



CUNNINGHAM
G R O U P



December 22, 2014

FIRM PREQUALIFICATIONS

Presented to

ARIZONA DEPARTMENT OF ADMINISTRATION

**Professional Services - Annual Statements of
Qualification / AE List FY 2015**

Attention: Melissa Bauer

State Procurement Office

ADOA Building

100 N. 15th Ave., Suite 201

Phoenix, AZ 85007

Prepared by

Cunningham Group Architecture, Inc.

116 West McDowell Road, Suite 100

Phoenix, Arizona 85003

Contact

Maha Abou-Haidar, AIA, Principal

602 744 3660

mabouhaidar@cunningham.com

DUNS: 06-281-9958/Tax ID: 41-1456525/CAGE: 5kef2



CUNINGHAM
G R O U P

AIA Minnesota
Firm Award Recipient

December 23, 2014

Ms. Melissa Bauer
Senior Procurement Specialist
State Procurement Office
Arizona Department of Administration (ADOA) Building
100 N. 15th Ave., Suite 201
Phoenix, AZ 85007

RE: Professional Services - Annual Statements of Qualification / AE List FY 2015

Dear Ms. Bauer:

On behalf of Cuningham Group Architecture, Inc., (Cuningham Group®), I would like to thank you for the opportunity to submit our qualifications for the Professional Services - Annual Statements of Qualification / AE List FY 2015 Contract. Our team of seasoned designers, planners, engineers and project managers has considerable experience in the programming, planning and design of healthcare facilities including new construction, remodel and modernization projects; acute care hospitals and outpatient facilities; clinics, wellness and rehabilitation centers. Our team is also a nationally recognized leader in the master planning and design of multi-family housing and senior living communities - from independent living to skilled nursing and hospice facilities.

Additional value that our team brings to this contract is:

- We offer a comprehensive team of seasoned professionals that keep abreast of the latest healthcare research, technologies and delivery models in the healthcare, multi-family housing and senior living design industry. **Value: We will deliver to you state-of-the-art facilities that embrace the latest trends in research- and evidence-based design and family-centered care for the best patient, family and staff experience.**
- We are leaders in Sustainable Design and Energy Modeling. **Value: Our buildings are efficient, sensitive to the environment and embrace the concept of lean design and processes.**
- Our design approach is collaborative and involves key individuals, including our clients' design and construction professionals, and the facility's stakeholders. **Value: This approach creates synergy among the team and fosters communication that helps promote innovative design solutions.**
- We are local. **Value: This allows us to be fully responsive from project kick-off through Project occupancy.**

While we place great value on each of our individual projects, the fact is that the best projects stem from strong, lasting relationships with our clients. Rather than simply working for our clients, we work with them to align Project plans with their vision and expectations. We look forward to being the team of choice. Please do not hesitate to call me directly with any questions.

Sincerely,

Cuningham Group Architecture, Inc.

Maha Abou-Haidar, AIA, Principal

mabouhaidar@cuningham.com / Tel (602) 744-3660

Cuningham Group
Architecture, Inc.

116 W. McDowell Road
Suite 100
Phoenix, AZ
85003

Tel: 602 744-3660
Fax: 602 744-3679

www.cuningham.com



ATTACHMENT I – General Qualifications
ANNUAL REQUEST FOR QUALIFICATIONS AND EXPERIENCE NO:
ADSPO15-00004729

STATE PROCUREMENT OFFICE
Department of Administration
100 North 15th Avenue, Suite 201
Phoenix, Arizona 85007

(If a firm has branch offices, complete for each specific branch office seeking work.)

1. Annual Request for Qualifications

| | |
|---|-------------------------------------|
| a. FIRM (OR BRANCH OFFICE) NAME: | Cunningham Group Architecture, Inc. |
| b. FIRM (OR BRANCH OFFICE) STREET: | 116 W. McDowell Road, Suite 100 |
| c. FIRM (OR BRANCH OFFICE) CITY: | Phoenix |
| d. FIRM (OR BRANCH OFFICE) STATE: | Arizona |
| e. FIRM (OR BRANCH OFFICE) ZIP CODE: | 86003 |
| f. YEAR ESTABLISHED: | 1968 |
| (g1). OWNERSHIP - TYPE: | S Corporation |
| (g2). OWNERSHIP - SMALL BUSINESS STATUS: | N/A |
| h. POINT OF CONTACT NAME AND TITLE: | Maha Abou-Haidar, AIA, Principal |
| i. POINT OF CONTACT TELEPHONE NUMBER: | (602) 744-3660 |
| j. POINT OF CONTACT E-MAIL ADDRESS: | mabouhaidar@cunningham.com |
| k. NAME OF FIRM (If block 1a is a branch office): | Cunningham Group Architecture, Inc. |



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(If a firm has branch offices, complete for each specific branch office seeking work.)

1. Annual Request for Qualifications

| | |
|--------------------------------------|-------------------------------------|
| g. FIRM (OR BRANCH OFFICE) NAME: | Cunningham Group Architecture, Inc. |
| h. FIRM (OR BRANCH OFFICE) STREET: | 1030 G Street |
| i. FIRM (OR BRANCH OFFICE) CITY: | San Diego |
| j. FIRM (OR BRANCH OFFICE) STATE: | California |
| k. FIRM (OR BRANCH OFFICE) ZIP CODE: | 92101 |

| | |
|----------------------|------|
| l. YEAR ESTABLISHED: | 1968 |
|----------------------|------|

| | |
|--|---------------|
| (g1). OWNERSHIP - TYPE: | S Corporation |
| (g2). OWNERSHIP - SMALL BUSINESS STATUS: | N/A |

| | |
|---------------------------------------|---------------------------------|
| h. POINT OF CONTACT NAME AND TITLE: | G. Wayne Hunter, AIA, Principal |
| i. POINT OF CONTACT TELEPHONE NUMBER: | (619) 849-1080 |
| j. POINT OF CONTACT E-MAIL ADDRESS: | whunter@cunningham.com |

| | |
|---|-------------------------------------|
| k. NAME OF FIRM (If block 1a is a branch office): | Cunningham Group Architecture, Inc. |
|---|-------------------------------------|



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**ANNUAL REQUEST FOR QUALIFICATIONS AND EXPERIENCE NO:
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2. EMPLOYEES BY DISCIPLINE

| a. Discipline Title | b. Function: Primary (P) or Secondary (S) | c. No. of Employees - Firm | d. No. of Employees - Branch |
|-----------------------|---|----------------------------|------------------------------|
| Administrative | P | 46 | 2 |
| Architect | P | 157 | 6 |
| CADD Technician | P | 16 | 2 |
| Interior Designer | P | 12 | |
| Landscape Architect | P | 8 | |
| Urban Planner | P | 2 | |
| Project Manager | S | 12 | 5 |
| Specifications Writer | P | 2 | |
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| | | | |
| Total | | 255 | 15 |



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(If a firm has branch offices, complete for each specific branch office seeking work.)

1. Annual Request for Qualifications

| | |
|---|-------------------------------------|
| m. FIRM (OR BRANCH OFFICE) NAME: | Cunningham Group Architecture, Inc. |
| n. FIRM (OR BRANCH OFFICE) STREET: | 8655 Hayden Place |
| o. FIRM (OR BRANCH OFFICE) CITY: | Culver City |
| p. FIRM (OR BRANCH OFFICE) STATE: | California |
| q. FIRM (OR BRANCH OFFICE) ZIP CODE: | 90232 |
| r. YEAR ESTABLISHED: | 1968 |
| (g1). OWNERSHIP - TYPE: | S Corporation |
| (g2). OWNERSHIP - SMALL BUSINESS STATUS: | N/A |
| h. POINT OF CONTACT NAME AND TITLE: | Lee Brennan, AIA, Principal |
| i. POINT OF CONTACT TELEPHONE NUMBER: | (310) 895-2200 |
| j. POINT OF CONTACT E-MAIL ADDRESS: | lbrennanr@cunningham.com |
| k. NAME OF FIRM (If block 1a is a branch office): | Cunningham Group Architecture, Inc. |



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3. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST YEAR

| a. Approximate No. of Projects | b. Experience | c. Revenue Index Number (see below) |
|--------------------------------|---|-------------------------------------|
| 2 | Auditoriums & Theaters | 6 |
| 23 | Churches, Chapels | 4 |
| 3 | Commercial Buildings/Low Rise, Shopping Centers | 3 |
| 12 | Dining Halls, Clubs, Restaurants | 5 |
| 74 | Educational Facilities, Classrooms | 6 |
| 4 | Garages/Vehicle Maintenance/Parking | 3 |
| 102 | Hospital & Medical Facilities | 6 |
| 12 | Hotels, Motels | 5 |
| 22 | Housing (Residential, Multi-Family; Apartments; Condominiums) | 6 |
| 10 | Interior Design/Space Planning | 2 |
| 6 | Landscape Architecture | 1 |
| 7 | Libraries, Museums, Galleries | 1 |
| 26 | Office Buildings, Industrial Parks | 7 |
| 7 | Planning | 4 |
| 35 | Recreation Facilities | 7 |
| | | |

PROFESSIONAL SERVICES REVENUE INDEX NUMBER

- | | |
|---|---|
| 1. Less than \$100,000 | 6. \$2 million to less than \$5 million |
| 2. \$100,000 to less than \$250,000 | 7. \$5 million to less than \$10 million |
| 3. \$250,000 to less than \$500,000 | 8. \$10 million to less than \$25 million |
| 4. \$500,000 to less than \$1 million | 9. \$25 million to less than \$50 million |
| 5. \$1 million to less than \$2 million | 10. \$50 million or greater |



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4. Resumes of Key Personnel Proposed for this Contract (Complete one Section 4 for each key person.)

| | | | |
|--------------------------------------|---|---------------------|----------------------|
| a. NAME MAHA ABOU-HAIDAR, AIA | b. ROLE IN THIS CONTRACT PRINCIPAL | c. YEARS EXPERIENCE | |
| | | 1. TOTAL | 2. WITH CURRENT FIRM |
| | | 30 YEARS | 13 YEARS |

d. LOCATION (*City and State*)
CUNINGHAM GROUP ARCHITECTURE, INC., PHOENIX, ARIZONA

e. EDUCATION (*DEGREE AND SPECIALIZATION*)
Bachelor of Architecture – American University of Beirut,
Chartered by the State of New York

f. PROFESSIONAL TRAINING - REGISTRATIONS
Registered Architect, AZ

g. OTHER PROFESSIONAL QUALIFICATIONS (*Organizations, Awards, etc.*)

Member, American Institute of Architects (AIA)

H. RELEVANT PROJECTS

| | | | |
|----|--|-------------------------------------|--|
| 1. | (1) TITLE AND LOCATION (<i>City and State</i>) Department of Veteran Affairs Medical Center Phoenix, Arizona | (2) YEAR COMPLETED | |
| | | Professional Services 2008-2013 | Construction (if applicable) TBD |
| | (3) BRIEF DESCRIPTION (<i>Brief scope, size, cost, etc.</i>) AND SPECIFIC ROLE Architecture, interior design for Emergency Department Addition, Specialty Care, Research Laboratory and Parking Garage. Size: 170,000 SF. Construction Budget: \$26 Million. Role: Principal | <input checked="" type="checkbox"/> | Check if project performed with current firm |
| 2. | (1) TITLE AND LOCATION (<i>City and State</i>) Department of Veteran Affairs Medical Center Amarillo, Texas | (2) YEAR COMPLETED | |
| | | Professional Services 2012-2013 | Construction (if applicable) TBD |
| | (3) BRIEF DESCRIPTION (<i>Brief scope, size, cost, etc.</i>) AND SPECIFIC ROLE Architecture, interior design for expansion of Rehabilitation and Prosthetics. Size: 11,000 SF. Construction Budget: \$7.5. Million. Role: Principal | <input checked="" type="checkbox"/> | Check if project performed with current firm |
| 3. | (1) TITLE AND LOCATION (<i>City and State</i>) Mayo Clinic Hospital Phoenix, Arizona | (2) YEAR COMPLETED | |
| | | Professional Services 2008-2009 | Construction (if applicable) 2010-2011 |
| | (3) BRIEF DESCRIPTION (<i>Brief scope, size, cost, etc.</i>) AND SPECIFIC ROLE Master planning, architecture and interiors for New Clinical/Research Lab and Interventional Angio Suite. Size: 20,000 SF. Construction Budget: Confidential. Role: Principal | <input checked="" type="checkbox"/> | Check if project performed with current firm |
| 4. | (1) TITLE AND LOCATION (<i>City and State</i>) Banner Thunderbird Medical Center Phoenix, Arizona | (2) YEAR COMPLETED | |
| | | Professional Services 2005-2013 | Construction (if applicable) 2006-2013 |
| | (3) BRIEF DESCRIPTION (<i>Brief scope, size, cost, etc.</i>) AND SPECIFIC ROLE Master planning, architecture and interiors for New 200-Bed South Tower Addition, New Emergency Department, Critical Care Unit, Outpatient Surgery Expansion, Women's Center Remodel, SPD Department Remodel. Size: 200,000 SF. Construction Budget: \$289 Million. Role: Principal | <input checked="" type="checkbox"/> | Check if project performed with current firm |
| 5. | (1) TITLE AND LOCATION (<i>City and State</i>) University Medical Center Tucson, Arizona | (2) YEAR COMPLETED | |
| | | Professional Services 2008-2009 | Construction (if applicable) 2009-2011 |
| | (3) BRIEF DESCRIPTION (<i>Brief scope, size, cost, etc.</i>) AND SPECIFIC ROLE The new six story tower is anchored by a 61-bed emergency department consisting of seven trauma rooms and three PODS of treatment rooms each containing 18 rooms. Size: 214,000 SF. Construction Budget: \$125 Million. Role: Principal. | <input checked="" type="checkbox"/> | Check if project performed with current firm |



