



- **A top ten Twin Cities general contractor**
- **Providing services since 1981**
- **\$87M in healthcare projects 2017**
- **Minnesota Contractors Association Contractor of the Year 2018**

RJM and BWBR have completed 43 projects together, 37 of which are in the healthcare market.

6.D. Executive Summary

6.d.i. Provide a one to two-page synopsis of your proposal.

Experience on campus

RJM has completed numerous projects at Northfield Hospital and our familiarity with the hospital will allow the project team to engage immediately. RJM has been a trusted partner to NFH for the last 12 years.

Our proposed design team works to achieve the owner's needs and vision

Our approach is driven by a client-centered philosophy. We will expect and encourage the NHC's involvement, from administrators to doctors and nurses to the facilities staff. If the owner desires, we welcome the participation of patients or the community as well — the more input early in the process, the better the results.

Project experience and team (healthcare)

Our team has completed numerous similar healthcare projects and we have the expertise required to ensure your project is a success.

RJM Construction + BWBR = proven, collaborative approach

The RJM and BWBR teams have completed many successful healthcare projects together and we have a proven, collaborative approach always focused on identifying and achieving the owner's project goals. We know that communication is key to project success, and our structure is geared towards maximizing project value with a strong commitment to a high level of customer service.

Pre-construction, estimating process, value engineering

RJM Construction and BWBR have worked on hospital campuses for many years, assisting with master planning, designing, budgeting, scheduling, and phasing for numerous projects. Our team is known for their ability to develop forward-thinking, unique and cost-effective solutions for each project, adding significant value. We will provide design and construction solutions that meet your needs.

Proven construction management (CM) expertise combined with healthcare project experience

RJM will bring its construction management expertise to Northfield Hospital + Clinics. Since 2007 we have worked with over 20 municipalities on CM projects, with many hiring RJM on a repeat basis. When you engage our services, we view our relationship as a partnership, working closely alongside hospital and City staff. Your RJM construction manager will act as an extension of your team.



BUILD RELATIONSHIPS

"Regions performs many major and minor projects every year. Many of these projects run concurrent with one another stretching resources. The depth of talent with BWBR affords them the opportunity to take on all of these projects and... execute each project effectively. Of all the designers in town, BWBR is the most cooperative, professional, and effective. No matter who they assign to one of my projects, I know they will deliver their best. We are a better organization because of the work that BWBR has put into every project they have worked on for us."

– Rick Huston, Regions
Hospital Family Birth Center

Construction Management Expertise

RJM is an industry leader in providing construction management services for municipalities. **Our knowledge and experience will ensure that all required state bidding statutes are met, reducing risk for both the Northfield City Council and NFH staff** as contracts are properly awarded and reassigned to RJM.

We understand how to develop accurate and comprehensive public bid packages that organize contractor work scopes that eliminate costly scope gaps. Our experience also allows us to recognize required work that may not be evident in the plans; we will specify that this work is done by contractors up front so that there are no change orders allowed.

