute, Pittsburgh, PA

Type: Hospital
Size: 116,000 square feet
Services: Architecture
Engineering
Interior Design
Landscape Architecture

The Children's Institute, a rehabilitation hospital and special education school, houses both adult and pediatric patients in an inpatient and outpatient environment. It provides treatment for a variety of diagnoses resulting from injury, illness, and developmental disability.

Burt Hill's design of a major addition to the facility included a 17-bed, specialized psychiatric unit to treat patients with Prader-Willi Syndrome. This is the only comprehensive inpatient program in North America for the medical, behavioral, and rehabilitation management of individuals with Prader-Willi Syndrome.

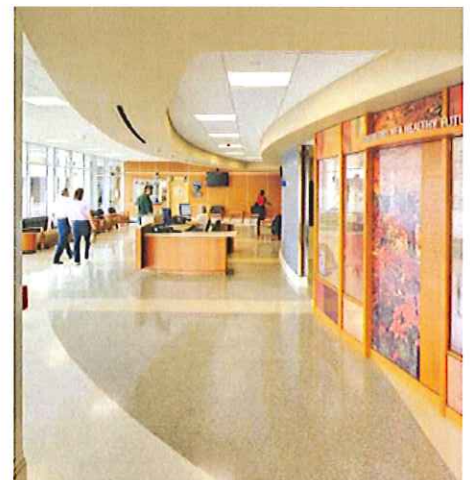


Uniontown Hospital

University of Connecticut, Uniontown, PA

Type: Hospital
Size: 105,000 square feet
Services: Architecture, Engineering, Interior Design, Site Design, Program Management

Uniontown Hospital is a 367,000-square-foot, community-based healthcare facility. The 75,000-square-foot new patient care addition is designed to improve the delivery of services to patients and to enhance staff efficiencies. The new facility features 56 private rooms, with an emphasis on patient comfort and staff convenience. Included in the design is an eighteen bed inpatient unit for older adult and geriatric patients with a complimentary program of hospital based structured outpatient program services. Included in the 8,200-square-foot unit are activity areas, group therapy room, seclusion room, and a visitor's room. A secured exam room was created in the Emergency Department to house psych intakes.



Veterans Affairs Medical Center

Erie, PA

Type: Hospital
Services: Architecture
Engineering

This fast-track project at Erie VA Medical Center included two phases: an addition to the behavioral health clinic and an addition / renovation to the existing hospital. The reconfiguration of existing hospital space provided an area for the behavioral clinic's growth. This was accomplished by relocating the physical therapy department to the second floor. The emergency department then moved to the rehabilitation space, allowing the addition of an observation bed to the clinic. The emergency department then served as expansion space for the behavior clinic.

The renovated behavioral clinic now includes an outpatient rehabilitation suite with areas for physical therapy, occupational therapy, speech, and audiology, in addition to prosthetics and recreation. Offices, exam rooms, group rooms, and a mini gym round out the program. The clinic finishes are home-like and therapeutic, and visitors enjoy vistas to the outdoors.

The relocation of the 6,000-square-foot emergency department included a four-bed addition to serve as an observation unit. Stantec was also responsible for the design and construction of new emergency entrance including vehicular drop off, ambulance staging, and pedestrian circulation.



Psychiatric Unit

Alliance Community Hospital, Alliance, OH

Type: Psychiatric Ward
Size: 8,500 square feet
Services: Architecture
Engineering
Interior Design

The design for a new, 12-bed senior care (Gero-Psych) unit was a part of a 349,00-square-foot replacement hospital complex for the Alliance community. The unit houses eight private and two semi-private bedrooms for a maximum occupancy of 12 patients. The unit serves patients, typically over the age of 50, who require a hospital stay of less than two weeks. The area is isolated from the rest of the hospital for security reasons, but is close enough to take advantage of hospital diagnostic and treatment services, as well as maintenance and support.



Experience

Belmont Community Hospital, Bellaire, OH

Mental Health Unit -- A separate unit renovation of an existing 5,500 square foot mental health unit.

Brookville Hospital, Brookville, PA

Stantec performed architectural and engineering design services for the renovation of the Gero Psychiatric Ward.

Butler Memorial Hospital - Phase III - Main Wing Addition, Butler, PA

This 12,000 square foot project was an overall renovation of an existing hospital wing which was originally constructed in 1920. This 19-bed unit included a nurses station, dining room/lounge areas, along with conference and administrative space. The unit's security system includes a closed-circuit television. Replacement windows were installed with special glazing in lieu of bars and grillage. This renovation project was part of the Phase III project.

Children's Hospital of Pittsburgh, Pittsburgh, PA

Early study to evaluate two different sites on the CHP Campus to house a 30-bed Children's Behavioral Health Unit for patients aged 3-14.

Conemaugh Health System - Good Samaritan Hospital - Inpatient Detox Unit, Johnstown, PA

The 4,000-square-foot inpatient detox unit has nine inpatient beds and a large group room to serve both inpatient and outpatient group sessions. There is also a centrally located nurses' station for inpatient and outpatient visibility and security.

Excelsa Health - Latrobe Hospital, Latrobe, PA

The project included renovation of 5,400 square feet for a ten-bed pediatric psychiatric unit and studies for the renovation of the existing psychiatric wing for outpatient care.

Excelsa Health - Westmoreland Hospital, Greensburg, PA

In Patient Behavioral Health Unit study that evaluated two existing hospitals to house a consolidated program of 35 to 38 adult psychiatric and 10 to 12 geriatric psychiatric in patients, in addition to an emergency intake; partial program and therapy and recreational spaces. The deliverables included block planning; a design and construction schedule, including phasing; and a project budget.