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4. Resumes of Key Personnel Proposed for this Contract (Complete one Section 4 for each key person.)

| | | | |
|---------------------------------|---|--------------------------|-------------------------------------|
| a. NAME Lee Brennan, AIA | b. ROLE IN THIS CONTRACT Market Sector Leader/Healthcare | c. YEARS EXPERIENCE | |
| | | 1. TOTAL 33 YEARS | 2. WITH CURRENT FIRM 3 YEARS |

d. LOCATION (*City and State*)
CUNINGHAM GROUP ARCHITECTURE, INC., CULVER CITY, CALIFORNIA

e. EDUCATION (*DEGREE AND SPECIALIZATION*)
Bachelor of Environmental Design
Texas A&M University

f. PROFESSIONAL TRAINING - REGISTRATIONS
Registered Architect, CA

g. OTHER PROFESSIONAL QUALIFICATIONS (*Organizations, Awards, etc.*)

Member of American Institute of Architects (AIA), Academy of Architecture for Health, Safety Assessment Program (SAP) Evaluator, Advisory Board of Westside Family Health Center, Lean Construction Institute (LCI), Design Build Institute of America, Juror - Nurture's Collegiate Healthcare Design Competition 2012)

H. RELEVANT PROJECTS

| | (1) TITLE AND LOCATION (<i>City and State</i>) | (2) YEAR COMPLETED | |
|----|---|--|------------------------------|
| | | Professional Services | Construction (if applicable) |
| 1. | Sharp Metropolitan Campus Master Plan San Diego, California | 2013 | N/A |
| | (3) BRIEF DESCRIPTION (<i>Brief scope, size, cost, etc.</i>) AND SPECIFIC ROLE Our master plan is simple; it sets a roadmap for the future of the campus by meeting the clinical needs, to right size the overall bed count, to meet SB-1953 seismic requirements by 2030, and to address future growth. The phased approach developed a realistic design solution which is buildable and minimizes impact to the existing operations. Role: Project Principal | <input checked="" type="checkbox"/> Check if project performed with current firm | |
| 2. | Kaiser Baldwin Park Medical Center Master Plan Los Angeles, California | 2012 - ongoing | N/A |
| | (3) BRIEF DESCRIPTION (<i>Brief scope, size, cost, etc.</i>) AND SPECIFIC ROLE Preparing a master plan for the Kaiser Baldwin Park Medical Center. The master plan includes decanting Kaiser's primary care clinics to off-site locations. The project also includes development of potential sites for MOB's, an Ambulatory Surgery Center and other OSHPD 3 components. Project Role: Project Principal | <input checked="" type="checkbox"/> Check if project performed with current firm | |
| 3. | Kaiser Woodland Hills Medical Center Master Plan Los Angeles, CA | 2012 | N/A |
| | (3) BRIEF DESCRIPTION (<i>Brief scope, size, cost, etc.</i>) AND SPECIFIC ROLE Master planning for the Kaiser Woodland Hills Medical Center. This included decanting of primary care clinics to off-site locations and backfill strategy for secondary clinics. Project included peer review of ongoing projects including infrastructure of the campus, expansion of the Emergency Department and a new Labor and Delivery/Post Partum unit. Project Role: Project Principal | <input checked="" type="checkbox"/> Check if project performed with current firm | |
| 4. | Kaiser Anaheim Orange Country Replacement Medical Center Anaheim, California | 2008-2009 | 2012 |
| | (3) BRIEF DESCRIPTION (<i>Brief scope, size, cost, etc.</i>) AND SPECIFIC ROLE 27-acre phased renovation for 116,500 SF medical and 180,000 SF hospital support buildings, 260 beds, 14 ORs, 48 emergency department bays. Future phases to add 100 more beds and additional 220,000 SF of medical office and administration. Project Role: Project Principal | <input checked="" type="checkbox"/> Check if project performed with current firm | |
| 5. | Wasserman Eye Clinic Los Angeles, California | 2010 - ongoing | In progress |
| | (3) BRIEF DESCRIPTION (<i>Brief scope, size, cost, etc.</i>) AND SPECIFIC ROLE Cunningham Group was retained during the design development and construction documents phase to assist with OSHPD-3 compliance and planning of the ambulatory surgery center. Project Role: Project Principal | <input checked="" type="checkbox"/> Check if project performed with current firm | |



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Phoenix, Arizona 85007**

4. Resumes of Key Personnel Proposed for this Contract (Complete one Section 4 for each key person.)

| | | | |
|--|---|--------------------------|-------------------------------------|
| a. NAME Philip T. Soule, III, AIA, ACHA, DBIA | b. ROLE IN THIS CONTRACT Market Sector Leader/Healthcare | c. YEARS EXPERIENCE | |
| | | 1. TOTAL 26 YEARS | 2. WITH CURRENT FIRM 8 YEARS |

d. LOCATION (City and State)
CUNINGHAM GROUP ARCHITECTURE, INC., SAN DIEGO, CALIFORNIA

e. EDUCATION (DEGREE AND SPECIALIZATION)
Master of Architecture
Ohio State University

f. PROFESSIONAL TRAINING - REGISTRATIONS
Registered Architect, OH

g. OTHER PROFESSIONAL QUALIFICATIONS (Organizations, Awards, etc.)

Member of American Institute of Architects (AIA), Board Certified ACHA and Design Build Institute of America.

H. RELEVANT PROJECTS

| | | | |
|----|---|-------------------------------------|--|
| 1. | (1) TITLE AND LOCATION (City and State) UCSD Medical Center Labor & Delivery Renovation San Diego, California | (2) YEAR COMPLETED | |
| | | Professional Services 2009-2010 | Construction (if applicable) 2010 |
| | (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Renovation and expansion of existing Labor & Delivery Department. New area includes a well-defined entrance to the department, a new waiting and reception area, and larger patient triage area. Renovation enhanced overall patient experience, increased quality of service for patients, and promotes efficient departmental operations. Size: 12,000 SF. Construction Budget: \$6 Million. Role: Principal in Charge | <input checked="" type="checkbox"/> | Check if project performed with current firm |
| 2. | (1) TITLE AND LOCATION (City and State) Douglas + Nancy Barnhart Cancer Center Chula Vista, California | (2) YEAR COMPLETED | |
| | | Professional Services 2010-2012 | Construction (if applicable) 2012 |
| | (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE The Douglas + Nancy Barnhart Cancer Center's design focuses primarily on healing, with elements of Evidence-Based Design throughout. The OSHPD-3, LEED Certified Cancer Center design used only low VOC adhesives, paints, carpets, and composite wood products that are sustainable as patients are more vulnerable to pollutants. Additionally, extra sensors were used to monitor the indoor air quality and increase the percentage of outdoor air when needed. Size: 45,000 SF. Construction Budget: \$38 Million. Role: Principal in Charge | <input checked="" type="checkbox"/> | Check if project performed with current firm |
| 3. | (1) TITLE AND LOCATION (City and State) King Chavez Health Center San Ysidro, California | (2) YEAR COMPLETED | |
| | | Professional Services 2010-2012 | Construction (if applicable) 2012 |
| | (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE The project scope for this OSHPD-3 facility included the demolition of an existing building, pre-design and related design services. The project includes a new LEED Silver Certified healthcare facility housing several existing clinic departments which include family practice, women's health, dental services, and Women Infant Child (WIC) services. Size: 24,000 SF. Construction Budget: \$7.5 Million. Role: Principal in Charge | <input checked="" type="checkbox"/> | Check if project performed with current firm |
| 4. | (1) TITLE AND LOCATION (City and State) Tri-City Medical Center Campus/ Master Plan & Various Projects | (2) YEAR COMPLETED | |
| | | Professional Services ongoing | Construction (if applicable) N/A |
| | (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Master plan and various projects including Emergency Department and Forensic Inpatient Unit Wellness Center PT/OT Renovation. The new Campus Plan will add 400,000 SF of new 'I' occupancy space, 220,000 SF of 'B' occupancy space (620,000 SF total addition), and the renovation of 500,000 SF of current 'B' occupancy space. Size: 35 acres. Construction Budget: \$600 Million (New Construction). Role: Principal in Charge | <input checked="" type="checkbox"/> | Check if project performed with current firm |
| 5. | (1) TITLE AND LOCATION (City and State) Ridgecrest Regional Hospital Outpatient Pavilion & Bed Tower Ridgecrest, California | (2) YEAR COMPLETED | |
| | | Professional Services 2005-2010 | Construction (if applicable) 2006, 2010 |
| | (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Campus and facility master plan and expansion. Phase I: 2-story, 25,800 SF MOB adjacent to existing hospital. Outpatient services moved from the main hospital to the 1st floor of the MOB (Pavilion) and second floor is medical office space. Phase II: demolition of a hospital wing and a new 47,000 SF 2-story bed tower. Construction Budget: \$49.3 Million (Bed Tower), \$10.4 Million (Pavilion). Role: Principal in Charge | <input checked="" type="checkbox"/> | Check if project performed with current firm |



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Phoenix, Arizona 85007**

4. Resumes of Key Personnel Proposed for this Contract (Complete one Section 4 for each key person.)

| | | | |
|---|---|--------------------------|--------------------------------------|
| a. NAME Wayne Hunter, AIA, NCARB, DBIA, ACHA | b. ROLE IN THIS CONTRACT Market Sector Leader/Healthcare | c. YEARS EXPERIENCE | |
| | | 1. TOTAL 30 YEARS | 2. WITH CURRENT FIRM 28 YEARS |

d. LOCATION (*City and State*)
CUNINGHAM GROUP ARCHITECTURE, INC., SAN DIEGO, CALIFORNIA

e. EDUCATION (*DEGREE AND SPECIALIZATION*)
Bachelor of Architecture
Oklahoma State University

f. PROFESSIONAL TRAINING - REGISTRATIONS
Registered Architect, AZ, CA, NV, NM, OH

g. OTHER PROFESSIONAL QUALIFICATIONS (*Organizations, Awards, etc.*)

Member of American Institute of Architects; National Council of Architectural Registration Boards, Board Certified ACHA Member, Design Build Institute of America.