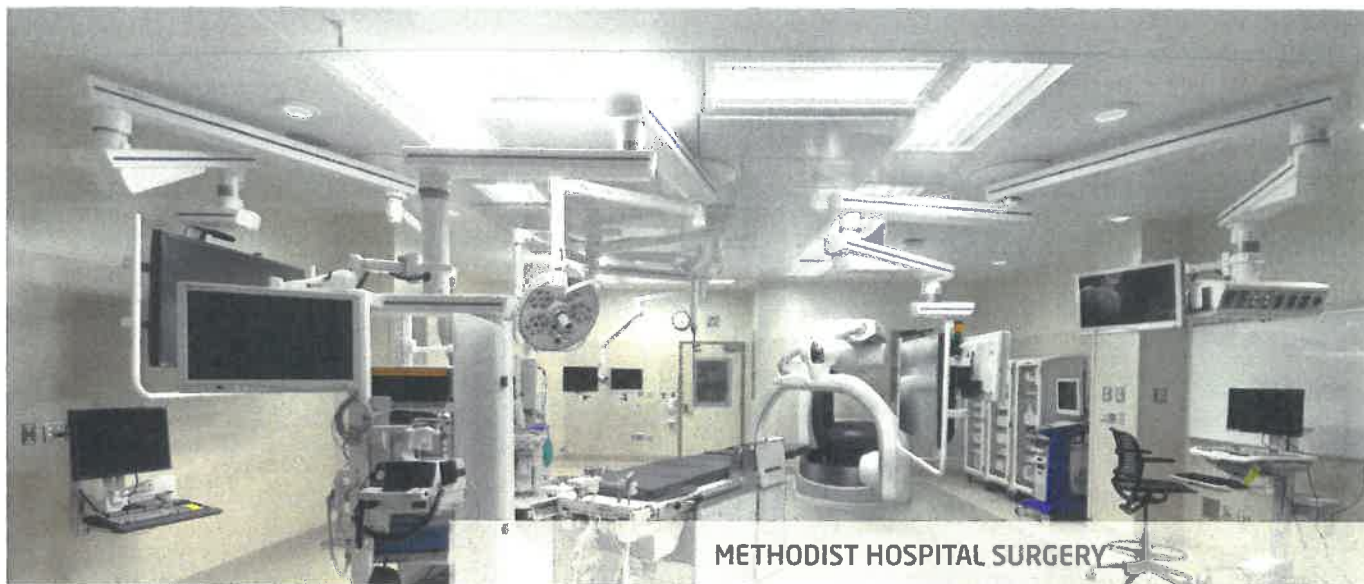
The bidding process requires specific approvals from the City Council throughout the pre-construction process. **We understand this process and will guide the team in planning and executing these approvals to maintain project schedules and avoid surprises.**

It has often been the goal of the NFH staff to engage local contractor participation. **Our understanding of the public bidding process will allow us to structure bid packages tailored to local contractors,** often structured in a manner to utilize the state allowed quote process rather than the public bidding process. By utilizing this strategy, we can engage these contractors who would otherwise often elect not to bid on the project.

The RJM and BWBR Difference

RJM has developed a 95% project design budgeting process that eliminates surprises on bid day. Through this process we are able to uncover pricing challenges and make needed design changes before the project is released for public bid. Through this process final bids are often within 1% of expected bid pricing.

BWBR has extensive experience in healthcare, and delivering documents for publicly bid projects. **We are dedicated to a collaborative process that takes your facility needs as identified by your leadership, your budget, and merges it with the day to day process of your teams.** We pride ourselves in delivering projects on time, on budget, that work long term for the individuals working in the space on a daily basis. Communication is clear to ensuring that everyone understand the goals, constraints. This is your facility, and it needs to work for your unique patients, staff, and priorities.



METHODIST HOSPITAL SURGERY

6.H. Relevant Project Experience

RJM and BWBR have completed over 40 projects together since RJM's inception. Our businesses and clientele align well, particularly in the healthcare market. BWBR is a trusted colleague with a solid reputation for designing sound, innovative structures. Together, our experience on similar projects within other hospitals and medical facilities will provide great value to the team during the planning, design and construction process for the Northfield Hospital + Clinics project.

Below are summaries of selected healthcare projects completed by our teams. *Details on specific similar projects can be found on the following pages.*

Methodist Hospital Emergency Center Expansion

Methodist Hospital Imaging Center Remodel*

Methodist Hospital Lab Remodel*

Methodist Hospital MRI expansion and Remodel*

Methodist Hospital Labor and Delivery Center

Methodist Hospital Surgery Center Expansion, Remodel and Hybrid OR

Northfield Hospital Structural Slab Repair 1st Floor Surgery Department

Northfield Farmington Clinic

Northfield Hospital Clinic Expansion

Northfield Hospital Clinic Remodel

Northfield Hospital Endoscopy Expansion

Northfield Hospital Infusion Center

Northfield Lakeville Clinic

Park Nicollet Health Service Maple Grove Clinic Expansion*

Park Nicollet Health Services OB 1st Floor Renovations

Plymouth Medical Office Building*

Twin Cities Orthopedics Blaine

Twin Cities Orthopedics Edina

Twin Cities Orthopedics Crosstown

U of M CSC MRI Expansion*

University of MN Fairview Behavior Health Remodel*

**BWBR/RJM projects.*

ADDITIONAL HEALTH CARE CLIENTS

As so much of BWBR's practice is medical design, we have worked with numerous health care organizations throughout the Upper Midwest. We understand the challenges faced by facilities in different locations and demographic settings.

