

## About Irvine Team

Houston-based Irvine Team is the first-of-its-kind design + construction strategy company serving markets across the United States. Founded on a legacy of service, ours is a history marked by the consistent ability to deliver comprehensive, fixed-cost project solutions as customer-centric leaders in the planning, design and construction of new and expanding facilities.

Our project team, comprised of architects, engineers, project managers, construction managers and other top industry experts, directs all aspects of a project, from strategy development through the completion of construction as partners with our customers. Woven into every design + construction strategy is our proprietary, four-phase *MATRIX Process* that embraces customer advocacy, leadership and the integration of nonlinear activities across the project team and the entire project process.

- Project Leadership
- Cost Strategy Development and Management
- Procurement/Sourcing
- Scheduling
- Project Control/Construction Management
- Project Accounting

Irvine Team has been instrumental in the design and construction of projects for an impressive range of customers with budgets collectively totaling billions of dollars. From nonprofit, board-driven theatres, museums and civic facilities, to commercial, healthcare and institutional entities, Irvine Team has applied innovative design + construction strategies to integrate customers' expectations, goals and budgets with the architectural design and construction processes.

The company's consistent track record speaks volumes about our spirit of cooperation and a focus on doing things efficiently, effectively and in our customers' best interests. In the healthcare sector, Irvine Team has a rich history of successes working in partnership with leading healthcare systems, including the world's first freestanding heart institute and the construction of state-of-the-art emergency care facilities. In the institutional sector, Irvine Team has spearheaded an extensive range of projects, from the first-of-its-kind sports arena conversion into a house of worship to the construction of one of the nation's largest yet most inviting and highly secure women's shelters. And in the commercial realm, Irvine Team is widely recognized for excellence in developing strategies that require a unique understanding of architectural design and commercial construction processes.

## Spotlight on Innovators

# Irvine Team Chucks Checklist for Integrated Process

*Industry integrator embraces revolutionary process as inception-to-completion business cornerstone*



### LAKWOOD CHURCH

Irvine Team's *MATRIX Process* was paramount to the success of the world's first-of-its-kind conversion of a sports arena into a 16,000-seat house of worship. Irvine Team managed more than 50 contractors and consultants during the 1.5 million man-hour, 30-month transformation for Lakewood Church, which was completed on time and on budget.

**M**entally picture a project management or construction company, and visions jump to mind of a supervisor in rubber boots with one hand on a clipboard and the other hand penciling marks down a checklist. But one breakthrough company is dramatically changing this picture and the face of an industry that has seen little change...until now.

Walk on an Irvine Team project site. Attend a regularly scheduled status meeting. Discuss project flow with one of its project managers. You won't see a single clipboard. What you will see is a team of professionals – architects, engineers, project managers, accountants, procurement specialists and construction managers – who have ousted reliance on checklists in favor of a revolutionary and proven integrated process – Irvine Team's proprietary *MATRIX Process* – to guide project direction.

Irvine Team, the first-of-its-kind innovator, utilizes comprehensive and integrated "design + construction strategies" to lead the design and construction processes. Unlike companies with a single area of expertise or one role to fill on a job site, this is a

dynamic organization of seasoned professionals who embrace outside-the-box thinking and draw upon the *MATRIX Process* as an integration tool to align customer expectations with the design and the commercial construction process and lead project delivery.

Their *MATRIX Process* serves as a blueprint for the implementation of a comprehensive design + construction strategy, which incorporates the planning, development, execution and monitoring of the total project. Instead of a linear checklist, Irvine Team's process integrates nonlinear activities across the project team and the entire project process.

# Spotlight on Innovators



## MEMORIAL HERMANN HEART & VASCULAR INSTITUTE

Memorial Hermann turned to Irvine Team to spearhead the design and construction of a fully digital state-of-the-art catheterization facility at the gateway to the world-renowned Texas Medical Center. This institute represents a revolutionary project amid the world's largest concentration of research and healthcare institutions.

“This is the biggest differentiator and the root of Irvine Team’s success,” observes Dennis Irvine, president and CEO.

Irvine Team’s four-phase *MATRIX Process* encompasses guiding principles that drive every project toward success. Each phase is customer-centric, mission-focused, comprehensive and integrated, and always keeps customers’ interests paramount. The phases include:

### PHASE 1: Strategy

*Establishes project feasibility, goals, objectives and outcomes*

### PHASE 2: Design/Development

*Includes program and location development, financing, fund-raising, cost modeling, design, sourcing and procurement*