H. RELEVANT PROJECTS

| | | | |
|----|--|-------------------------------------|--|
| 1. | (1) TITLE AND LOCATION (<i>City and State</i>) Yuma Regional Medical Center New Bed Tower and New Heart Center Yuma, California | (2) YEAR COMPLETED | |
| | | Professional Services 2004 | Construction (if applicable) 2004 |
| | (3) BRIEF DESCRIPTION (<i>Brief scope, size, cost, etc.</i>) AND SPECIFIC ROLE Master planning, architecture, and interiors for six story tower, admission lobby, and renovation of diagnostic areas. Tower includes 76-bed Triage and Urgent Care Area, Heart and Cardiovascular Center, 42-bed Critical Care Unit, and 36-bed Med/Surg. Size: 239,000 SF. Construction Budget: \$68 Million. Role: Medical Planner | <input checked="" type="checkbox"/> | Check if project performed with current firm |
| 2. | (1) TITLE AND LOCATION (<i>City and State</i>) Douglas + Nancy Barnhardt Cancer Center, Sharp Hospital Chula Vista, California | (2) YEAR COMPLETED | |
| | | Professional Services 2012 | Construction (if applicable) 2012 |
| | (3) BRIEF DESCRIPTION (<i>Brief scope, size, cost, etc.</i>) AND SPECIFIC ROLE Using Evidence-Based Design throughout the facility, the design focuses on healing and the facility includes dedicated entry points, healing gardens, and state of the art treatment rooms. The OSHPD-3, LEED Certified Cancer Center design used only low VOC adhesives, paints, carpets, and composite wood products that are sustainable, as patients are more vulnerable to pollutants. Size: 45,000 SF. Construction Budget: \$38 Million. Role: Medical Planner | <input checked="" type="checkbox"/> | Check if project performed with current firm |
| 3. | (1) TITLE AND LOCATION (<i>City and State</i>) Sharp Chula Vista Medical Center Master Plan Chula Vista, California | (2) YEAR COMPLETED | |
| | | Professional Services 2013 | Construction (if applicable) N/A |
| | (3) BRIEF DESCRIPTION (<i>Brief scope, size, cost, etc.</i>) AND SPECIFIC ROLE Unique Design-Build approach for the 32 acre campus. Resulted in a realistic solutions that address immediate needs, future growth needs, and 2030 compliance needs. Size: 32.2 Acres. Construction Budget: n/a. Role: Medical Planner | <input checked="" type="checkbox"/> | Check if project performed with current firm |
| 4. | (1) TITLE AND LOCATION (<i>City and State</i>) Banner Thunderbird Medical Center Glendale, Arizona | (2) YEAR COMPLETED | |
| | | Professional Services 2005-2013 | Construction (if applicable) 2006-2013 |
| | (3) BRIEF DESCRIPTION (<i>Brief scope, size, cost, etc.</i>) AND SPECIFIC ROLE Master planning, architecture and interiors for New 200-Bed South Tower Addition, New Emergency Department, Critical Care Unit, Outpatient Surgery Expansion, Women's Center Remodel, SPD Department Remodel. Size: 200,000 SF. Construction Budget: \$289 Million. Role: Medical Planner | <input checked="" type="checkbox"/> | Check if project performed with current firm |
| 5. | (1) TITLE AND LOCATION (<i>City and State</i>) University Medical Center Tucson, Arizona | (2) YEAR COMPLETED | |
| | | Professional Services 2008-2009 | Construction (if applicable) 2009-2011 |
| | (3) BRIEF DESCRIPTION (<i>Brief scope, size, cost, etc.</i>) AND SPECIFIC ROLE The new six story tower is anchored by a 61-bed emergency department consisting of seven trauma rooms and three PODS of treatment rooms each containing 18 rooms. Size: 214,000 SF. Construction Budget: \$125 Million. Role: Role: Medical Planner | <input checked="" type="checkbox"/> | Check if project performed with current firm |



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4. Resumes of Key Personnel Proposed for this Contract (Complete one Section 4 for each key person.)

| | | | |
|--|---|--------------------------|--------------------------------------|
| a. NAME Jonathan Watts, AIA, NCARB, LEED AP | b. ROLE IN THIS CONTRACT Project Manager/Multifamily Housing | c. YEARS EXPERIENCE | |
| | | 1. TOTAL 30 YEARS | 2. WITH CURRENT FIRM 24 YEARS |

d. LOCATION (City and State)
CUNINGHAM GROUP ARCHITECTURE, INC., CULVER CITY, CALIFORNIA

| | |
|--|--|
| e. EDUCATION (DEGREE AND SPECIALIZATION) Master of Architecture Edinburgh University, Scotland | f. PROFESSIONAL TRAINING - REGISTRATIONS Registered Architect, CA, KY, LA, MD, NV, UT |
|--|--|

g. OTHER PROFESSIONAL QUALIFICATIONS (Organizations, Awards, etc.)

Member, American Institute of Architects; Member, National Council of Architectural Registration Boards (NCARB);
Member, Urban Land Institute; Chairperson for Urban Land Institute's Technical Assistance Panels

H. RELEVANT PROJECTS

| | | | |
|----|---|-------------------------------------|--|
| 1. | (1) TITLE AND LOCATION (City and State) The Avenue Hollywood, California | (2) YEAR COMPLETED | |
| | | Professional Services 2011 | Construction (if applicable) 2011 |
| | (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE The Avenue was designed to offer resort-style living in a pedestrian-friendly environment. Located on a compact metropolitan site within walking distance of public transportation hubs and Hollywood attractions, The Avenue provides an environmentally sound dwelling option for residents. Size: 238,450 SF. Construction Budget: \$100 Million. Role: Principal-in-Charge | <input checked="" type="checkbox"/> | Check if project performed with current firm |
| 2. | (1) TITLE AND LOCATION (City and State) Element Marina Del Rey, California | (2) YEAR COMPLETED | |
| | | Professional Services 2008 | Construction (if applicable) X |
| | (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Element is a 50-unit condominium loft project located on a tight, land-locked urban site. Seven different unit types ranging from 900 to 1,600 square feet are offered on four stories of residential space above two parking levels. Size: 70,000 SF. Construction Budget: \$11 Million. Role: Principal-in-Charge. | <input checked="" type="checkbox"/> | Check if project performed with current firm |
| 3. | (1) TITLE AND LOCATION (City and State) Indigo Condominiums Marina Del Rey, California | (2) YEAR COMPLETED | |
| | | Professional Services 207 | Construction (if applicable) 2007 |
| | (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE This luxury condominium project is comprised of three levels of wood framed housing resting above two levels of cast-in-place concrete parking. The modern design plays to the strengths of the site, maximizing sun and light and providing a sense of place within the development. Size: 86,215 SF. Construction Budget: \$12 Million. Role: Principal-in-Charge | <input checked="" type="checkbox"/> | Check if project performed with current firm |
| 4. | (1) TITLE AND LOCATION (City and State) 525 Broadway Mixed-use Development Santa Monica, California | (2) YEAR COMPLETED | |
| | | Professional Services Ongoing | Construction (if applicable) Under construction |
| | (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Located in Santa Monica's downtown business district, this mixed-use project will not only add to the city's urban fabric by pairing commercial and residential uses, but also add activity at the street level and foster a more walkable community. Size: 110,000 SF. Construction Budget: \$50 Million. Role: Principal-in-Charge | <input checked="" type="checkbox"/> | Check if project performed with current firm |
| 5. | (1) TITLE AND LOCATION (City and State) San Vicente & Fairfax Los Angeles, California | (2) YEAR COMPLETED | |
| | | Professional Services Ongoing | Construction (if applicable) 2015 (est.) |
| | (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE The San Vicente and Fairfax mixed-use project offers easy access to surrounding amenities and an active community for young professionals. The project contains townhomes, apartments, retail and a community center. Size: 238,000 SF. Construction Budget: \$75 Million. Role: Principal-in-Charge. | <input checked="" type="checkbox"/> | Check if project performed with current firm |



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4. Resumes of Key Personnel Proposed for this Contract (Complete one Section 4 for each key person.)

| | | | |
|---|--|--|-------------------------------------|
| a. NAME SCOTT SPONSLER | b. ROLE IN THIS CONTRACT PROJECT MANAGER – HEALTHCARE/ SENIOR DESIGNER | c. YEARS EXPERIENCE | |
| | | 1. TOTAL 30 YEARS | 2. WITH CURRENT FIRM 7 YEARS |
| d. LOCATION (<i>City and State</i>) CUNINGHAM GROUP ARCHITECTURE, INC., PHOENIX, ARIZONA | | | |
| e. EDUCATION (<i>DEGREE AND SPECIALIZATION</i>) California Polytechnic: Bachelor of Architecture | | f. PROFESSIONAL TRAINING - REGISTRATIONS Registered Architect, AZ | |
| g. OTHER PROFESSIONAL QUALIFICATIONS (<i>Organizations, Awards, etc.</i>) | | | |

H. RELEVANT PROJECTS

| | | | |
|----|---|--|---|
| 1. | (1) TITLE AND LOCATION (<i>City and State</i>) Department of Veteran Affairs Medical Center Phoenix, Arizona | (2) YEAR COMPLETED | |
| | | Professional Services 2008-2013 | Construction (if applicable) TBD |
| | (3) BRIEF DESCRIPTION (<i>Brief scope, size, cost, etc.</i>) AND SPECIFIC ROLE Architecture, interior design for Emergency Department Addition, Specialty Care, Research Laboratory and Parking Garage. Size: 170,000 SF. Construction Budget: \$26 Million. Role: Project Manager | <input checked="" type="checkbox"/> Check if project performed with current firm | |
| 2. | (1) TITLE AND LOCATION (<i>City and State</i>) Department of Veteran Affairs Medical Center Phoenix, Arizona | (2) YEAR COMPLETED | |
| | | Professional Services 2009-2010 | Construction (if applicable) 2010-2011 |
| | (3) BRIEF DESCRIPTION (<i>Brief scope, size, cost, etc.</i>) AND SPECIFIC ROLE Architecture, interior design for the expansion of the research development, clinic, endocrinology, and conference rooms consolidated the highest priority department, the research lab, into the north half of the building. Size: 17,210 SF. Construction Budget: \$6 Million. Role: Project Manager | <input checked="" type="checkbox"/> Check if project performed with current firm | |
| 3. | (1) TITLE AND LOCATION (<i>City and State</i>) Department of Veteran Affairs Medical Center Amarillo, Texas | (2) YEAR COMPLETED | |
| | | Professional Services 2012-2013 | Construction (if applicable) TBD |
| | (3) BRIEF DESCRIPTION (<i>Brief scope, size, cost, etc.</i>) AND SPECIFIC ROLE Architecture, interior design for expansion of Rehabilitation and Prosthetics. Size: 11,000 SF. Construction Budget: \$7.5. Million. Role: Project Manager | <input checked="" type="checkbox"/> Check if project performed with current firm | |
| 4. | (1) TITLE AND LOCATION (<i>City and State</i>) Mayo Clinic Hospital Phoenix, Arizona | (2) YEAR COMPLETED | |
| | | Professional Services 2008-2009 | Construction (if applicable) 2010-2011 |
| | (3) BRIEF DESCRIPTION (<i>Brief scope, size, cost, etc.</i>) AND SPECIFIC ROLE Master planning, architecture and interiors for New Clinical/Research Lab and Interventional Angio Suite. Size: 20,000 SF. Construction Budget: Confidential. Role: Project Manager | <input checked="" type="checkbox"/> Check if project performed with current firm | |
| 5. | (1) TITLE AND LOCATION (<i>City and State</i>) Banner Thunderbird Medical Center Phoenix, Arizona | (2) YEAR COMPLETED | |
| | | Professional Services 2005-2013 | Construction (if applicable) 2006-2013 |
| | (3) BRIEF DESCRIPTION (<i>Brief scope, size, cost, etc.</i>) AND SPECIFIC ROLE Master planning, architecture and interiors for New 200-Bed South Tower Addition, New Emergency Department, Critical Care Unit, Outpatient Surgery Expansion, Women's Center Remodel, SPD Department Remodel. Size: 200,000 SF. Construction Budget: \$289 Million. Role: Project Manager | <input checked="" type="checkbox"/> Check if project performed with current firm | |



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4. Resumes of Key Personnel Proposed for this Contract (Complete one Section 4 for each key person.)

| | | | |
|---|---|--|--------------------------------------|
| a. NAME RUSS COMBS | b. ROLE IN THIS CONTRACT SENIOR PROJECT DESIGNER | c. YEARS EXPERIENCE | |
| | | 1. TOTAL 19 YEARS | 2. WITH CURRENT FIRM 10 YEARS |
| d. LOCATION (City and State) CUNINGHAM GROUP ARCHITECTURE, INC., PHOENIX, ARIZONA | | | |
| e. EDUCATION (DEGREE AND SPECIALIZATION) Master of Architecture, Arizona State University Bachelor of Science in Design, Arizona State University | | f. PROFESSIONAL TRAINING - REGISTRATIONS In progress. | |
| g. OTHER PROFESSIONAL QUALIFICATIONS (Organizations, Awards, etc.) | | | |