Allina Health | Abbott Northwestern Hospital, Cambridge Medical Center, District One Hospital, Mercy Hospital, Regina Medical Center, United Hospital, Unity Hospital, WestHealth Medical Center

Avera Health | Avera Dells Area Hospital, Avera Flandreau Hospital, Avera Gregory Hospital, Avera Marshall Regional Medical Center, Avera McKennan Hospital, Avera Queen of Peace Hospital, Avera Sacred Heart Hospital, Avera St. Luke's, Avera St. Mary's Hospital, Floyd Valley Hospital, Merrill Pioneer Community Hospital, Sioux Center Community Hospital

Box Butte General Hospital

Burnett Medical Center

CentraCare Health System | CentraCare Specialty Clinic-Baxter, CentraCare Health System-Monticello, St. Cloud Hospital

Children's Hospitals and Clinics of Minnesota | Saint Paul Campus

Chippewa County-Montevideo Hospital

Crossing Rivers Health

Essentia Health | Grand Rapids Clinic and Outpatient Surgery Center

Fairview Health Services | University of Minnesota Medical Center, University of Minnesota Masonic Children's Hospital, Fairview Ridges Hospital, Fairview Southdale Hospital

Frances Mahon Deaconess Hospital

Genesis Health System | Jackson County Medical Center

Gillette Children's Specialty Healthcare | Saint Paul Hospital Campus, Twin Cities Metro Area Clinics

Glacial Ridge Health System | Glacial Ridge Hospital

Glencoe Regional Health Services

Gundersen Health System | Gundersen Lutheran Medical Center

Hayward Area Memorial Hospital

Hazelden and Betty Ford Foundation

HealthEast Care System | St. John's Hospital, St. Joseph's Hospital

HealthPartners | Regions Hospital, Hudson Hospitals and Clinics, Amery Regional Medical Center, Lakeview Hospital (Stillwater), Westfields Hospital, Medical and Dental Centers

Hennepin County Medical Center

Jackson County Maquoketa Regional Health Center

Jamestown Regional Medical Center

Jennie M. Melham Memorial Medical Center

Kearney County Health Services

Lake Region Healthcare

Lakeview Medical Center (Rice Lake, Wis.)

Lakewood Health System | Pillager Clinic, Browerville Clinic, Hospital and Clinic Campus

Marshfield Clinic | Flambeau Hospital, Marshfield Clinic Minocqua

Mayo Clinic | Downtown Rochester Campus, Mayo Family Clinic Northeast, Rochester Methodist Hospital, Saint Marys Hospital, Mall of America

Mayo Clinic Health System | Albert Lea, Austin, Cannon Falls, Faribault, Kasson, Mankato

Meeker Memorial Hospital

Mercy Health Network | Mercy Medical Center-Des Moines, Mercy Medical Center-North Iowa, Mercy Medical Center-Sioux City, Mercy Medical Center-West Lakes

Mercy Hospital & Healthcare Center (Moose Lake)

Monticello Clinic

Park Nicollet Health Services | Methodist Hospital, Park Nicollet Clinics

Pine Healthcare Campus

Pine Rest Christian Mental Health Services

Regional Health | Custer Regional Hospital & Clinic, Rapid City Regional Hospital, Sturgis Regional Hospital

Ridgeview Medical Center | Two Twelve Medical Center, Ridgeview Medical Center (Waconia), Ridgeview Sibley Medical Center

Riley Hospital for Children

Saint Croix Regional Medical Center

St. Francis Regional Medical Center

Sanford Health | Medical Center-Fargo, Detroit Lakes Clinic, Bemidji Campus, Northwest Medical Center Thief River Falls, Wheaton Medical Center