Fairmont General Hospital, Fairmont, WV

Stantec provided architectural and interior design services for the renovation of 10,435 square feet for one private beds and two semi-private beds for geriatric behavioral health. Included in the unit are activity areas, group therapy room, seclusion room, and a visitor's room. A secured exam room was renovated in the Emergency Department to house psych intakes.

Family Services of Western PA Group Home

Stantec was referred to the Family Services of Western Pennsylvania by the Passavant Memorial Homes to perform design services for the new 52,000 square foot facility. FSWP provides homes for mentally and physically challenged clients and troubled youth.

Irene Stacy Community Mental Health Center, Butler, PA

Design of Children and Youth Building and administration wing with offices and treatment areas consisting of 29,000 square feet.

Meadville Medical Center, Meadville, PA

The renovations at the Meadville Medical Center included a 10-Bed Adult Psychiatric Unit, an 18-bed Geropsych Unit and required Support Areas. The total area of the two units is 13,400 square feet. The total construction cost is \$350,000.

Mercy Hospital, Pittsburgh, PA

Stantec provided design services for complete renovation of an existing in-patient floor into a psychiatric ward. The area included patient rooms, exam rooms, group therapy areas, multipurpose psychiatric ward. The area included patient rooms, exam rooms, group therapy areas, multipurpose rooms, nurse stations, and miscellaneous support space for three different populations of residents; adolescent, adult, and dual.

Experience

Passavant Memorial Homes X, Findlay Twp., PA

As part of a four year relationship, Stantec is working with the Passavant Memorial homes to both renovate existing homes into group homes and to build new group homes for physically and mentally handicapped clients. To date, we have completed two renovation projects and six new houses, with two new houses currently in construction. Services also include a pharmacy renovation in the Harmerville location.

Saint Francis Hospital, Psychiatric Unit, New Castle, PA

Renovation of 13,000 square feet of existing psychiatric ward and the 220 square foot outpatient psychiatric unit.

Saint John's Hospital, Pittsburgh, PA

Offices admissions, and hospitality shop, psychiatric unit, neighborhood health clinic consisting of 20,000 square feet.

Thomas Jefferson University - Geriatric Psychiatric Unit Relocation, Philadelphia, PA

This project consisted of renovating a vintage med/ surg patient floor of 7,000 square feet to accommodate 12 beds of a geriatric / psychiatric population. It included replacing every piece of hardware on the floor, from grab bars and toilets to door hinges and louvers, with psychiatric type hardware. Doors and were replaced though out the unit and ancillary patient spaces such as dining where opened up to the corridor with transparent partitions. The project was completed of very tight schedule, with design compressed to just six weeks.

UPMC Braddock, Pittsburgh, PA

Emergency-based psychiatric facility included in the 27,000-square-foot emergency department. This unit is the primary provider of psychiatric services for the city of Pittsburgh.

UPMC Rehabilitation Hospital

The renovations included an 18-bed pediatric unit; a 22-bed Transitional Care Unit; 3 new classrooms; renovated dietary department; relocated telephone switch board; a patient drop-off canopy; and a 17-bed adolescent Praeder-Willi Unit. The facility deals with both adult and pediatric patients in an in-patient and out-patient environment. Included in the project is a 17-bed specialized psychiatric unit to treat adolescents with Praeder-Willi.

Veteran's Affairs Medical Center - Building 78 Mental Hygiene Clinic, Butler, PA

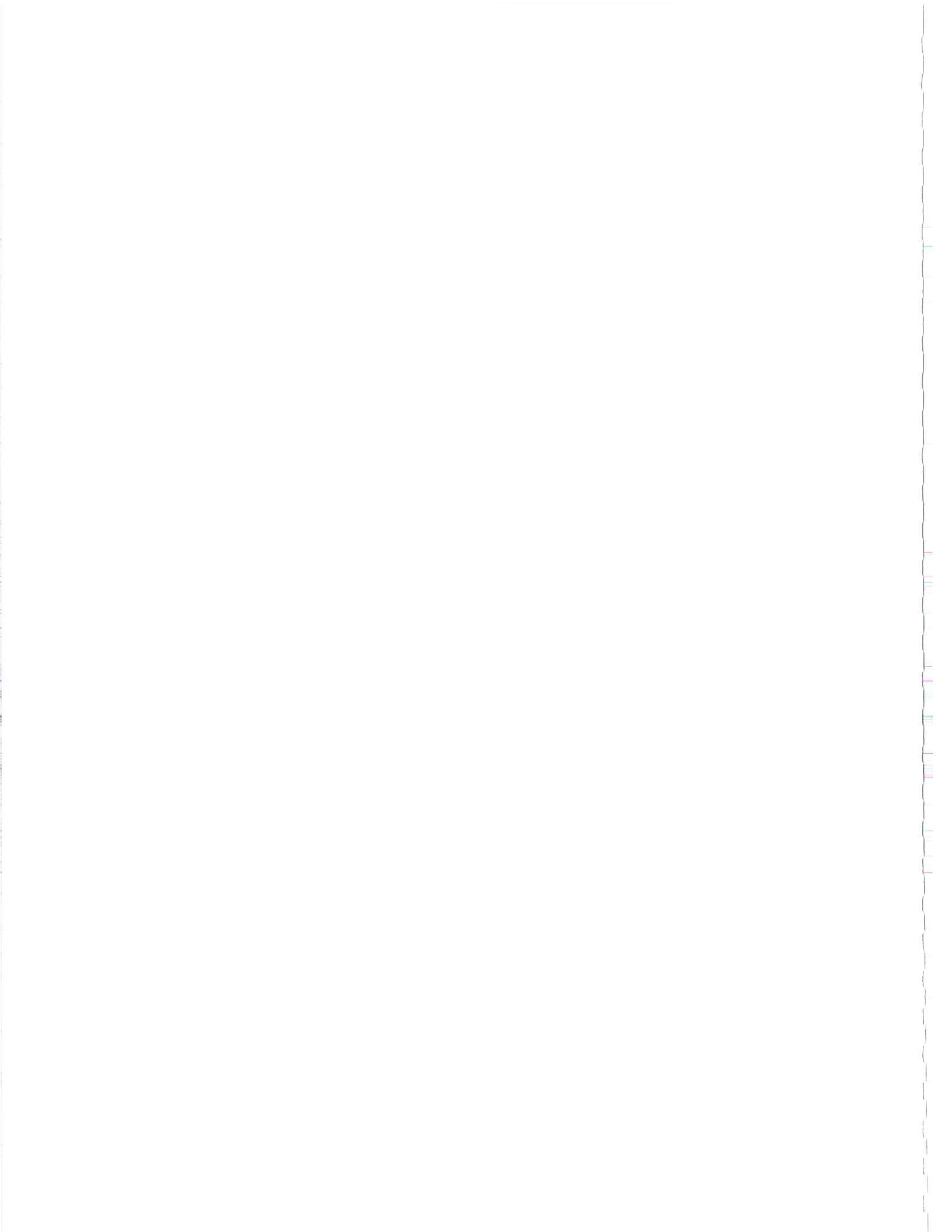
Building 78 was constructed as a nurses' barracks in 1945. Because World War II ended, the 7,200-square foot facility was never used. The Veterans Administration selected Stantec to provide architecture and engineering services to renovate the building and convert it for use as a mental hygiene clinic with associated administrative offices. This outpatient clinic was restored from a gutted building. Since the shape of the building was long in length and thin in width, Stantec designed an entry structure made of glass block to expand and brighten the waiting and reception area.