H. RELEVANT PROJECTS

| | | | |
|----|---|-------------------------------------|--|
| 1. | (1) TITLE AND LOCATION (City and State) Department of Veteran Affairs Medical Center Phoenix, Arizona | (2) YEAR COMPLETED | |
| | | Professional Services 2008-2013 | Construction (if applicable) TBD |
| | (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Architecture, interior design for Emergency Department Addition, Specialty Care, Research Laboratory and Parking Garage. Size: 170,000 SF. Construction Budget: \$26 Million. Role: Senior Project Designer | <input checked="" type="checkbox"/> | Check if project performed with current firm |
| 2. | (1) TITLE AND LOCATION (City and State) Department of Veteran Affairs Medical Center Amarillo, Texas | (2) YEAR COMPLETED | |
| | | Professional Services 2012-2013 | Construction (if applicable) TBD |
| | (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Architecture, interior design for expansion of Rehabilitation and Prosthetics. Size: 11,000 SF. Construction Budget: \$7.5. Million. Role: Senior Project Designer | <input checked="" type="checkbox"/> | Check if project performed with current firm |
| 3. | (1) TITLE AND LOCATION (City and State) Mayo Clinic Hospital Phoenix, Arizona | (2) YEAR COMPLETED | |
| | | Professional Services 2008-2009 | Construction (if applicable) 2010-2011 |
| | (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Master planning, architecture and interiors for New Clinical/Research Lab and Interventional Angio Suite. Size: 20,000 SF. Construction Budget: Confidential. Role: Senior Project Designer | <input checked="" type="checkbox"/> | Check if project performed with current firm |
| 4. | (1) TITLE AND LOCATION (City and State) Banner Thunderbird Medical Center Phoenix, Arizona | (2) YEAR COMPLETED | |
| | | Professional Services 2005-2013 | Construction (if applicable) 2006-2013 |
| | (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Master planning, architecture and interiors for New 200-Bed South Tower Addition, New Emergency Department, Critical Care Unit, Outpatient Surgery Expansion, Women's Center Remodel, SPD Department Remodel. Size: 200,000 SF. Construction Budget: \$289 Million. Role: Senior Project Designer | <input checked="" type="checkbox"/> | Check if project performed with current firm |
| 5. | (1) TITLE AND LOCATION (City and State) Banner Del Webb Medical Center Sun City, Arizona | (2) YEAR COMPLETED | |
| | | Professional Services 2012-2013 | Construction (if applicable) 2013 |
| | (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Architecture and interiors for Nuclear Medicine suite remodel. Size: 2,500 SF. Construction Budget: \$500,000. Role: Project Manager | <input checked="" type="checkbox"/> | Check if project performed with current firm |



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4. Resumes of Key Personnel Proposed for this Contract (Complete one Section 4 for each key person.)

| | | | |
|---|---|-------------------------|-------------------------------------|
| a. NAME TRACIE SORENSON, AIA, LEED AP, GGP | b. ROLE IN THIS CONTRACT PROJECT ARCHITECT | c. YEARS EXPERIENCE | |
| | | 1. TOTAL 6 YEARS | 2. WITH CURRENT FIRM 2 YEARS |

d. LOCATION (*City and State*)
CUNINGHAM GROUP ARCHITECTURE, INC., PHOENIX, ARIZONA

| | |
|---|--|
| e. EDUCATION (<i>DEGREE AND SPECIALIZATION</i>) Master of Architecture, Arizona State University | f. PROFESSIONAL TRAINING - REGISTRATIONS Registered Architect: AZ; LEED AP, Green Globes Professional (GGP) |
|---|--|

g. OTHER PROFESSIONAL QUALIFICATIONS (*Organizations, Awards, etc.*)

Member, American Institute of Architects (AIA)

H. RELEVANT PROJECTS

| | (1) TITLE AND LOCATION (<i>City and State</i>) | (2) YEAR COMPLETED | |
|----|--|-------------------------------------|--|
| | | Professional Services | Construction (if applicable) |
| 1. | Department of Veteran Affairs Medical Center Phoenix, Arizona | 2012-2013 | 2013 |
| | (3) BRIEF DESCRIPTION (<i>Brief scope, size, cost, etc.</i>) AND SPECIFIC ROLE Architecture and interior design for Spine Clinic and ACC Library. Size: 10,000 SF. Construction Budget: \$1.5 Million. Role: Project Leader | <input checked="" type="checkbox"/> | Check if project performed with current firm |
| 2. | Scottsdale Healthcare Shea Campus Scottsdale, Arizona | 2011-2012 | 2012-2013 |
| | (3) BRIEF DESCRIPTION (<i>Brief scope, size, cost, etc.</i>) AND SPECIFIC ROLE Architecture and interior design for Surgery Remodel and Expansion and Hybrid Operating Room. Size: 180,000 SF. Construction Budget: \$22 Million. Role: Project Leader | <input checked="" type="checkbox"/> | Check if project performed with current firm |
| 3. | Mayo Clinic Hospital Phoenix, Arizona | 2012-2013 | 2012-2013 |
| | (3) BRIEF DESCRIPTION (<i>Brief scope, size, cost, etc.</i>) AND SPECIFIC ROLE Master planning, architecture and interiors for CT Upgrade, Clean Room, and Surgery Expansion. Size: 15,000 SF. Construction Budget: Confidential. Role: Project Leader | <input checked="" type="checkbox"/> | Check if project performed with current firm |
| 4. | Laughlin Primary Care Clinic Laughlin, Nevada | 2011 | 2011 |
| | (3) BRIEF DESCRIPTION (<i>Brief scope, size, cost, etc.</i>) AND SPECIFIC ROLE Architecture and interiors for new Primary Care Clinic. Size: 5,000 SF. Construction Budget: \$600,000. Role: Project Leader | <input type="checkbox"/> | Check if project performed with current firm |
| 5. | Palominas Rural Health Clinic Palominas, Arizona | 2010 | 2010 |
| | (3) BRIEF DESCRIPTION (<i>Brief scope, size, cost, etc.</i>) AND SPECIFIC ROLE Architecture and interiors for Health Clinic in rural Arizona. Size: 10,000 SF. Construction Budget: \$1.2 Million. Role: Project Leader | <input type="checkbox"/> | Check if project performed with current firm |



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4. Resumes of Key Personnel Proposed for this Contract (Complete one Section 4 for each key person.)

| | | | |
|----------------------------|--|--------------------------|---------------------------------------|
| a. NAME KEVIN KILEY | b. ROLE IN THIS CONTRACT SENIOR PROJECT MANAGER | c. YEARS EXPERIENCE | |
| | | 1. TOTAL 19 YEARS | 2. WITH CURRENT FIRM 2.5 YEARS |

d. LOCATION (City and State)
CUNINGHAM GROUP ARCHITECTURE, INC., PHOENIX, ARIZONA

e. EDUCATION (DEGREE AND SPECIALIZATION)
Bachelor of Science, Architectural Studies,
University of Wisconsin - Milwaukee

f. PROFESSIONAL TRAINING - REGISTRATIONS

g. OTHER PROFESSIONAL QUALIFICATIONS (Organizations, Awards, etc.)

With a well-rounded and diverse architectural foundation, he has extensive knowledge of current healthcare environments, including existing facility improvements and enhancements as well as major hospital additions. Kevin offers a broad base approach to typical hospital challenges such as maintenance, durability, infection control liabilities, code implementation and budget management.

H. RELEVANT PROJECTS

| | (1) TITLE AND LOCATION (City and State) | (2) YEAR COMPLETED | |
|----|---|-------------------------------------|--|
| | | Professional Services | Construction (if applicable) |
| 1. | Hamad Emergency Department Addition Doha, Qatar | 2014 (ongoing) | 2016 (est.) |
| | (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Project Manager for a 250,000 SF, 226-bed Emergency Department addition to the existing hospital with new roadway circulation and infrastructure. This addition will replace the existing emergency department and is part of an overall campus Master Plan. Size: 250,000 SF. Construction Budget: \$84 Million (est.). Role: Project Manager | <input checked="" type="checkbox"/> | Check if project performed with current firm |
| 2. | Chandler Regional Medical Center – Tower C Addition Chandler, Arizona | 2012 | 2015 (est.) |
| | (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Lead Project Manager of a 250,000 SF patient tower addition to the existing hospital. Service lines included materials management, sterile processing a 60-bed emergency department, 6 new ORs to include 1 new hybrid OR, 40 new pre & post-operative bays, 32-bed ICU and 64-bed catheterization suite, ORs, kitchen and loading dock expansion. Size: 250,000 SF. Construction Budget: \$125 Million. Role: Lead Project Manager | <input type="checkbox"/> | Check if project performed with current firm |
| 3. | Chandler Regional Medical Center – Cardiac Catheterization Suite Expansion Chandler, Arizona | 2010 | 2012 |
| | (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Lead Project Manager for this 16,000 SF catheterization suite expansion. The 1 st floor included 20 new observation bays and associated support spaces. The first floor is designed to be converted to a new cardiopulmonary suite upon the opening of the new Tower C Expansion project listed above. The 2 nd floor included one new 800 SF Electrophysiology Lab, one new 1400 SF Hybrid OR / IR Lab and 12 new post-op beds. Size: 16,000 SF. Construction Budget: \$10.5 Million. Role: Lead Project Manager | <input type="checkbox"/> | Check if project performed with current firm |
| 4. | Banner Thunderbird Medical Center Phoenix, Arizona | 2005-2013 | 2006-2013 |
| | (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Master planning, architecture and interiors for New 200-Bed South Tower Addition, New Emergency Department, Critical Care Unit, Outpatient Surgery Expansion, Women's Center Remodel, SPD Department Remodel. Size: 200,000 SF. Construction Budget: \$289 Million. Role: Project Manager | <input checked="" type="checkbox"/> | Check if project performed with current firm |
| 5. | Yuma Regional Medical Center Yuma, Arizona | 2008 | 2009 |
| | (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Lead Project Manager for the Surgery Suite Expansion for the remodel an existing Operating Room to be equivalent in appearance and layout to an existing adjacent Cardiovascular Operating Room. This involved relocating / replacing existing medical gas columns, equipment booms, doors, scrub sinks / window, and pass-thru to match the orientation of the existing CVOR. The work took place while the existing Surgery Department remained operational. Size: 16,768 SF. Project Cost: \$13 Million. Role: Lead Project Manager | <input checked="" type="checkbox"/> | Check if project performed with current firm |



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4. Resumes of Key Personnel Proposed for this Contract (Complete one Section 4 for each key person.)

| | | | |
|---|---|--|-------------------------------------|
| a. NAME HEATHER CASTRO, ASSOC. AIA, LEED AP, EDAC, GGP | b. ROLE IN THIS CONTRACT JOB CAPTAIN / BIM COORDINATOR | c. YEARS EXPERIENCE | |
| | | 1. TOTAL 6 YEARS | 2. WITH CURRENT FIRM 2 YEARS |
| d. LOCATION (City and State) CUNINGHAM GROUP ARCHITECTURE, INC., PHOENIX, ARIZONA | | | |
| e. EDUCATION (DEGREE AND SPECIALIZATION) Masters of Architecture, University of Oregon Bachelor of Science in Architecture, University of Wisconsin | | f. PROFESSIONAL TRAINING - REGISTRATIONS Registered Architect: AZ; LEED AP, Evidence-Based Design Accreditation and Certification (EDAC); Green Globes Professional (GGP) | |
| g. OTHER PROFESSIONAL QUALIFICATIONS (Organizations, Awards, etc.) Associate Member, American Institute of Architects | | | |

H. RELEVANT PROJECTS

| | (1) TITLE AND LOCATION (City and State) | (2) YEAR COMPLETED | |
|----|---|-------------------------------------|--|
| | | Professional Services | Construction (if applicable) |
| 1. | Department of Veteran Affairs Medical Center Phoenix, Arizona | 2011-2014 | under construction |
| | (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Architecture, interior design for Emergency Department Addition and Parking Garage. Size: 170,000 SF. Construction Budget: \$26 Million. Role: Designer, Digital Design Coordinator, LEED Coordinator | <input checked="" type="checkbox"/> | Check if project performed with current firm |
| 2. | Mayo Clinic Hospital Scottsdale, Arizona | 2013-2014 | 2014 |
| | (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Architecture, interior design for expansion SPECT/CT room. Size: 1,100 SF. Construction Budget: confidential. Role: Designer | <input checked="" type="checkbox"/> | Check if project performed with current firm |
| 3. | Dignity Health Hospital and Medical Center Phoenix, Arizona | 2013 - 2014 | under construction |
| | (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Architecture and interiors for DNA, HLA, and Thoracic Research Laboratories. Size: 15,000 SF. Construction Budget: \$1.5 Million. Role: Designer, Project Leader | <input checked="" type="checkbox"/> | Check if project performed with current firm |
| 4. | Banner Thunderbird Medical Center Glendale, Arizona | 2012-2013 | 2011-2013 |
| | (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Architecture and interiors for Emergency Department Remodel and Retail Pharmacy. Size: 6,500 SF. Construction Budget: \$750,000. Role: Designer, Digital Design Coordinator, LEED Coordinator | <input checked="" type="checkbox"/> | Check if project performed with current firm |
| 5. | Hamad Medical Corporation Doha, Qatar | 2011-2014 | n/a |
| | (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Master Plan for Heart Hospital Size: 400,00 SF. Construction Budget: confidential. Role: Designer | <input checked="" type="checkbox"/> | Check if project performed with current firm |



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4. Resumes of Key Personnel Proposed for this Contract (Complete one Section 4 for each key person.)