### PHASE 3: Construction

*Implements construction of capital improvements*

### PHASE 4: Commissioning/Operations

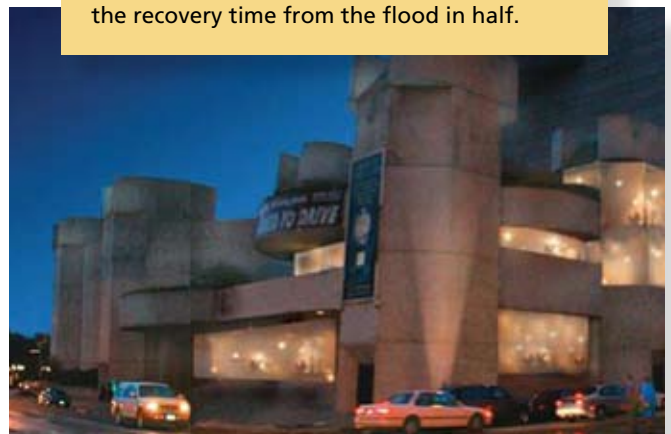
*Involves project commissioning and closeout*

“Our *MATRIX Process* is revolutionary, and it has served as a cornerstone for Irvine Team’s history of consistent project successes,” comments Irvine. “Our growing number of successfully completed projects clearly reflects the value of our streamlined, customer-centric *MATRIX Process*.”

To see the value of Irvine Team’s *MATRIX Process*, one must simply look to the company’s rich history of successfully leading “firsts,” “state of the arts” and “elites” across commercial, healthcare and institutional spectrums. From developing the first digital heart and vascular hospital in Houston, to constructing state-of-the-art emergency care facilities, from leading the first-of-its-kind transformation of a sports arena into a mega-house of worship for the nation’s largest nondenominational church, to developing one of the nation’s largest yet most inviting and highly secure women’s shelters, and leading commercial strategies that require a unique understanding of architectural design and commercial construction processes, the list continues to deepen as Irvine Team makes its mark leading commercial construction processes.

## ALLEY THEATRE

Irvine Team’s strategy for the renovation and expansion of the Alley Theatre was in place when Tropical Storm Allison struck Houston in 2001 and flooded the building’s two basement levels. Drawing upon its proprietary *MATRIX Process*, Irvine Team responded to the disaster by revisiting the original plan and adding an additional phase to the process, which was put into place just days after the flooding. Irvine Team’s timely and visionary approach allowed several processes to begin simultaneously, cutting the recovery time from the flood in half.



## About Us – FAQs

### Who is Irvine Team?

Irvine Team is a dynamic breakthrough organization of seasoned professionals with extensive experience in the commercial design and construction industry, encompassing a team of architects, engineers, project managers, accountants, procurement specialists and construction managers.

### What does Irvine Team do?

Irvine Team develops clear strategies to manage the design and construction of buildings that protect a project customer's interests and ensure the project's success, always keeping the customer's interests paramount.

### Can Irvine Team save customers money?

Yes. Irvine Team utilizes sourcing and procurement to save money and contain spending. In fact, we ensure that customers don't spend more money than they want to spend. Research shows that most commercial design and construction projects exceed established budgets by five percent or more. Conversely, Irvine Team has never exceeded an approved budget.

### How can Irvine Team ensure a project's success?

First, we develop comprehensive proprietary "design + construction strategies," then manage the implementation of those strategies. Irvine Team touches all aspects of a project, from the commencement of a design-led project through the completion of its construction.

### What is Irvine Team's secret for success?

Our perspective is unique. Irvine Team's integration of design and construction is what makes our projects successful.

### How does Irvine Team manage a project?

Irvine Team uses a proprietary *MATRIX Process* as an integration tool to align our customer's expectations with the architect's design and the commercial construction

process. Our process integrates nonlinear activities across the project team and the entire project process. This unique management capability is our biggest differentiator and the root of Irvine Team's success.

### How does Irvine Team know what a customer wants?

At the outset of a project, Irvine Team puts parameters in place to qualify project scope, quality standards and customer expectations, including a cost strategy that aligns expectations with financial reality. Once we have determined the anticipated and desired project goals and cost criteria, we develop go-forward strategies that articulate those expectations.

### Why would a company need Irvine Team if an architect or contractor was already involved on a project?

The traditional way of doing business – hiring an architect for design, then a construction company to build – typically results in a confrontational project delivery process with accountability not tied to any one person. Irvine Team aligns the project mission with the customer's goals, integrates the activities of everyone involved in the project with those goals and takes responsibility for the quality, cost and scheduling of the project.

### At what point should Irvine Team come into the project picture?

So that Irvine Team can develop an effective strategy before a project commences, our team should be in first.

### Are there other teams who focus on design and construction strategies?

To the best of our knowledge, Irvine Team is the first-of-its-kind such integrator. Irvine Team was founded by an experienced design and construction expert to address the absence of strategy in the marketplace.

### Where is Irvine Team located?

We're Houston based and work across the country and around the globe.

## About Irvine Team's Customers

Irvine Team is not just a great company with great customers. Ours is a revolutionary company that fosters solid customer relationships.