Veteran's Affairs Medical Center - Philadelphia Psychiatric Unit, Philadelphia, PA

The project consists of renovation to an 8,000 square foot psychiatric ward. The work includes total redesign for the area, including elevator and mechanical upgrades.

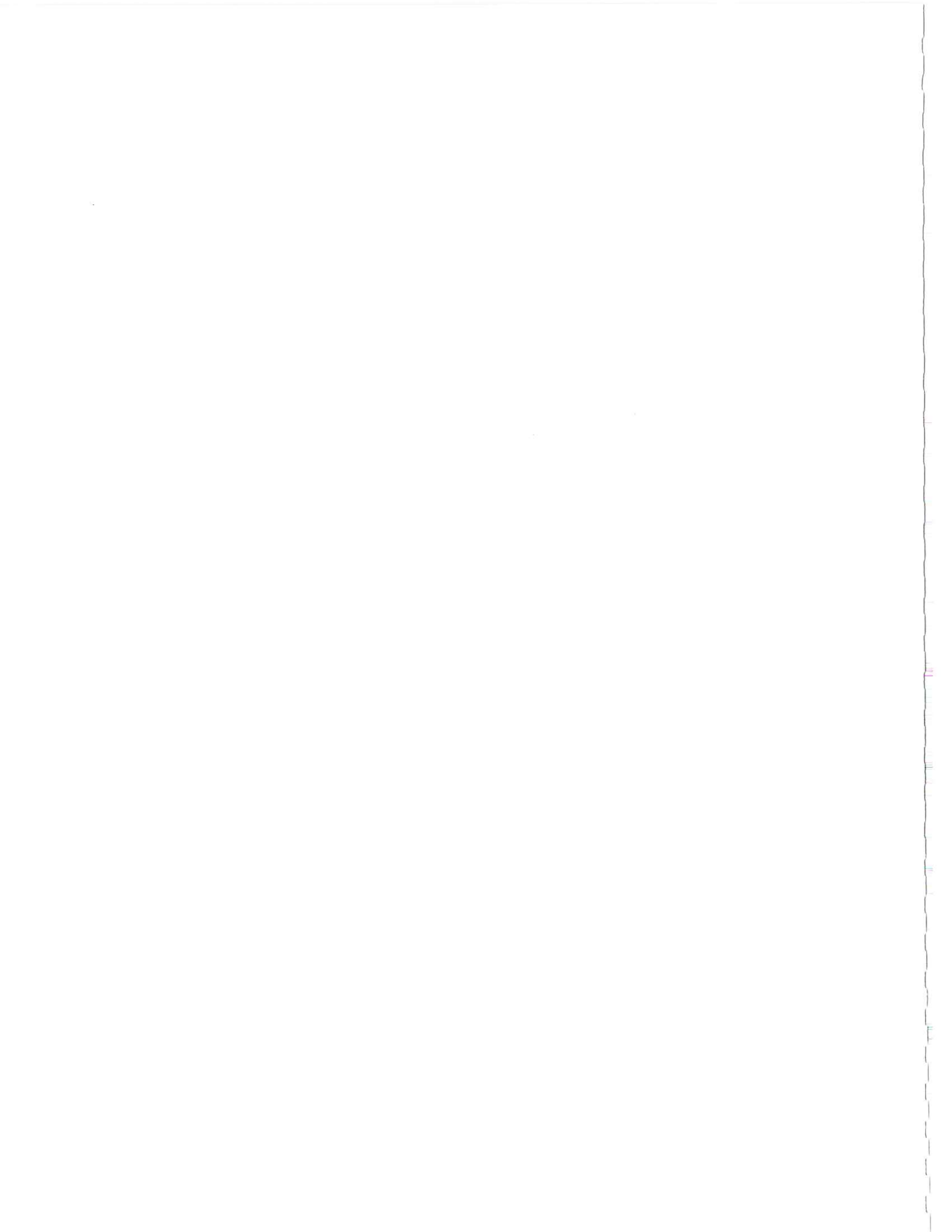
Western Psychiatric Institute & Clinic, Pittsburgh, PA