Spooner Health

Tomah Health & Wellness Campus

United Hospital District

United States Department of Veterans Affairs | VA Central Iowa Health Care System, Minneapolis VA Medical Center, Omaha VA Medical Center, St. Cloud VA Health Care System, VA Black Hills Healthcare System, William S. Middleton Memorial Veterans Hospital, VISN 23 VA Clinics

UnityPoint Health | UnityPoint Health - Meriter

University of Iowa Health | North Liberty Wellness Campus

University of Wisconsin Health | University of Wisconsin Hospital & Clinics, Eau Claire Family Medical Center

Vernon Memorial Hospital

Via Christi Health

Wayside House | Wayside Residential Treatment Center

Northfield Hospital

LOCATION	Northfield, MN
MARKET SECTOR	Healthcare
SQUARE FEET	18,500
PROJECT TYPE	Hospital
ARCHITECT	Mohagen Hansen Architectural Group

RJM Construction has completed multiple projects at Northfield Hospital.

The first project consisted of an on-site clinic addition to the rural hospital while it continued to function as the work was completed. The updated interiors included warm colors, open lobby area and plenty of seating create a comfortable atmosphere. Extensive site work had to be done to expand for ample parking.

On a subsequent project, RJM was hired as a construction manager, remodeling and reconfiguring the physical therapy area, infusion clinic, sleep center, gift shop and administrative areas. Most recently, RJM completed a significant addition to the facility for the endoscopy department. This project was also completed as construction manager.

NORTHFIELD HOSPITAL PROJECTS

- Northfield Hospital Clinic Expansion
- Northfield Hospital Infusion Center
- Northfield Hospital Clinic Remodel
- Northfield Hospital Endoscopy Expansion
- Structural Slab Repair 1st Floor Surgery Department
- Farmington Clinic
- Lakeville Clinic



Methodist Hospital Family Birth Center

LOCATION	St. Louis Park, MN
MARKET SECTOR	Healthcare
SQUARE FEET	48,000
PROJECT TYPE	Hospital
ARCHITECT	AECOM

RJM completed an extensive remodel for Methodist Hospital's 3rd floor Birthing Center.

Phasing the project while keeping the Center open for patients required careful coordination with staff and flexibility for changes along the way. The space features 24 private postpartum/antepartum swing rooms with an innovative room layout designed to hide medical equipment, complemented by modern furnishings, resulting in a more comfortable feel.

The project also includes an expanded newborn intensive care unit, a remodeled nursery, six private standard labor rooms, and four private water birthing suites. To accommodate visitors and family members, the Center offers in-suite sofa beds, a café and fireplace lounge. The labor and delivery unit is within a fully secured perimeter for family safety..



Methodist Hospital Emergency Center Expansion and Remodel

LOCATION	St. Louis Park, MN
MARKET SECTOR	Healthcare
SQUARE FEET	6,000 (addition) 10,000 (remodel)
PROJECT TYPE	Hospital
ARCHITECT	Ellerbe Becket/AECOM

RJM Construction fully remodeled the emergency center at Methodist Hospital.

The carefully phased project included twelve triage/ observation rooms, five procedure rooms, 32 exam rooms and administrative areas. The emergency center's advanced x-ray and CT rooms were also remodeled by RJM Construction during the project. This project was completed in multiple phases. The project schedule was extended from the original master project schedule due to owner redesign and reconstruction of an already completed phase.