| | | | |
|---|---|---|---------------------------------------|
| a. NAME ANGELA TURNER, CID, NCIDQ | b. ROLE IN THIS CONTRACT INTERIOR DESIGNER | c. YEARS EXPERIENCE | |
| | | 1. TOTAL 10 YEARS | 2. WITH CURRENT FIRM 7.5 YEARS |
| d. LOCATION (City and State) CUNINGHAM GROUP ARCHITECTURE, INC., PHOENIX, ARIZONA | | | |
| e. EDUCATION (DEGREE AND SPECIALIZATION) Bachelor of Environmental Design, University of Missouri - Columbia | | f. PROFESSIONAL TRAINING - REGISTRATIONS Certified Interior Designer | |
| g. OTHER PROFESSIONAL QUALIFICATIONS (Organizations, Awards, etc.) | | | |

H. RELEVANT PROJECTS

| | | | |
|----|--|--|---|
| 1. | (1) TITLE AND LOCATION (City and State) Department of Veteran Affairs Medical Center Phoenix, Arizona | (2) YEAR COMPLETED | |
| | | Professional Services 2011-2013 | Construction (if applicable) TBD |
| | (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Architecture and interior design for Emergency Department Addition and Parking Garage. Size: 170,000 SF. Construction Budget: \$26 Million. Role: Interior Designer | <input checked="" type="checkbox"/> Check if project performed with current firm | |
| 2. | (1) TITLE AND LOCATION (City and State) Department of Veteran Affairs Medical Center Amarillo, Texas | (2) YEAR COMPLETED | |
| | | Professional Services 2012-2013 | Construction (if applicable) TBD |
| | (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Architecture and interior design for expansion of Rehabilitation and Prosthetics. Size: 11,000 SF. Construction Budget: \$7.5 Million. Role: Interior Designer | <input checked="" type="checkbox"/> Check if project performed with current firm | |
| 3. | (1) TITLE AND LOCATION (City and State) Yavapai Regional Medical Center – Women’s Health Pavillion | (2) YEAR COMPLETED | |
| | | Professional Services 2011 | Construction (if applicable) x |
| | (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Architecture and interiors for a 45,000 SF single-story expansion on the west face of the newly constructed Yavapai Regional Medical Center East Campus Hospital. The new expansion serves as a birthing center for the Prescott / Prescott Valley area. The new birthing center also includes space for triage, baby holding nursery, continuing care nursery, and two C-section rooms. Size: 45,000 SF. Construction Budget: \$10 Million. Role: Interior Designer | <input checked="" type="checkbox"/> Check if project performed with current firm | |
| 4. | (1) TITLE AND LOCATION (City and State) Banner Thunderbird Medical Center Phoenix, Arizona | (2) YEAR COMPLETED | |
| | | Professional Services 2007-2013 | Construction (if applicable) 2013 |
| | (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Architecture and interiors for 370,000 SF new seven story patient tower that includes 200 beds. Size: 370,000 SF. Construction Budget: \$289 Million. Role: Interior Designer | <input checked="" type="checkbox"/> Check if project performed with current firm | |
| 5. | (1) TITLE AND LOCATION (City and State) University Medical Center Tucson, Arizona | (2) YEAR COMPLETED | |
| | | Professional Services 2007-2009 | Construction (if applicable) 2009-2011 |
| | (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Architecture and interiors for 214,000 SF new 6-story tower including emergency department and children’s hospital. Size: 214,000 SF. Construction Budget: \$125 Million. Role: Interior Designer | <input checked="" type="checkbox"/> Check if project performed with current firm | |



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4. Resumes of Key Personnel Proposed for this Contract (Complete one Section 4 for each key person.)

| | | | |
|---|--|--------------------------|-------------------------------------|
| a. NAME MICHELLE R. L. ESPELAND, CID, NEWH | b. ROLE IN THIS CONTRACT LEAD INTERIOR DESIGNER | c. YEARS EXPERIENCE | |
| | | 1. TOTAL 17 YEARS | 2. WITH CURRENT FIRM 9 YEARS |

d. LOCATION (*City and State*)
 CUNINGHAM GROUP ARCHITECTURE, INC., MINNEAPOLIS, MINNESOTA

| | |
|--|---|
| e. EDUCATION (<i>DEGREE AND SPECIALIZATION</i>) Bachelors of Science, Interior Design, University of Minnesota – St. Paul | f. PROFESSIONAL TRAINING - REGISTRATIONS Certified Interior Designer: MN |
|--|---|

g. OTHER PROFESSIONAL QUALIFICATIONS (*Organizations, Awards, etc.*)
 Member of the National Council for Interior Design Qualifications (NCIDQ); IIDA Professional Member, 1997 – 2006 and 2011-2013; Fusion Committee Member 2002 - 2006; University of Minnesota Mentor 2000 -2002; NEWH Member, 2014-current

H. RELEVANT PROJECTS

| | (1) TITLE AND LOCATION (<i>City and State</i>) | (2) YEAR COMPLETED | |
|----|--|--|------------------------------|
| | | Professional Services | Construction (if applicable) |
| 1. | Harrah's Cherokee Hotel Cherokee, North Carolina | 2008-2011 | 2011 |
| | (3) BRIEF DESCRIPTION (<i>Brief scope, size, cost, etc.</i>) AND SPECIFIC ROLE Hotel guestrooms, suites and correlating corridors and elevator lobbies. Public areas, café, retail. Size: 450,000 SF. Construction Budget: \$128 Million. Role: Lead Interior Designer | <input checked="" type="checkbox"/> Check if project performed with current firm | |
| 2. | Radisson La Crosse Hotel La Crosse, Wisconsin | 2012-2015 | 2015 |
| | (3) BRIEF DESCRIPTION (<i>Brief scope, size, cost, etc.</i>) AND SPECIFIC ROLE Hotel guestrooms, suites and correlating corridors and elevator lobbies. Main lobby and ballroom. Size: 250,000 SF. Construction Budget: \$6 Million. Role: Lead Interior Designer | <input checked="" type="checkbox"/> Check if project performed with current firm | |
| 3. | The Walkway Minneapolis, Minnesota | 2012-2014 | 2014 |
| | (3) BRIEF DESCRIPTION (<i>Brief scope, size, cost, etc.</i>) AND SPECIFIC ROLE Apartment building public spaces: main lobby, second floor lobby, fireplace lounge, concierge clubroom, pool and resident corridors and elevator lobbies. Size: 15,000 SF. Construction Budget: \$1.5 Million (public areas only). Role: Lead Interior Designer | <input checked="" type="checkbox"/> Check if project performed with current firm | |
| 4. | Harrah's Biloxi Hotel Biloxi, Missouri | 2013-2014 | 2014 |
| | (3) BRIEF DESCRIPTION (<i>Brief scope, size, cost, etc.</i>) AND SPECIFIC ROLE Hotel guestrooms and suites. Size: 200,000 SF. Construction Budget: \$550,000. Role: Lead Interior Designer | <input checked="" type="checkbox"/> Check if project performed with current firm | |
| 5. | Regatta Residences Wayzata, Minnesota | 2012-2013 | 2015 |
| | (3) BRIEF DESCRIPTION (<i>Brief scope, size, cost, etc.</i>) AND SPECIFIC ROLE Condominium building public spaces: main lobby, hospitality rooms, resident corridors and elevator lobbies. Size: 132,000 SF. Construction Budget: \$19 Million. Role: Lead Interior Designer | <input checked="" type="checkbox"/> Check if project performed with current firm | |



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Phoenix, Arizona 85007**

4. Resumes of Key Personnel Proposed for this Contract (Complete one Section 4 for each key person.)

| | | | |
|---|--|---|-------------------------------------|
| a. NAME NABIL ABOU-HAIDAR, AIA | b. ROLE IN THIS CONTRACT PROJECT MANAGER – SENIOR LIVING | c. YEARS EXPERIENCE | |
| | | 1. TOTAL 30 YEARS | 2. WITH CURRENT FIRM 1 YEARS |
| d. LOCATION (City and State) CUNINGHAM GROUP ARCHITECTURE, INC., PHOENIX, ARIZONA | | | |
| e. EDUCATION (DEGREE AND SPECIALIZATION) Bachelor of Architecture, American University of Beirut, New York State Charter; Multiple Senior Living Courses & Seminars, Harvard University Graduate School of Design | | f. PROFESSIONAL TRAINING - REGISTRATIONS Registered Architect: Arizona | |
| g. OTHER PROFESSIONAL QUALIFICATIONS (Organizations, Awards, etc.) Member of Assisted Living Federation of America, LeadingAge, American Institute of Architects (Past President & Board Member positions), American Health Care Association | | | |

H. RELEVANT PROJECTS

| | | | |
|-----------|---|---|--------------------------------------|
| 1. | (1) TITLE AND LOCATION (City and State) Sarah's Place Memory Care Glendale, Arizona | (2) YEAR COMPLETED | |
| | | Professional Services 2011 | Construction (if applicable) 2012 |
| | (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE New Memory Care Assisted Living facility comprising two households each comprising 12 private rooms, dining and lounge areas, library and country kitchen. Size: 15,000 SF. Construction Budget: \$3.5 Million. Role: Project Director | <input type="checkbox"/> Check if project performed with current firm | |
| 2. | (1) TITLE AND LOCATION (City and State) Hopi Assisted Living Facility Moenkopi, Arizona | (2) YEAR COMPLETED | |
| | | Professional Services 2011 | Construction (if applicable) 2012 |
| | (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE A new Assisted Living Facility on the Hopi reservation in northern Arizona consisting of 20 private and semi-private rooms, cultural activity spaces, dining room and serving kitchen. Size: 20,000 SF. Construction Budget: \$5 Million. Role: Project Director and Design Leader | <input type="checkbox"/> Check if project performed with current firm | |
| 3. | (1) TITLE AND LOCATION (City and State) Promenade at the Beatitudes Phoenix, Arizona | (2) YEAR COMPLETED | |
| | | Professional Services 2008 | Construction (if applicable) 2010 |
| | (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Master Plan and Phase I Design for a Continuing Care Retirement Community remodel/expansion including 3 new 4-story residential towers, 120 garden homes, 13 casitas and a town center. Size: 500,000 SF on 22 acres. Construction Cost: \$60 Million. Role: Project Director | <input type="checkbox"/> Check if project performed with current firm | |
| 4. | (1) TITLE AND LOCATION (City and State) Ryan House Phoenix, Arizona | (2) YEAR COMPLETED | |
| | | Professional Services 2008 | Construction (if applicable) 2011 |
| | (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE New two-story Pediatric and Adult Palliative Care facility located on the St. Joseph Medical Campus in mid-town Phoenix. The facility comprises a total of 20 private rooms, activity spaces, serving kitchen, dining and an indoor rehabilitation pool. Size: 25,000 SF. Construction Budget: \$7.5 Million. Role: Project Director and Design Leader | <input type="checkbox"/> Check if project performed with current firm | |
| 5. | (1) TITLE AND LOCATION (City and State) Tucson Veteran Home Tucson, Arizona | (2) YEAR COMPLETED | |
| | | Professional Services 2010 | Construction (if applicable) 2011 |
| | | | |



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(3) BRIEF DESCRIPTION (*Brief scope, size, cost, etc.*) AND SPECIFIC ROLE Check if project performed with current firm
 A new skilled nursing facility consisting of four 26,000 SF single-story patient building, each including 30 private rooms, living, dining, activity, country kitchens and other ancillary spaces. The facility includes numerous resident amenities and administrative offices.
 Size: 137,000 SF. Construction Budget: \$27 Million. Role: Project Director/Master Planner & Design Leader

4. Resumes of Key Personnel Proposed for this Contract (Complete one Section 4 for each key person.)

| | | | |
|---|--|---|-------------------------------------|
| a. NAME NATHAN LEBLANG, AIA | b. ROLE IN THIS CONTRACT PROJECT MANAGER – SENIOR LIVING | c. YEARS EXPERIENCE | |
| | | 1. TOTAL 40+ YEARS | 2. WITH CURRENT FIRM 1 YEARS |
| d. LOCATION (<i>City and State</i>) CUNINGHAM GROUP ARCHITECTURE, INC., PHOENIX, ARIZONA | | | |
| e. EDUCATION (<i>DEGREE AND SPECIALIZATION</i>) Bachelor of Architecture, Carnegie Mellon University | | f. PROFESSIONAL TRAINING - REGISTRATIONS Registered Architect: Arizona | |
| g. OTHER PROFESSIONAL QUALIFICATIONS (<i>Organizations, Awards, etc.</i>) Member, American Institute of Architects | | | |