In order to consolidate and align psychiatric services for children, the UPMC Health System directed Stantec to investigate opportunities, identify issues, and design a 100,000-square-foot addition to the Western Psychiatric Institute and Clinic (WPIC). The existing WPIC would continue to house administration; with patient housing; and research space in its existing 400,000 square feet. The addition would house outpatient services and be identified as the Children and Youth Center (CYC). Project completed through CD's only



3 Staff and Resources





Proposed Project Team Experience, Roles & Responsibilities

Availability

Stantec's present and projected volume is approximately 70% of the total capacity, which means that we have 70% of our staff committed to projects at any one time, with the remaining 30% completing previous projects and available to start new work. With Stantec's large number of professional, technical and support staff, we are able to respond to multiple projects simultaneously to accomplish your goals in a timely fashion. With a total staff of more than 10,000 employees, Stantec can leverage a large pool of knowledge and talent, representing many years of experience with projects similar to yours. Our typical workload projects out approximately 60 to 90 days for technical and support staff. However, the key team members who will be actively involved in the initial phase of your project are ready to start on your project today.

Quality Control

All members of the Stantec team have been selected from our most experienced design staff available. As a result, they have vast experience in completing similar projects within budget and on time by using our proven methods of cost, schedule and quality control.

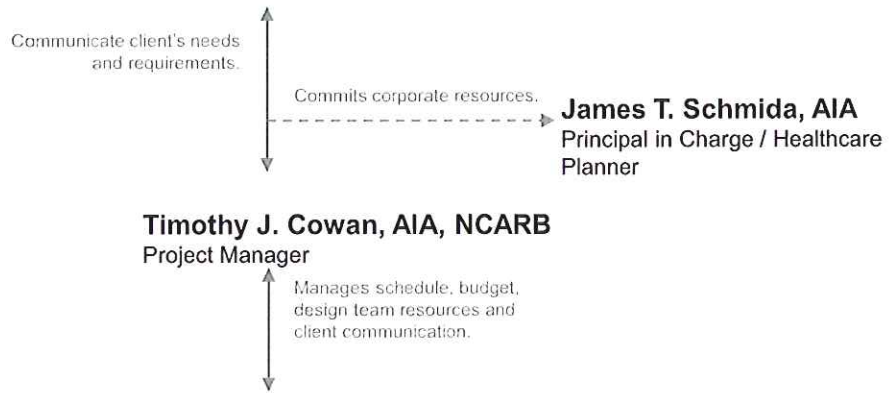
One of the strongest indications of successful past performance, is client satisfaction. The best indication of client satisfaction is repeat clients. Over 75% of our work come from repeat clients.

Cost Control - Stantec employs a continual cost controls process that maintains our client's budgets -- start to finish. This process begins with the established budget for the assigned task. At the start of the project, Stantec will validate the project budget in context of the program requirements, areas, existing conditions, and other related project information, as presented to us by the client. This budget, developed at the start of the design phase, will be maintained throughout the project so that cost is monitored continuously. With this cost model, the team can develop project details and specifications reflecting the quality standards to which the building will be constructed. A parallel process of value engineering will be maintained to enhance this important cost control effort.

Value Engineering - Through Stantec's Quality Control Programs, we look for opportunities where innovative design approaches can be identified to reduce the contract price. Value engineering at Stantec is performed concurrently with the design as it progresses, both as a routine part of the design process and at several formal review milestones. By using a problem-solving approach to achieve the best value for every project, Stantec architects and engineers evaluate design concepts, construction techniques, and materials. They examine the cost/benefit from both perspectives, initial start-up costs and life-cycle costs. With the project's architects and engineers located in the same office, opportunities for communication and innovation within the design team is much greater. Therefore, Stantec projects truly combine an integrated approach to achieve the best value for every project. Cost control is a joint effort between the A/E and the Owner to bring about the best possible physical product within the schedule and budget constraints of the project. One approach we frequently take for larger tasks is to break down the overall project into discrete, manageable elements -- mini budgets -- for cost estimates and evaluating decisions both within the individual element (such as building envelope materials or mechanical system options), and at the aggregate level. This permits us to examine cost saving potentials both through value engineering procedures and by identifying overall system integration cost saving potentials. Using an integrated design team approach, we prepare construction budgets for each task order for all architectural and engineering disciplines so that each team leader has a specific cost control goal. The client's program requirements -- architectural/engineering subsystems -- are carefully reviewed for budget compliance and potential conflicts are identified early in the design process. This permits the owner-A/E team to address budgeting issues as part of the design process, rather than as an afterthought that dramatically affects project quality. To be effective, value engineering efforts must begin in the design process when reasonable options are available and last-minute redesigns -- a major source of costly change orders -- become unnecessary.

Schedule Control - Stantec recognizes that nowhere is the phrase "time is money" more true than in the building construction industry. We understand that facilities must be completed on time to accommodate the efficient conduct of business, and we use effective management techniques to meet the time requirements of our projects. Depending on project requirements, Stantec uses a combination of techniques to develop and monitor internal scheduling as well as overall project scheduling requirements. Design phase activities are typically scheduled using GANTT chart techniques and updated during regular internal scheduling review meetings. Overall project requirements, including construction and occupancy activities are scheduled using Critical Path (or PERT) diagrams to assess the duration of the total project, based on a series of linked tasks. Relocation programs require specialized expertise in handling challenging logistical and programming requirements from the planning stage through construction closeout and turnover of facilities.