6.H. Relevant Project Experience

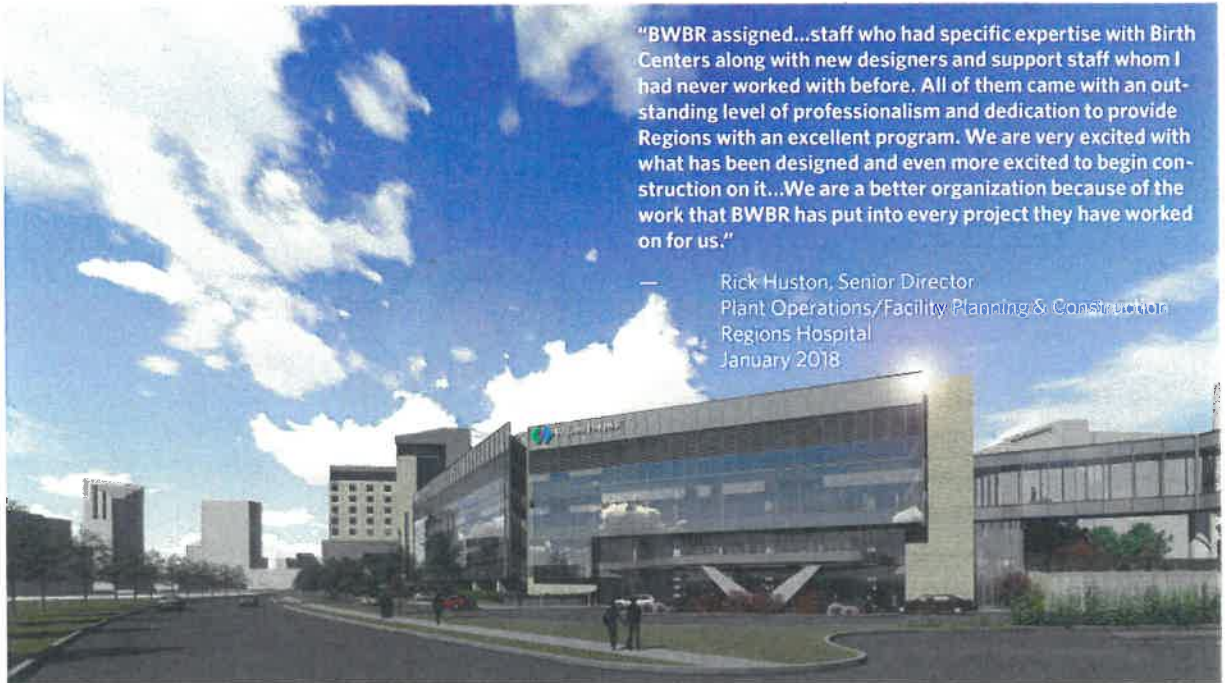
Methodist Hospital OB First Floor Renovations

LOCATION	St. Louis Park, MN
MARKET SECTOR	Healthcare
SQUARE FEET	14,900
PROJECT TYPE	Hospital
ARCHITECT	AECOM

RJM Construction converted a former physician's lounge at Methodist Hospital in a patient observation area.

The 10-bed, short-stay suite allows staff to monitor patients prior to being admitting for a longer stay at the hospital. RJM also renovated the nearby emergency center observation unit to accommodate pandemic situations. The team changed door hardware, added sinks, and installed DIRT wall dividers. This unit can now be easily converted into an isolation unit with a negative air pressure and securely sealed areas.





"BWBR assigned...staff who had specific expertise with Birth Centers along with new designers and support staff whom I had never worked with before. All of them came with an outstanding level of professionalism and dedication to provide Regions with an excellent program. We are very excited with what has been designed and even more excited to begin construction on it...We are a better organization because of the work that BWBR has put into every project they have worked on for us."

— Rick Huston, Senior Director
Plant Operations/Facility Planning & Construction
Regions Hospital
January 2018

HEALTHPARTNERS, FAMILY BIRTH CENTER, Saint Paul, Minn.

This new four-story, 160,000 s.f. building enhances the birthing experience with innovative couplet care rooms, allowing babies and mothers to stay together even in cases when mom care is needed.

Other features include water birth suites, larger delivery and post-partum rooms, dedicated spaces for families and visitors, and an expanded neonatal intensive care unit for infants as young as 28 weeks.

A three-story link connects the center to the main hospital. The building is designed to accommodate vertical expansion of up to seven additional levels, for a total of 11 levels. Future floors are envisioned to be inpatient units with 28 to 32 beds per floor.