H. RELEVANT PROJECTS

| | | | |
|----|--|--|--------------------------------------|
| 1. | (1) TITLE AND LOCATION (<i>City and State</i>) The Gardens at Scottsdale Senior Living Scottsdale, Arizona | (2) YEAR COMPLETED | |
| | | Professional Services 2014 (ongoing) | Construction (if applicable) 2015 |
| | (3) BRIEF DESCRIPTION (<i>Brief scope, size, cost, etc.</i>) AND SPECIFIC ROLE Renovation of existing wing into 16 bed inpatient rehab facility; New addition for lobby and physical therapy room, living and dining areas; new ADA toilet rooms, Size: 10,000 SF. Construction Budget: \$1.2 Million. Role: Design Architect/ Project Manager | <input checked="" type="checkbox"/> Check if project performed with current firm | |
| 2. | (1) TITLE AND LOCATION (<i>City and State</i>) Promenade at the Beatitudes Phoenix, Arizona | (2) YEAR COMPLETED | |
| | | Professional Services 2008 | Construction (if applicable) 2010 |
| | (3) BRIEF DESCRIPTION (<i>Brief scope, size, cost, etc.</i>) AND SPECIFIC ROLE New Town Center Building and Master Plan and Phase I Design for a Continuing Care Retirement Community remodel. Main dining room/kitchen/ bar and lounge/activity rooms, bank, coffee shop and private dining spaces; pool and patios, to serve as the Campus center Size: 20,000 SF. Construction Cost: \$3.5 Million. Role: Design Architect/ Project Manager | <input type="checkbox"/> Check if project performed with current firm | |
| 3. | (1) TITLE AND LOCATION (<i>City and State</i>) Grand Canyon University Phoenix, Arizona | (2) YEAR COMPLETED | |
| | | Professional Services 2012 | Construction (if applicable) TBD |
| | (3) BRIEF DESCRIPTION (<i>Brief scope, size, cost, etc.</i>) AND SPECIFIC ROLE Campus Student Housing Master Plan and Unit Design: 1000 student Campus housing; Site planning, unit and building design; interior design Size: 500,000 SF in two four-story buildings; Construction Cost: \$ 60 Million. Role: Design Architect/ Construction Documents | <input type="checkbox"/> Check if project performed with current firm | |
| 4. | (1) TITLE AND LOCATION (<i>City and State</i>) Cigna Medical Clinic Phoenix, Arizona | (2) YEAR COMPLETED | |
| | | Professional Services 2008 | Construction (if applicable) 2011 |
| | (3) BRIEF DESCRIPTION (<i>Brief scope, size, cost, etc.</i>) AND SPECIFIC ROLE Three-story medical clinic for diverse specialties including outpatient surgery, women's' center; pharmacy; ophthalmology; radiology; LEED Silver award Size: 100,000 SF. Construction Budget: \$20 Million. Role: Design architect; construction documents and administration | <input type="checkbox"/> Check if project performed with current firm | |
| 5. | (1) TITLE AND LOCATION (<i>City and State</i>) Tucson Veterans Home Tucson, Arizona | (2) YEAR COMPLETED | |
| | | Professional Services 2010 | Construction (if applicable) 2011 |
| | (3) BRIEF DESCRIPTION (<i>Brief scope, size, cost, etc.</i>) AND SPECIFIC ROLE A new skilled nursing facility consisting of four 26,000 SF single-story patient buildings, each including 30 private rooms, living, dining, activity, country kitchens and other ancillary spaces. The facility includes numerous resident amenities and administrative offices. Size: 137,000 SF. Construction Budget: \$27 Million. Role: Design Architect | <input type="checkbox"/> Check if project performed with current firm | |



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5. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT

(Present no more than five (5) projects. Complete one Section 5 for each project.)

| a. TITLE AND LOCATION <i>(City and State)</i> | b. YEAR COMPLETED | |
|---|-----------------------|-------------------------------------|
| | PROFESSIONAL SERVICES | CONSTRUCTION <i>(If applicable)</i> |
| Veteran's Administration Medical Center – Carl T. Hayden Hospital Phoenix, Arizona | 2009 | 2013 |

23. PROJECT OWNER'S INFORMATION

| | | |
|--|---|-------------------------------------|
| c. PROJECT OWNER Department of Veterans Affairs | d. ORIGINAL BUDGET/NTE AMOUNT OF PROJECT Various | e. TOTAL COST OF PROJECT Various |
|--|---|-------------------------------------|

f. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (include scope, size, and length of project)

Veteran's Administration Carl T. Hayden Hospital Parking Garage

This parking Garage will provide an additional 300 parking spaces to the current medical campus on an urban site in Phoenix. It is slated to have two stair towers and an elevator tower sized to accommodate two hydraulic elevators. Architectural screens will be on each stair tower. One stair tower will need to be an enclosed exit as required by the NFPA 101. The finished parking garage shall have perforated aluminum panels that will create a custom image on the exterior of the garage, creating a billboard type of artwork that will enhance the elevations of the garage on each facade that faces an existing building or main street. Size: 118,000 SF. Completed: 2013. Construction Cost: \$8.25 Million.



Veteran's Administration Carl T. Hayden Hospital Spinal Cord Injury Clinic

The Spinal Cord Injury (SCI) Clinic is located at the intersection of two major corridors serving both the main hospital and the corridor leading to the Ambulatory Care Center. This new, highly visible location includes a dedicated waiting room with large glass panels, upgraded lighting, and vibrant finishes. The SCI Clinic was designed enhance the healing environment for patients, while still maintaining efficiencies for the staff. The total area of this renovation is approximately 3,000 square feet. Completed: 2013. Construction Cost: \$1 Million.

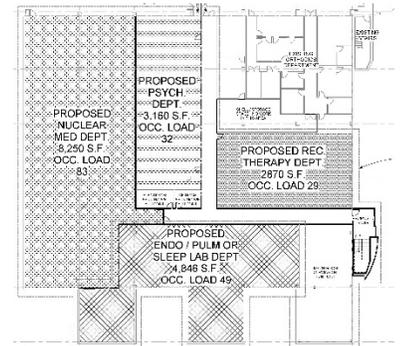
Veteran's Administration Carl T. Hayden Hospital MRI Installation

This Project is located on the second floor of the Ambulatory Care Center (ACC) in a vacated space adjacent to the current MRI location, and consists of a new MRI and control room, equipment room, patient holding area, nurse station, patient toilet and scheduling space. Cuningham Group expanded the current room to accommodate a 3.0 magnet. Due to existing room size constraints for the proposed MRI, Cuningham Group was tasked to study several MRI manufacturers and models in a test to fit and confirm layout. Size: 15,000 SF. Completed: 2012. Construction Cost: \$17 Million.



Veteran's Administration Carl T. Hayden Emergency Department (ED) Expansion

This Project consists of a renovation, addition and complete modernization of the existing ED. This project will increase the number of Exam Rooms, provide new nurse stations, new reception and dedicated Entry and Waiting areas for ED patients. Cuningham Group worked with administration, community and users to design a facility that meets and exceeds the patient and client expectations. Size: 45,000 SF. Completed: 2013.



Veteran's Administration Carl T. Hayden Hospital Specialty Care Unit

This US government facility tenant improvement project was a build-out of approximately 23,000 SF of existing shell space located in the basement of the Medical Center's Ambulatory Care Center. The project included housing several Specially Care departments' integrating efficiencies such as sharing common functions including general waiting, restrooms and clerical staff. The design also provides separation between staff and patient flow creating efficiencies as well as security. The Project was designed to accommodate both outpatients and the overflow hospital inpatient veteran population; therefore, corridors, rooms and door openings were designed for maneuvering hospital beds as well as meet the stringent health code requirements.



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5. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT

(Present no more than five (5) projects. Complete one Section 5 for each project.)

| a. TITLE AND LOCATION <i>(City and State)</i> | b. YEAR COMPLETED | |
|---|-------------------------------|--|
| Tucson Veteran's Home Tucson, Arizona* | PROFESSIONAL SERVICES 2013 | CONSTRUCTION <i>(If applicable)</i> TBD |

23. PROJECT OWNER'S INFORMATION

| | | |
|--|---|---|
| c. PROJECT OWNER Department of Veterans Affairs | d. ORIGINAL BUDGET/NTE AMOUNT OF PROJECT \$27 Million (est.) | e. TOTAL COST OF PROJECT \$27 Million (est.) |
|--|---|---|

f. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (include scope, size, and length of project)

This new 137,000 SF skilled nursing facility is located adjacent to Southern Arizona's Veteran's Administration Southern Arizona Health Care System in Tucson. The Tucson Veteran Home consists of four 26,000 SF single-story patient buildings, or "neighborhoods", that each house 30 private rooms and were designed to complement the mission style of its surroundings. Each neighborhood houses three "households" of ten patient rooms, each consisting of living, dining, activity, country kitchens and other ancillary spaces. Additionally, there is a two-story commons and administration building that houses resident amenities, including a central kitchen, great rooms, community room, internet café, library, gift shop, reception and administrative offices.

**Nabil Abou-Haidar & Nathan Leblang experience prior to joining Cuningham Group.*



The Construction Budget is \$27 Million.



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5. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT

(Present no more than five (5) projects. Complete one Section 5 for each project.)

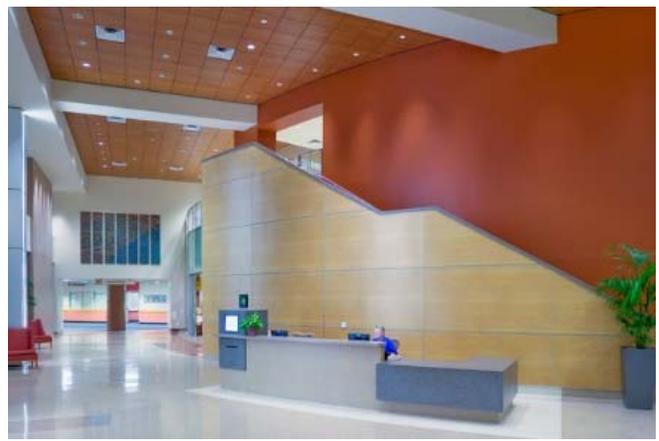
| a. TITLE AND LOCATION <i>(City and State)</i> | b. YEAR COMPLETED | |
|--|-----------------------|-------------------------------------|
| | PROFESSIONAL SERVICES | CONSTRUCTION <i>(If applicable)</i> |
| Banner Thunderbird Medical Center Bed Tower + Expansion Glendale, Arizona | 2010 | 2012 |

23. PROJECT OWNER'S INFORMATION

| | | |
|---|---|---|
| c. PROJECT OWNER Banner Health Systems | d. ORIGINAL BUDGET/NTE AMOUNT OF PROJECT \$289 Million | e. TOTAL COST OF PROJECT \$289 Million |
|---|---|---|

f. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (include scope, size, and length of project)

The \$289 million bed tower expansion incorporates recent healthcare trends, up-to-date technology, and elements of evidence-based design. The expansion includes a seven-floor, 200-bed patient tower that links to the existing hospital, an expanded emergency department, and other ancillary infrastructure design. Areas of focus are cardiology and cardiac surgery, vascular services, pediatrics, high-risk obstetrics and neonatology, oncology, general surgery, neurosciences, and neurosurgery. The new bed tower addition contains below grade support services, a ground level emergency department, and five 40-bed unit floors. The expansion also includes a new 25,000 SF North Lobby, which houses a three-story lobby space, a new main entrance, dining areas, library, chapel, meditation room, gift shop, waiting areas, and centralized admitting services.



Project Size: 370,000 SF.

The Construction Budget is \$289 Million.



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5. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT

(Present no more than five (5) projects. Complete one Section 5 for each project.)

| a. TITLE AND LOCATION <i>(City and State)</i> | b. YEAR COMPLETED | |
|--|-------------------------------|---|
| University Medical Center New Emergency Department and Patient Tower Addition; Diamond Children's Medical Center – Tucson, Arizona | PROFESSIONAL SERVICES 2013 | CONSTRUCTION <i>(If applicable)</i> 2015 |

23. PROJECT OWNER'S INFORMATION

| | | |
|--|---|---|
| c. PROJECT OWNER The University of Arizona Health Network | d. ORIGINAL BUDGET/NTE AMOUNT OF PROJECT \$125 Million | e. TOTAL COST OF PROJECT \$125 Million |
|--|---|---|

f. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (include scope, size, and length of project)

The new six story tower is anchored by a sixty-one bed emergency department consisting of seven trauma rooms and three PODS of treatment rooms each containing eighteen rooms. One of the PODS is dedicated to the Pediatric population and is served by a distinct entrance and lobby that is not utilized by adults coming to the Emergency Department. There are also 16 beds in a Clinical Decision unit. The second and third floors each contain 24 adult medical/surgery beds and 20 adult ICU beds. The unit designs are consistent, which enables staff to better navigate throughout each unit. The layout is designed to promote high levels of efficiency, decrease patient anxiety, alleviated work-related injuries and accommodate increased volumes of patients. The upper three floors of the tower contain the Diamond Children's Medical Center and features a 36 bed NICU, a 36 bed medical/surgical unit, a 24 bed ICU and a 20 bed hematology/oncology, bone marrow transplant unit. Additionally, there is a two position heliport located above the roof of the new tower, with vertical transportation directly into the Emergency Department trauma unit. The heliport can accommodate a large military Blackhawk helicopter.