WV Dept. of Health and Human Resources
William R. Shapre, Jr. Hospital



Architecture & Planning

Carrie N. Haines, AIA
Healthcare Planning and Design

Garland W. Steele, PE, PS
SHE/Civil Engineer

James J. Hannon, PE
Electrical Engineer

Russell R. Sullivan, PE, CEM, LEED
AP
Mechanical Engineer

Barbara Miszkiewski, OAA, MRAIC, LEED
AP, EDAC
Psychiatric Design Specialist

Consultants

Atlantic Engineering Services of
Pittsburgh

John M. Schneider, PE
Structural Engineering



JAMES T. SCHMIDA, AIA

Principal in Charge/Healthcare Planner

EDUCATION

Bachelor of Architecture, The Pennsylvania State University, 1987
Associate of Applied Science, Architectural Drafting Technology, Thaddeus Stevens State School of Technology, 1978

REGISTRATIONS

Architecture, Pennsylvania

PROFESSIONAL AFFILIATIONS

American Institute of Architects (AIA), Member

GENERAL EXPERIENCE

Tim has spent 40 years involved in the design and development of medical facilities. His outgoing personality and keen ability to relate to people proves exceptionally useful in the programming and planning phases of a project.

Over his professional career, Tim has come to understand the importance of developing and maintaining reasonable and achievable expectations on the part of the institution as well as the various physicians and user groups. It is this understanding of maintaining the client's budget and schedule, while providing leadership in developing facilities plans, that meet the compromises of staff convenience versus patient privacy and clinical functionality versus comfortable and nurturing environments that makes him valuable in the planning process. The integration and separation of the many functions in a hospital and the clarity of the circulation, he believes, are the keys to a successful planning and construction program. In working with the facility, an understanding will be reached between all of the stakeholders in determining the importance of the interrelationship between material, staff, and patient flow.

Tim's specific interests within the healthcare community have been patient housing, critical care medicine, emergency medicine, and the integration of material and staff processes. He has programmed for cancer treatment space for the University of Pittsburgh Cancer Institute, as well as, UPMC Lee Regional Cancer Center. Tim has traveled internationally to provide planning and programming for hospitals in the Czech Republic and Israel.

RELATED EXPERIENCE

The Children's Institute - Specialized Psychiatric Unit, Pittsburgh, PA

Uniontown Hospital - Adult and Geriatric Psychiatric Unit, Uniontown, PA

UPMC Braddock - Emergency-based Psychiatric Unit, Pittsburgh, PA

Saint Francis Hospital - Psychiatric Unit, New Castle, PA

Excelsa Health - Westmoreland Hospital - In Patient Behavioral Health Unit, Greensburg, PA

Children's Hospital of Pittsburgh - Children's Behavioral Health Unit, Pittsburgh, PA

Conemaugh Health System - Good Samaritan Hospital - Adult Inpatient Psychiatric Unit, Johnstown, PA

Excelsa Health - Latrobe Hospital - Pediatric Psychiatric Unit, Latrobe, PA

Alliance Community Hospital - Gero-Psych Unit, Alliance, OH



TIMOTHY J. COWAN, AIA, NCARB

Project Manager

EDUCATION

Bachelor of Architecture, The Pennsylvania State University, 1987

Associate of Applied Science, Architectural Drafting Technology, Thaddeus Stevens State School of Technology, 1978

REGISTRATIONS

Architecture, Pennsylvania, New Mexico, Ohio, West Virginia
Arizona, NCARB

PROFESSIONAL AFFILIATIONS

National Council of Architectural Registration Boards (NCARB)
American Institute of Architects (AIA), Member
Health Executive Forum, Member
Pennsylvania Society of Architects (PSA), Member
Thaddeus Stevens State School, Architects Advisory Committee, Member
Children's Hospital of Pittsburgh, Free Care Friends Campaign
Pittsburgh Emergency Medicine Foundation
STAT-Medivac Fund Raising Campaign
Moraine Trails Council - Boy Scouts of America Fund Raising Campaign

GENERAL EXPERIENCE

Tim is a senior project director in Stantec's Healthcare market sector. He has specialized in the Planning and Design of Healthcare Facilities for his entire career. As a project director, Tim is responsible for coordination of complex projects including "Legacy" clients of which he has established working relationships with over many many years. Tim is familiar with and utilizes the AIA Guidelines for design and construction as well as agency requirements regarding infection control risk assessment. Tim has been published on several occasions with articles including intensive care unit design; design of cancer treatment centers and most recently on infection control issues.

Tim's responsibilities include working with foundations, executive groups, building committees, user groups, client staff, and specialty consultants, as well as programming, space planning, and design development, overseeing construction documents including MEP coordination, assisting clients in bidding and negotiating, and construction administration. He is involved in working with contractor obligations, agency reviews, fee negotiations, staff management, and project start-up to close out. He feels his diversity of working with such a wide range of task groups allows his personally philosophy of seeing concept through to reality as a key to any successful project.