Client Reference:

Rick Huston, Senior Director, Plant Operations/
Facility Planning & Construction | Regions Hospital
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6.H. Relevant Project Experience



UNIVERSITY OF MINNESOTA HEALTH, LABOR AND DELIVERY UNIT AND NEONATAL INTENSIVE CARE UNIT,

Minneapolis, Minn

This 47,500 s.f. project expanded and modernized birthing and infant care spaces. Phase I is a 25,500 s.f. buildout of the vacant seventh floor in the Masonic Children's Hospital building to add 24 post-partum beds, a nursery, family space, and staff/support areas.

Phase II refreshes the existing fourth floor Birthing Unit, including wall, floor and ceiling finish upgrades to 22,000 s.f. (14 labor delivery rooms, 10 antepartum rooms, NICU rooms, and support spaces.)

The very aggressive schedule required all phases of design to be complete in just two months. Speed to market was crucial to the delivery of this project. To meet a stringent timeline, BWBR formed two teams, one to lead the daily design meetings on-site at UMMC, and one to lead the production team back in BWBR's office. Each team was led by an experienced senior project manager. This strategy aided in issuance of the first bid package just four weeks after BWBR and the CM were engaged. Open communication with code officials allowed the CM to quickly mobilize to begin demolition and construction. BWBR delivered a fast-track design sequence by focusing on the CM's long-lead time materials like casework, headwalls, and critical path materials like door frames. Understanding the relationship between the design and decision-making process and construction process were critical to the success of the project.

Client Reference:

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LAKE REGION HEALTHCARE, NEW AMBULATORY CARE CENTER & HOSPITAL REMODELING,

Fergus Falls, Minn.

Lake Region Healthcare (LRH) is an independent system and the largest employer in Fergus Falls, a community hub within a rural Minnesota county.

LRH replaced an outdated, inefficient, and undersized clinic with a new 82,000 s.f. comprehensive ambulatory care center, along with remodeling to specialty services and patient amenity spaces within the existing hospital. The previous clinic had a cramped, hard-to-navigate entry sequence and few windows. The new facility presents a welcoming face to the community, is open and airy, and provides access to lots of natural light for patients, staff, and physicians alike.

BWBR designed a centralized open core care team work area in each clinic pod. The new model provides greater visibility to exam rooms and enhances collaboration, which in turn allows nursing staff to focus on providing excellent care. The center features clinical services including family medicine and OB/GYN, internal medicine and pediatrics, surgery pre-/post-procedure area, as well as an ophthalmology and optical shop, a retail pharmacy, and a patient education resource area.

Client Reference:

Lucia Anderson, Sr VP, Chief Operating/Nursing Officer |
Lake Region Healthcare Corporation
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leanderson@lrhc.org



6.H. Relevant Project Experience



FAIRVIEW RIDGES HOSPITAL, OUTPATIENT SPECIALTY CARE CENTER & HOSPITAL EXPANSION, *Burnsville, Minn*

This major expansion includes a hospital addition, a new 160,000 s.f. Outpatient Specialty Care Center with skyway connection to the hospital, a new three-level 422-care parking ramp, and site work, including new roadways into the campus and a 170-stall surface parking lot. The new outpatient building consolidates clinics on the campus, enhancing the patient experience and freeing up space in the hospital for expansion of other departments.

The entire Outpatient Specialty Care Center is designed for patient convenience. For example, the light-filled two-story lobby includes a coffee shop and retail pharmacy, and a common link between the cardiology and imaging clinics making it easy for patients who need to visit both clinics in the same day. The building includes centers for cancer, heart, orthopedic/spine, cardiac rehabilitation, and same-day surgery and endoscopy; along with an outpatient pharmacy, Fairview Home Medical Equipment store, and 31,080 s.f. of vacant space for future development.

The hospital expansion includes a new main entrance and reception area leading to a new main public corridor, which effectively separates public traffic from emergency department patients from the first time and is punctuated by a series of meditation alcoves. Hospital expansion components also include orthopedic and spine unit, pediatric unit, observation and outpatient unit, and laboratory.

Client Reference:

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