Project Size: 214,000 SF. The Construction Budget is \$125 Million.



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5. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT

(Present no more than five (5) projects. Complete one Section 5 for each project.)

| a. TITLE AND LOCATION <i>(City and State)</i> | b. YEAR COMPLETED | |
|---|-----------------------|-------------------------------------|
| 525 Broadway Santa Monica, California | PROFESSIONAL SERVICES | CONSTRUCTION <i>(If applicable)</i> |
| | 2013 | 2015 |

23. PROJECT OWNER'S INFORMATION

| | | |
|--|--|--|
| c. PROJECT OWNER Alliance Residential | d. ORIGINAL BUDGET/NTE AMOUNT OF PROJECT \$30 Million | e. TOTAL COST OF PROJECT \$30 Million |
|--|--|--|

f. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT *(include scope, size, and length of project)*

Located in Santa Monica's downtown business district, this mixed-use project will not only add to the city's urban fabric by pairing commercial and residential uses, but also add activity at the street level and foster a more walkable community.

Cunningham Group designed this project around two exterior courtyards, which feature lush landscaping, fountains and spaces for social interaction. One courtyard functions as an activity hub with a pool, bar, games and plenty of lounge seating. The second courtyard is geared toward relaxation with a hot tub, fire pit and comfortable seating.

Cunningham Group worked with the client to understand their business model in order to use design to drive higher unit rental prices. The design team carefully planned the path of travel potential renters would take upon arrival at the property, and then through the lobby, public spaces, pool deck and units. This proposed project is anticipated to be LEED® Certified Silver. Sustainable highlights will include solar panels that heat the pool and green walls covered in native plants.



Size: 8,500 SF Commercial; 102,000 SF Residential; Site Area: 37,500, SF; Density: 108 Units/Acre. The Construction Budget is \$30Million.



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6. ADDITIONAL INFORMATION

a. PROVIDE ANY ADDITIONAL INFORMATION YOU FEEL MAY BE NECESSARY TO DESCRIBE YOUR FIRMS QUALIFICATIONS. (ATTACH ADDITIONAL SHEETS AS NEEDED.)



Cunningham Group Architecture, Inc. (Cunningham Group®) is a recognized leader in the design of complex healthcare projects. We excel at the planning and design of newly constructed and renovated hospitals, large outpatient/ambulatory care clinics, health care and biomedical research, as well as the whole spectrum of continuum of care including senior living, assisted living and skilled nursing facilities. As demonstrated in Section F/Example Projects, our A/E team has completed various AE IDIQ contracts for the Department of Veterans Affairs (VA) as well as other healthcare facilities. The Cunningham Group team has extensive experience designing facilities for the VA and other healthcare facilities. Our team provides the experience and bench strength needed for large and small projects.

Firm History

From our offices in Minneapolis, Phoenix, Los Angeles, Las Vegas, Biloxi, Denver, San Diego, Seoul and Beijing, Cuningham Group is dedicated to delivering inspired and sustainable design solutions for our clients, our communities and our planet.

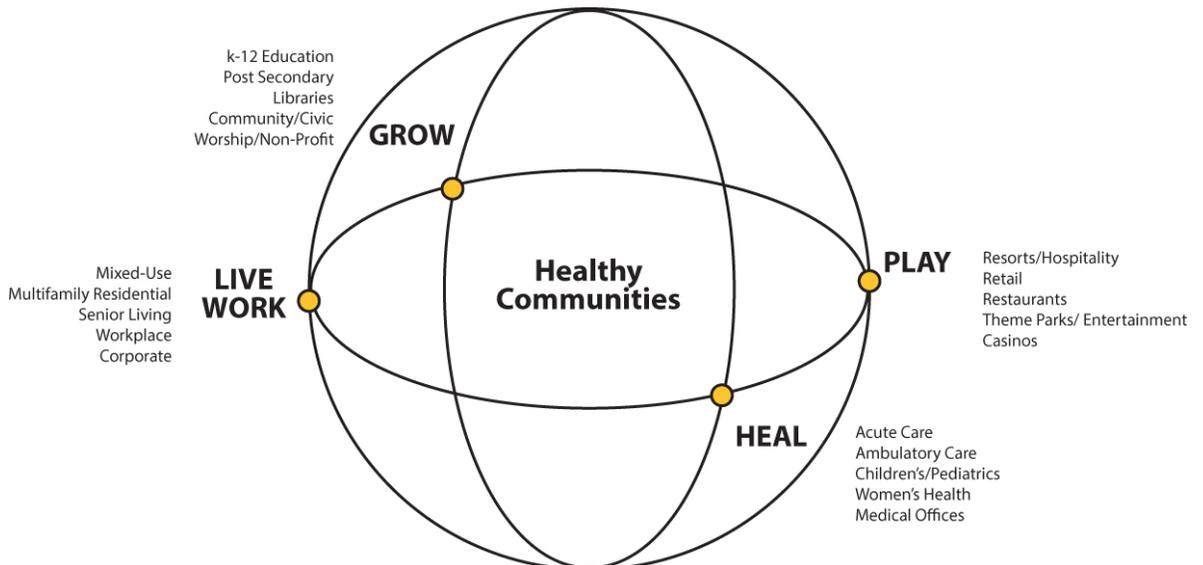


Cunningham Group has earned an outstanding reputation for creating and delivering excellence in architecture, interior design, landscape architecture and urban design in the places where people live, learn, worship, work, heal, plan and play. Since John Cuningham, FAIA founded the firm in 1968 we have focused on a working model of team architecture that is highly inclusive and incorporates extensive client, consultant, engineer and contractor participation. This philosophy has led to the design of award-winning projects and a solid reputation for collaboration. We have expanded services and markets to meet a growing demand from some of the largest and most respected clients throughout the world, including Europe, Asia, and the Middle East. Throughout this expansion we remain committed to our clients. We provide the resources of a large firm while the studio approach – focused on key market areas and client types – provides a dedicated, specialized team of professionals for each client and project.

Heal Market Group Values and Philosophy

We understand the design business and we continuously strive to understand yours, whether it be acute or ambulatory care, skilled nursing, long term care, greenfield, brownfield, renovation or addition. We provide a range of planning, programming and design services for academic medical centers; community hospitals; public, not-for profit; or private for-profit healthcare systems. As strategic partners with our clients, we optimize the potential of each project by aligning creativity around client key business metrics, strategic, and healing mission. Cunningham Group’s innovative planning and design solutions are responsive and supportive of each organizations’ unique culture, specific challenges, and expected outcomes.

525 Broadway
Santa Monica, California





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Harrah's Cherokee Casino Resort
Creek Tower Suites
Cherokee, North Carolina

Multi-family Housing and Senior Living

Cunningham Group has successfully worked with Native American communities throughout the country to design exceptionally well-built facilities which express the inspirational aesthetics and design principles of their unique tribal cultures, and strengthen their community fabric through an inclusive, community-driven design approach.

Because Cunningham Group is a diverse firm with studios specializing in hospitality, housing, entertainment, healthcare, education and retail/restaurant design, we bring all aspects of these specialties to bear on every project. When designing multifamily housing projects, we draw most heavily from our experience designing theme parks and hotels, where creating a memorable guest experience is of paramount importance. We understand that the lobby is a place of engagement, the pool area a place of entertainment and the units a place where residents can relax.

To promote a positive experience for all residents and potential residents from the moment they arrive, we address two main design issues with each project: the lease walk and livability.

Heal Market Group Values and Philosophy

We understand the design business and we continuously strive to understand yours, whether it be acute or ambulatory care, skilled nursing, long term care, greenfield, brownfield, renovation or addition. We provide a range of planning, programming and design services for academic medical centers; community hospitals; public, not-for profit; or private for-profit healthcare systems. As strategic partners with our clients, we optimize the potential of each project by aligning creativity around your key business metrics, strategic, and healing mission. Cunningham Group's innovative planning and design solutions are responsive and supportive of each organization's unique culture, specific challenges, and expected outcomes.

Our focus is on designing healthy communities through research, innovation, and experience-enhanced solutions. What makes our firm dynamic and unique among healthcare architects is our commitment to learning from the thought leadership of our other market groups (Live/Work, Play, and Grow). When one considers the patient experience, approximately 10% of it is the actual care, while the other 90% includes finding your facility, locating the parking, navigating to the entrance, understanding the admittance/check-in, locating departments, form filling, waiting, and then repeating the sequence in reverse to leave. Similarly, your staff needs ease of access, on and off-stage spaces, places to learn, and places to work that help them to be efficient, decompress, and provide quality and safe patient care.



In-House Collaboration

From our Live/Work thought leaders, we tap into their familiarity with the latest in workplace environments as well as lessons from one of the largest electronic medical record companies in the United States, Epic Systems Corporation, for whom we have been campus architect for the past 18 years. Our close relationship with Epic's R&D department helps us understand new technologies that affect the continual growth of digital health, admitting, EMR, and patient tracking.

From our Grow team, we tap into their urban planning skills to help our clients create medical and wellness districts while looking at how a particular project is affecting or is affected by the broader city surroundings. This group also helps us with community outreach during entitlements. Their experience in landscape architecture can also be of value as we work with clients to create healing gardens or promote sustainable practices. We also can utilize this team's knowledge in education and learning environments to help create state-of-the-art training facilities, and use digital learning tools as our clients continue to implement meaningful use measures and deploy future technologies. Finally, we can work with this team's worship facility design experts to create denominational chapels, prayer spaces and healing environments.

From our Play team, we leverage their hospitality and leisure expertise, which is driven by designing for the "guest experience." As a leading firm with over 30 years of project experience in the hospitality, leisure, and entertainment marketplace, we believe in utilizing the best design principles from this sector and applying them, as appropriate, to the healthcare marketplace for the benefit of our clients' projects. This synergy of design between healthcare and hospitality allows us to better understand and apply new design thinking so that our client's performance measures, whether it be Press-Ganey scores or other industry standards, are improving and delivering better outcomes.

The collaboration between our various Market Sectors (Heal, Live/Work, Play and Grow) is integral to our culture and becomes obvious to our clients through our interactive "Esquisse®" approach to planning and design. The "Esquisse" from the French word meaning to "sketch" is an intensive, collaborative and fun work sessions process, in which our team of architects, planners, and engineers sets up a mini design office/ war room in your facility to allow the clients, administrators, physicians, and staff the opportunity to work directly with the design team, designing their project. This interactive, fully integrated design process



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Epic Learning Center
Courtyard
Verona, Wisconsin

makes us great team players, good listeners and innovative thinkers that help us achieve better design outcomes. This process has proven to be crucial for a successful project and helps create energy, build consensus, and develop a sense of ownership from all stakeholders that is difficult to achieve otherwise.

In an era of accountable care, physician performance, meaningful use, patient re-admission rates, evidence based medicine, translational research, medical tourism and constant change, our collaborative and holistic approach will help guide our clients to a successful solution.

Multi-Family Housing and Senior Living

Because Cuningham Group is a diverse firm with studios specializing in hospitality, housing, entertainment, healthcare, education and retail/restaurant design, we bring all aspects of these specialties to bear on every project. When designing multifamily housing projects, we draw most heavily from our experience designing theme parks and hotels, where creating a memorable guest experience is of paramount importance. We understand that the lobby is a place of engagement, the pool area a place of entertainment and the units a place where residents can relax.

To promote a positive experience for all residents and potential residents from the moment they arrive, we address two main design issues with each project: the lease walk and livability.

Lease Walk

First impressions matter. Although you are pioneering a product in this location, your prospective tenants will make their decision to lease if they feel inspired and included. Dependent largely on target demographic, presumably young through middle-aged professionals, the Lease Walk is our opportunity provide the emotional aspect of the story of 'place' that these living communities will tell. Given higher rents anticipated for a product that differs in this market, it is extremely important to script the lease walk early and build your initial lease-up and turn-over story.