RELATED EXPERIENCE

Fairmont General Hospital - Geriatric Behavioral Health Unit, Fairmont, WV

Brookville Hospital - Gero Psychiatric Ward, Brookville, PA

Belmont Community Hospital - Mental Health Unit, Bellaire, OH

Benson Hospital - Master Facilities Plan, Benson AZ

Wheeling Hospital - Tower 5, Wheeling, WV

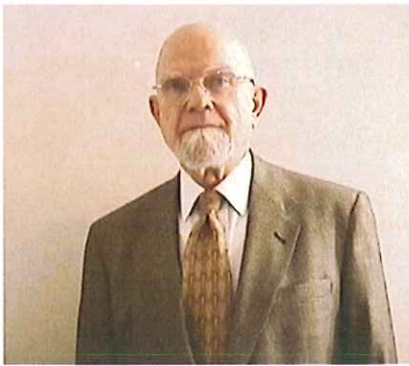
West Virginia University Hospitals - Northwest Pavilion, Morgantown, WV

UPMC Cancer Center - John P. Murtha Pavilion, Johnstown, PA

University of Pittsburgh - School of Dental Medicine, Pittsburgh, PA

Edgewood Surgical Hospital - Edgewood Open MRI, Transfer, PA

Evangelical Community Hospital - Phase I Expansion, Lewisburg, PA



GARLAND W. STEELE PE, PS

Site / Civil Engineer

EDUCATION

Concrete Technician (#136), WVDOT, Charleston, West Virginia, 1990

Aggregate Inspector (#5913), WVDOT, Charleston, West Virginia, 1990

Asphalt Technician (#159), WVDOT, Charleston, West Virginia, 1990

Licensed Class B Explosives Permit (#B060119285913), West Virginia, Charleston, West Virginia, 1990

Bachelor of Arts, West Virginia State University, Institute, West Virginia, 1976

REGISTRATIONS

Professional Engineer, West Virginia, South Carolina, Kentucky Virginia

PROFESSIONAL AFFILIATIONS

National Council of Architectural Registration Boards (NCARB)

American Institute of Architects (AIA), Member

Health Executive Forum, Member

Pennsylvania Society of Architects (PSA), Member

Thaddeus Stevens State School, Architects Advisory Committee, Member

Children's Hospital of Pittsburgh, Free Care Friends Campaign

Pittsburgh Emergency Medicine Foundation

STAT-Medivac Fund Raising Campaign

Moraine Trails Council - Boy Scouts of America Fund Raising Campaign

GENERAL EXPERIENCE

Mr. Steele has over 50 years of experience in civil engineering with a special emphasis on materials, soils, pavements, forensics, quality assurance, geotechnical exploration and design, construction inspection, and contract administration.

His experience includes in-depth field experience for the implementation of research findings; in-depth experience with a State Department of Transportation program for materials sampling and testing, materials and pavement specifications, structural steel inspection and testing, and soil and rock mechanics exploration, testing, and design; in-depth experience with State Department of Transportation maintenance and construction operations; an understanding of the training needs for State Department of Transportation personnel in materials, construction, and maintenance; significant contributions to many professional organizations (ASTM, AASHTO, TRB) involved with developing materials criteria; and many years of managing a State Department of Transportation staff responsible for materials and pavement specifications, pavement design, sampling and testing programs, structural steel inspection and testing, and soil and rock mechanics exploration and design.

Mr. Steele also has in-depth experience with the oversight of operations related to the management, recovery, and repairs required in the wake of emergencies and disasters affecting the West Virginia Highway System. Such incidents included floods, earth movements, winds, structural failures, ice and snow, and other events affecting traffic flow.

RELATED EXPERIENCE

Bridges

Buffalo Bridge Replacement design

Upper Tract Bridge (11-29-99), Pendleton County, West Virginia

Appalachian Corridor H (4-12-00), Tucker County, West Virginia

Mile Branch Bridge (5-03-02), McDowell County, West Virginia

Culloden RR Overpass (11-19-03), Putnam County, West Virginia

Davis Creek Bridge (8-3-04), Kanawha County, West Virginia

Geotechnical Engineering

Old Bridgeport Hill Mine Drainage, Phase II Plans Modification, Harrison County, West Virginia

Coalfields Expressway (5-14-04), Wyoming and Raleigh Counties, West Virginia

Sauls Run Strip and Landslide Project (7-2004), Lewis County, West Virginia

Tunnelton (Dillworth) Landslide (8-2004), Preston County, West Virginia

Weaver Portals and Mine Drainage

Fisher-Mill Creek Bank Stabilization (10-04), Jackson County

Laurel Lake Sediment Removal Project, Mingo County

Hendrickson Subsidence Investigation

North Fork Hughes River - Stream Bank Stabilization, Cairo, Ritchie County, West Virginia

Pavement Engineering

Quality Assurance / Quality Control

Glenville Federal Prison

Hazelton Federal Prison

Bluestone DSA, Phase 1, Summers County



CARRIE N. HAINES

Planning and Design

EDUCATION

Bachelor of Architecture, Auburn University
Auburn, AL, 2002

Bachelor of Science, Interior Design, Auburn
University, Auburn, AL, 2002

GENERAL EXPERIENCE

Carrie has spent the majority of her career in healthcare planning and design. She works particularly well with user groups and is excellent in coordinating the architecture and engineering disciplines. From working with the user groups, she has gained a solid understanding of the "business" that is conducted in healthcare facilities. This knowledge coupled with her creative design solutions and project management skills produces effective solutions to the challenges presented by healthcare projects.

RELATED EXPERIENCE

Uniontown Hospital - Adult and Geriatric Psychiatric Unit, Uniontown, PA

Mercy Hospital - Psychiatric Unit, Pittsburgh, PA

Excelsior Health - Latrobe Hospital - Pediatric Psychiatric Unit, Latrobe, PA

Children's Hospital of Pittsburgh - Children's Behavioral Health Unit, Pittsburgh, PA



JAMES J. HANNON, PE
Electrical Engineer

EDUCATION

Bachelor of Science, Electrical Engineering,
The Pennsylvania State University, 1986

REGISTRATIONS

Professional Engineer, Pennsylvania

GENERAL EXPERIENCE

As an electrical engineer at Stantec, Jim provides electrical design for hospital, laboratory and college campus projects. He has been involved with electrical design decisions throughout project development, bidding, and construction phases.

Jim looks at the design of electrical systems and determines the best options based on reliability, future capability, and budget. With Jim's expertise, he can bring a logical solution into a building and effective distribution within the budget. He will offer various options to the owner and together they will arrive at the best solution.

RELATED EXPERIENCE

Uniontown Hospital - Adult and Geriatric Psychiatric Unit, Uniontown, PA

UPMC Braddock - Emergency-based Psychiatric Unit, Pittsburgh, PA

Western Psychiatric Institute & Clinic, Pittsburgh, PA

The Children's Institute - Specialized Psychiatric Unit, Pittsburgh, PA

Saint Francis Hospital - Psychiatric Unit, New Castle, PA

Belmont Community Hospital - Mental Health Unit, Bellaire, OH

Excela Health - Westmoreland Hospital - In Patient Behavioral Health Unit, Greensburg, PA

Alliance Community Hospital - Gero-Psych Unit, Alliance, OH



RUSSELL R. SULLIVAN, PE, CEM, LEED AP
Mechanical Engineer

EDUCATION

Bachelor of Architecture, Architectural Engineering, The Pennsylvania State University, 1980

REGISTRATIONS

Professional Engineer, Maryland, Pennsylvania
LEED Accredited Professional

PROFESSIONAL AFFILIATIONS

American Society of Heating, Refrigerating and Air Conditioning Engineers (ASHRAE), Member

GENERAL EXPERIENCE

Russ is one of our leaders of the healthcare engineering team. He has more than 25+ years of experience in designing mechanical systems specifically for healthcare. From the smallest infection isolation room to massive chiller plant designs -- Russ strives for energy efficient, yet functional solutions. He is integral to the early design process, as 50 percent to 60 percent of the cost of your new building will be mechanical and electrical. It is imperative that engineering be integrated into the design from the earliest concepts. Russ will prepare life-cycle cost analysis of the various mechanical systems so you can make informed decisions.

RELATED EXPERIENCE

Uniontown Hospital - Adult and Geriatric Psychiatric Unit, Uniontown, PA

The Children's Institute - Specialized Psychiatric Unit, Pittsburgh, PA

Saint Francis Hospital - Psychiatric Unit, New Castle, PA

Alliance Community Hospital - Gero-Psych Unit, Alliance, OH

Veteran's Affairs Medical Center - Erie - Behavioral Health Clinic, Erie, PA

Butler Memorial Hospital - Phase III - Main Wing Addition - Psychiatric Unit, Butler, PA

Meadville Medical Center - Psychiatric Unit, Meadville, PA



BARBARA MISZKIEL OAA, MRAIC, LEED® AP, EDAC Psychiatric Design Specialist

EDUCATION

Bachelor of Architecture, University of Waterloo, School of Architecture, Waterloo, Ontario, 1982

Design Program, D.I.S. School of Architecture, Copenhagen, Denmark, 1979

Bachelor of Environmental Studies, University of Waterloo, Waterloo, Ontario, 1980

PROFESSIONAL AFFILIATIONS

EDAC Accredited Professional, The Center for Health Design

LEED® Accredited Professional, Canadian Green Building Council

Registered Architect, Ontario Association of Architects

Member, Royal Architectural Institute of Canada

GENERAL EXPERIENCE

Barbara is the Psychiatric Design Specialist located in our Toronto office. Her background in both assisted living and long-term care has influenced her approach to design for mental health, where architectural elements enhance patients' efforts to feel good about themselves and reinforce encouragement, socialization and rehabilitation in a holistic all-encompassing residential environment where security is unobtrusive.

Barbara is a member of the Ontario Association of Non-Profit Homes and Services for Seniors, the Ontario Long Term Care Association, and the Alzheimer Society of Toronto. She has acted as a visiting lecturer at the University of Toronto, the Alzheimer's Research and Education Project in Waterloo, and at conferences in both Ontario and the United States.

RELATED EXPERIENCE

Lutherwood Children's Mental Health Addition/Renovation, Kitchener, Ontario

St. Joseph's Mental Health Centre - P3 Design Bid, London and St. Thomas, Ontario

Dorothy Macham Home: Sunnybrook & Women's College Health Sciences Centre - Behavioural Unit, Toronto, Ontario

Permanent Place - Supportive Housing for the Psychiatrically Challenged, Whitby, Ontario

Centre for Addiction and Mental Health (CAMH) AFP Proponent Team Design, Toronto, Ontario

Niagara Health System - St. Catharines Health Complex - AFP Proponent Team Design, Design Lead for IP and OP Adult and Children's Mental Health Components, St. Catharines, Ontario

Infrastructure Ontario - Generic Output Specifications Assignment (GOS), Ontario

Hotel Dieu Health Sciences Centre - Master Plan for Mental Health Facility, St. Catharines, Ontario

Northeast Mental Health - Co-Location Study, Sudbury, Ontario

St. Peter's Hospital - Behavioral Unit Addition, Alexander Pavilion, Hamilton, Ontario



JOHN M. SCHNEIDER, P.E

Structural Engineer

Atlantic Engineering Services of Pittsburgh

EDUCATION

Bachelor of Architectural Engineering
Pennsylvania State University, 1983

REGISTRATIONS

Licensed Professional Engineer in
Pennsylvania, Colorado, District of Columbia,
Maine, Massachusetts, Michigan, Minnesota,
New York, Ohio, Rhode Island, Utah, Virginia,
and West Virginia. Mr. Schneider is NCEES
certified.

PROFESSIONAL AFFILIATIONS

Member of City of Pittsburgh, Board of
Standards and Appeals

GENERAL EXPERIENCE

Mr. Schneider began consulting for architects on structures in 1983. He has served as project manager and project engineer for a wide variety of facility studies, new construction/renovation, building additions and historic preservation projects, both in the United States and overseas. Mr. Schneider's experience includes many projects for the federal government.