Livability

After your lease-up, the livability aspect of these communities emerges as your tool to reduce costly turns on the units. Residents do not often travel the Lease Walk on their daily activities and so we must convey a clear and welcoming internal path that connects tenants to the amenities and/or services that are provided. Combined with your property management services, our practice of hospitality and entertainment design will bring a fresh and unique perspective to creating livable units and energized common spaces that residents are pleased to invite their friends into. Future design flexibility is another important aspect of maintaining an edge in the market. Striking a balance of solid design with the ability to 'freshen' up as time passes is important as a front-runner into the market. One strategy you may consider is to be aggressive with your common space furnishing while allowing the backdrop of the architecture in those spaces to be a flexible canvas. Design functionality and aesthetic of the living units is also critical in maintaining consistent, long-term tenants.

Healthcare

While we have designed a variety of both Acute and Ambulatory Care settings, we have specialized expertise in Women's Health, Pediatrics, Emergency Departments / Trauma, Cancer, Cardiac Care, Ancillary Services, Long-Term Care and Rehabilitation Centers.

We have designed multi-specialty inpatient bed towers of various configurations, flexibility and sizes, including inboard, outboard, and midboard toilet arrangements.

Our Emergency Department and Trauma experience includes additions, renovations and new facilities. Our Cancer Center experience includes outpatient clinics, freestanding cancer centers, radiation oncology departments and bone marrow transplant bed units. Our expertise in Women's Health includes labor and delivery and birthing centers, as well as nurseries of various acuity levels from respite nurseries to continuum care and neonatal intensive care units.

Our expertise in ambulatory care includes developing retail clinics, wellness centers, small tenant improvements, new approaches to medical office buildings and ambulatory surgery centers.

The level of expertise we have developed from observational experience, gleaned through virtual and physical mock ups, LEAN process improvement, formal and informal research and post occupancy evaluations, has created a body of knowledge and lessons learned from our other clients that will benefit your project.

Most importantly, we believe that designing any patient care facility should reflect the client's mission and values and play an important role in creating the desired platform for growing market share, meeting demand, keeping ahead of future trends, sustaining your brand and exceeding your expectations.



Rowena Townhomes
Los Angeles, California



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Evidence Based Design (EBD)

We are nationally recognized as a leader in the healthcare design industry for evidence based design and innovative, creative design solutions that promote patient safety, staff efficiency, and human-centered healing environments. Our team has played key leadership roles in the movement toward EBD. Not only does our design team use reported studies as a framework for design considerations, but our team has also been actively involved in formal studies that have been presented at national conferences and published in healthcare and design industry journals. One such study presented to the Symposium on Healthcare Design (2004 – Nursing Unit Evolution & Development in Design and Planning) reported a qualitative design addressing nurses’ perceptions of critical design features for patient care units to improve the work environment and patient outcomes. Measurement of the effect of the design on outcomes is currently in progress at two concurrent projects (University Medical Center and Lompoc Healthcare District Hospital).



Optimal Flow Studies

Cunningham Group has always focused our attention on functionality. Knowing the most costly element of delivering care to patients is associated with efficiency, we consistently look at opportunities to reduce and or simplify flow throughout the hospital. One of the most critical flow studies we evaluate is the mix of staff / patient / materials (offstage flow) with public and visitor flow. We define family and public space not only by flow patterns but also by zones within all care areas enhancing the opportunity for family inclusion while not interfering with medical staff. Our interactive process addresses flow of patients, family, staff, material and information throughout the project.

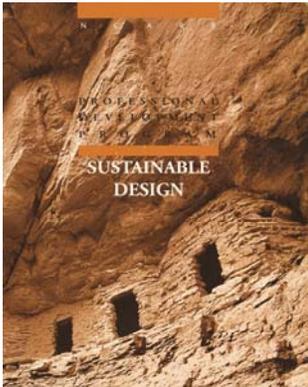
Standardization

Cunningham Group thrives to achieve designs for optimal performance. We are one of the first architectural firms in the United States to present patient rooms designed in zones for the care provider, the patient, and the family. We encourage standardization not only for patient rooms, but also for procedural services through room size and layout and standardization of the headwall details to support patient care with medical gases and outlets arranged in the same location in all rooms in the care provider zone. This approach minimizes the mental chaos that occurs in emergent situations, since the staff has all equipment, gases, and support supplies readily available at common locations. It should be noted that it is empirically known that standardization of patient rooms reduces error, but there are no published studies that demonstrate this highly desired outcome.

Sustainability and Design

We believe each project should be designed for the betterment of the community and society as a whole, and sustainability and green design are a natural extension of our core ideologies.

For more than a decade, we have been focusing on research and education for our staff to keep pace with the issues affecting our planet while making practical applications in our profession. In 1997, we were commissioned by the National Council of Architectural Registration Boards (NCARB) to write the first monograph on Sustainable Design. This document is still used by architects as part of fulfillment of their continuing education obligations.



Sustainability means a great deal more than simply a checklist of LEED® points. It is a commitment to the ideas of creating a better environment at all scales: value to the owner/client, the stewardship of our planet, the health of our population and particularly those who use the project, the vitality of our neighborhoods, the teaching points of the building we place on the site, and the enjoyment the project can bring to its occupants and visitors.

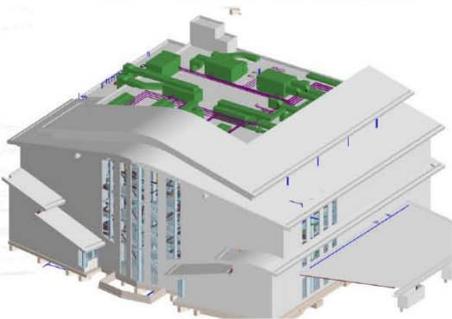
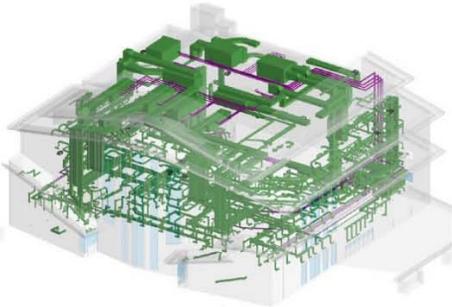
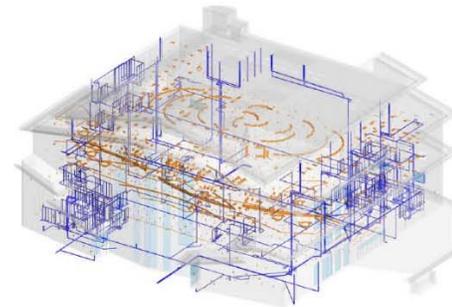
Our LEED and SUSTAINABLE approach is particularly critical in a highly technical and infection controlled environment. Cunningham Group will make every effort to employ high performance design elements, high efficiency systems, and environmentally sensitive materials, which is a simple yet effective way to decrease the carbon footprint of the facility. Our designs allow for the use of adhesives, paints, carpets and composite wood products that are sustainable and have low levels of potentially irritating off-gassed contaminants. Additionally, extra sensors are used to monitor the indoor air quality and increase the percentage of outdoor air when needed.

Ability to Provide High-Quality Design

Cunningham Group is well established in the valley and nationally as a high quality design firm. We are proud to have been awarded the Minnesota Design Firm Award in 2013, a testament to the quality designs that we are well known for.

Cunningham Group is focused on the sustainable practice of architecture. We have direct experience with LEED, Green Communities and local green codes. Our service capabilities include an in-house energy modeler who is able to evaluate designs in progress and model energy efficiencies as designs are being developed. Our goal is to provide you, as we provide all our clients, with well-designed projects that are

NCARB Sustainable Design Monograph



energy and cost efficient, are sensitive to the consumption of our natural resources and meet your cost budget. Our sustainable approach is to find the balance of people, planet and budget and is tailored by project, and the objectives laid out by the owner. For your residential projects, we anticipate occupant health and long-term operational costs, durability of construction and access to daylighting, all of which are critical components of our sustainable strategy approach.

**Integrated Design Capabilities:
Building Information Modeling (BIM) & Project Control**

We are a national leader in advancing the practice of 3-D computer modeling and Integrated Project Design (IPD) using BIM software and processes. All of our design work and the work of our primary engineers is maintained within the same project database of information. All disciplines are coordinated in real time throughout the project including Architectural, Structural, Mechanical, and Electrical and Plumbing systems.

Use of Building Integrated Modeling means that all team members are seeing the most current progress in all aspects of the design documentation in real time. The result is:

Better communication through better visualization of what will eventually be built

Ability of the design team to make valuable decisions early in the process; timely value engineering and life cycle cost considerations for a higher performance, cost-efficient design.

Better collaboration through sharing of a dynamic up-to-date virtual model.

Better coordinated set of documents and higher quality product, resulting in reduced conflicts and more responsive bids from builders.

General Contractors and Teamwork

The past ten years have seen a significant change in project delivery methods when the general contractor is selected early in the design process and is incorporated into the team. Cunningham Group strongly supports this approach, and will be happy to team up with the Banner Health contractor(s) of choice for this Project.

Our team delivered the BTMC South Tower Project through a “true” Design Assist process. With this process, the contractor is brought on towards the end of the design development stage, allowing the design team to work hand-in-hand with the contractor’s major subs to develop the project construction documents. This process helps shorten the overall schedule by:

- Reducing shop drawings review
- Providing for timely ordering of long lead items
- Allowing subcontractor’s intimate knowledge of the project early on
- Promoting all team members’ buy-in to the schedule as developed by all
- Improving the Quality Control process shared by the whole team

Management Plan

Managing our clients’ resources is crucial to the successful project delivery. Our staff have successfully worked together with our clients to facilitate a team environment.

Providing the Required Services

Our efforts begin with developing and understanding the client’s needs, goals, budget and schedule. Common to all our services are:

Good functional planning and aesthetic designs that reflect our clients’ needs, goals and vision.

The integration of the most current technologies and latest trends in green and sustainable designs.

Code and regulatory compliance including applicable local building and national codes, ADA, Fair housing Act and others.



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Meeting Established Budgets, Value Engineering and Estimating

We understand that vital cost decisions should be made early in the planning and design stages. Our cost controls are applied in the beginning of our project's development so the entire planning and design process can proceed without interruptions. This approach minimizes the reconsideration of previously agreed-upon decisions and provides the design team with the opportunity to resolve issues before they become problems.

Our cost control procedures enable the design team to identify opportunities for reducing the life cycle cost of operations and maintenance. During the schematic design phase, Cuningham Group works closely with you and the Construction Manager on board to develop a realistic cost model to compare with your budget. Throughout the design phase, we continually evaluate the component systems against the cost model and make adjustments to help keep the project costs aligned with the client's budget limits.

Cuningham Group has a proven track record in meeting or exceeding our project budgets/cost requirements.

Document Control

At each phase of the project, the project documents are reviewed by an interdisciplinary quality control review team. Part of this quality assurance process is to confirm that the documents are well coordinated and that the information that is established through programming, fact finding, meeting minutes and client Standards is incorporated into the documents. A master document flow schedule is developed and updated throughout the project design.



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Quality Management

Cunningham Group operates a dedicated, comprehensive in-house Quality Assurance (QA) program to maintain high quality documents and services. We have dedicated staff to review documents at all phases to provide the best possible quality. Our QA program is much more than a review of construction documents as they approach completion. The QA team is involved in your project right from the beginning, when the project team performs a “buildability/design review.” This informal review brings together a large group of individuals in the office who have expertise in projects of this type. The purpose is to discuss as many issues as possible, early in the project, in order to resolve issues in a timely manner. Cunningham Group’s QA program encompasses production standards, document checklists, coordination procedures, code research/interpretation/updates, job site comments, up-to-date resource materials, and in-house seminars. We review projects for accuracy and completion before being used at the conclusion of each project phase. We review consultant documents for coordination with other trades. Before issuance to government agencies or contractors, we review contract documents, plans and specifications for client programming criteria, Cunningham Group standards, and agency regulations compliance

Partnering

Cunningham Group has extensive background working with many different types of sub-consultants. We seek to create a collaborative team approach supporting one another toward the successful completion of the project. Typically we recommend early involvement of the subconsultants in all phases of the project to promote continuity through the project. We have worked successfully with sub-consultants in a variety of project delivery methods, and never forget the end goal of a quality, functional facility and a satisfied client.

7. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS

| | |
|---|--------------|
| a. Percentage of Total Work Attributable to State, Federal and Municipal Government Work: | \$3,000,000 |
| b. Percentage of Total Work Attributable to Non-Government Work: | \$24,000,000 |

8. AUTHORIZED REPRESENTATIVE. The foregoing is a statement of facts.

Signature: Maha Abou Haidar

Date: December 22, 2014

Name: Maha Abou-Haidar, AIA

Title: Principal



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