Mr. Schneider has acted as senior project engineer for historic preservation, renovation, and new construction projects. Recent projects directed by Mr. Schneider range in size from as small as \$1 million to as large as \$110 million. His recent hospital work with Stantec Architecture includes the Magee-Womens Hospital, a two-story, 40,000 square foot addition to the top of the existing Magee-Womens Hospital as well as the \$87 million UPMC Passavant Hospital Pavilion Addition. Some other recent hospital work includes the \$58 million Lancaster General Hospital Orthopedic Addition, the \$47 million Reading Post Acute Hospital and the \$6 million Oakwood Radiation Oncology Addition. He was also the Principal-in-Charge for The Washington Hospital Addition and Renovation, a \$35 million project in Washington, Pennsylvania.

His duties include day-to-day project supervision, project scheduling, and coordination with the architect and other consultants. He also serves as an expert witness and has done so for hospital projects.

4 Construction Management



Construction Management

Over the years, Stantec has worked successfully on numerous complex projects in partnership with construction managers. Our experience shows that early and consistent involvement of the Construction Management team in a project yields the best results. We are comfortable involving CM teams during the design process, and have developed 3D modeling and project estimating methods that help CM/AE teams to come to agreement over project budgets prior to the issuing of contract documents. This approach not only helps build a strong CM/AE team, it also helps avoid disputes and cost over-runs during the construction phase of the project.

Stantec routinely performs construction administration services as a part of our A/E service contracts. The following is an outline of our preferred approach to construction administration.

Cost Estimates - At the end of the construction document phase, the final detailed estimate of probable construction costs will have been prepared. The construction administrator uses this estimate to evaluate the bids received from potential general contractors (GC). This evaluation facilitates the process of determining low bidder, value of any exclusion, alternates, and whether the GC has an adequate understanding of the scope of the project.

Schedule of Values - The GC is responsible for submitting a schedule of values at the beginning of the construction phase. This reflects their understanding of the scope of the project. Evaluating a GC's understanding of the project scope and value will help the construction administrator identify potential change orders and monitor progress payments.

Progress Meetings - Once a GC is selected, the construction administrator must communicate openly and freely with the GC throughout the construction process, as the owner's agent. Regularly scheduled meetings are held with the construction administrator, GC, and client representatives. The progress meetings cover outstanding issues, new issues, work completed since the last meeting, work to be completed prior to next meeting, submittal status, RFI status, and assignment of responsibility to the various participants.

Construction Schedule - The GC is responsible for providing a construction schedule at the beginning of the construction phase. This schedule must be updated prior to each progress meeting. The construction administrator reviews and monitors the schedule for potential conflict and problems areas. The schedule is to be realistic, routinely updated, and strictly adhered to by the GC.

Submittals - The construction administrator will prepare a submittal log identifying all submittals required by the project specifications. As submittals are received from the GC, they are verified against construction documents and comments are made as necessary in a timely fashion. The submittal log is updated throughout the construction process.

Change Orders - The construction administrator is responsible for keeping a detailed paper trail of change orders. Periodic and timely site visits by the construction administrator can prevent many change orders, because potential disputes and RFIs can be handled in a timely fashion, without costly down time or off site preparation of paperwork on the GC's part.

Punch List - The punch list starts, informally, at the outset of the construction phase as a natural product of the progress meetings. As a normal course of business, the GC will begin the punch list process. Upon nearing substantial project completion, the construction administrator takes over the process, fully detailing each issue that requires resolution.

Close-Out - The formal close-out of a project can be a time consuming and protracted effort if not managed effectively. As the end of construction nears, we prepare a "close-out form" for the GC listing all items required by contract to be submitted by the GC and / or their subcontractors. This form tracks the submission, review, and approval of all items and provides a guide reference for the construction administrator, GC, and owner.

Commissioning - The construction administrator can assist the owner in the interpretation and use of O&M manuals, and training of its building engineering staff to aid in the optimal operation of the new facility. In addition, for large-scale projects, we often prepare a CD-ROM disk that contains an interactive database to facilitate obtaining warranty and operational information.

5 General Terms and Conditions Comments



General Terms and Conditions Comments

We have reviewed your proposed contract terms and believe that should we be selected for this assignment, we will be able to conclude a mutually satisfactory contract. However, the following items identified under Section 3.3 General Terms and Conditions are in conflict with generally accepted Architect Client Agreements, and with Stantec contracting standards.

Section 3.4.5 Indemnification. This indemnification clause we believe is unreasonable and uninsurable. We do not believe that we should indemnify the client for claims that arise from our performance of the contract but only be indemnifying the client for our negligent acts, errors and omissions, because this is covered by our insurance. It is not reasonable to believe that the design professional should have to pay upfront costs for the defense of the client for any reason.

Section 3.4.15 Liquidated Damages. As a design firm we will commit to completing the design within the 220 days. Buy, this section states that we will be responsible for paying liquidated damages in the amount of \$500/workday for failure to provide deliverables at the agreed upon date identified in the final contract. These types of damages are commonplace with contractors and subcontractors, but professional services do not usually lend themselves to strict schedules. We provide an intellectual service and not a tangible product or physical task. It is impossible to know how long it will take to complete our services competently and professionally; in that case we should not have to pay for a delay. This section also will place the owner responsible for meeting any and all deadlines, and any delay on the owner's part will result in an automatic extension of final delivery, creating an accounting atmosphere in the design team. When a "penalty" clause is placed in a contract it is also common to include a "reward" clause which we do not see in the General Terms and Conditions.

We note that there is no Limit of Liability clause or exclusion of Consequential Damages clause in the General Terms and Conditions, but we believe should be included as is common practice in Architect Client Agreements.