Since Irvine Team's inception in 2002, we've partnered with healthcare innovators, the world's fastest-growing church and theatre icons. With our proprietary *MATRIX Process* as a cornerstone for success, we've experienced home run after home run on our extensive range of customer projects. Irvine Team's history speaks volumes about our spirit of cooperation and a focus on doing things efficiently, effectively and in our customers' best interests.

### HEALTHCARE

From the development of the world's first fully digital hospital to the construction of state-of-the-art emergency care facilities, Irvine Team has a rich history of unique design and construction strategies for leading healthcare systems.

#### **CHRISTUS Health – Gulf Coast**

CHRISTUS San Jose Clinic  
CHRISTUS St. Catherine Hospital  
CHRISTUS St. Michael Hospital  
CHRISTUS Sienna Plantation Hospital

#### **Dubuis Health System**

Dubuis LTAC Program

#### **Magnolia Hospital**

#### **Memorial Hermann Healthcare System**

Children's Memorial Hermann Hospital —  
8th Floor Pavilion  
Memorial Hermann Ambulatory Surgical Center  
Program  
Memorial Hermann Diagnostic Imaging Center  
Program  
Memorial Hermann Heart & Vascular Institute —  
Texas Medical Center  
Memorial Hermann Memorial City  
Heart & Vascular Institute  
Memorial Hermann Medical Office Building III  
Program  
Memorial Hermann Mischer Neuroscience  
Institute

### **Oncology Associates**

#### **Triumph Healthcare**

Triumph Hospital – Clear Lake  
Triumph Hospital – Northwest  
Triumph Hospital – Southwest  
Triumph Hospital – Tomball

### INSTITUTIONAL

Irvine Team has spearheaded an extensive range of institutional projects, ranging from the first-of-its-kind sports arena renovation into a house of worship to the construction of one of the nation's largest, most inviting yet highly secure women's shelters.

#### **Alley Theatre**

#### **Children's Museum of Houston**

#### **Ford's Theatre Society**

#### **Houston Area Women's Center**

#### **Kingdom Builders**

#### **Lakewood Church**

#### **Sheltering Arms Senior Services**

#### **YMCA - The Woodlands**

### COMMERCIAL

Commercial strategies require a unique understanding of architectural design and commercial construction processes, and Irvine Team is widely recognized for excellence in developing design and construction strategies for this sector.

#### **Becker Interest**

#### **The Dinerstein Companies**

The Fountains

#### **ING Clarion Realty Services**

Heritage Plaza Office Tower  
Heritage Plaza Garage

#### **NBC Holdings**

Gramercy Park Condominiums  
Shamrock Tower

#### **Wood Partners**

Glass House Dallas  
Mosaic Towers



**Dennis Irvine**  
*President & CEO*

Dennis Irvine is President and CEO of Irvine Team, which he founded in 2002 to provide design and construction strategy and customer advocacy services for the architectural design and construction of commercial, institutional and healthcare facilities.

Prior to founding Irvine Team, Mr. Irvine was CEO of Irvine Associates, a successful architectural and project management company that designed and managed projects including healthcare, office, educational, institutional and manufacturing facilities. His background is comprised of more than 25 years of design-led program and project management experience encompassing all aspects of project team coordination, program and project management, needs assessments and real estate strategies for not-for-profit entities and Fortune 1000 companies.

Mr. Irvine's experience encompasses all aspects the creation and implementation of strategic initiatives and design and construction services. Reflecting his experience and leadership skills, Mr. Irvine has completed projects encompassing more than 45 million square feet and \$3 billion in constructed value throughout the United States, Europe, Asia and Mexico.

Mr. Irvine earned a Bachelor of Architecture and is a Registered Architect. He is NCARB Certified, a member of the International Association of Assembly Members and has chaired and served on numerous not-for-profit boards.



**Chris Kay**  
*Senior Vice President*

Chris Kay has been involved in the design and construction industry for more than 20 years, with experience in both design and construction of large commercial, private and public building projects throughout Texas and the southern United States.

Prior to joining Irvine Team, Mr. Kay served as Vice President and General Manager for the nation's leading commercial builder, where, among other duties, he was responsible for more than \$500 million annually in construction management. His experience includes most aspects of business management, strategic planning, project development, cost accounting, project budgeting, risk management and contract negotiations – all of which serve to complement his general project and construction management experience.

Career highlights of his many and varied projects include commercial construction for hospitals, concert halls, executive offices, country clubs, conference centers, office buildings, hotels and the National Archives Building in Washington, D.C., as well as building renovations for a government building, corporate office towers, country clubs, hotels and conference centers.

Mr. Kay, who holds a Bachelor of Architecture from the University of Houston, is certified with the Design Build Institute. He is a member of the Texas Society of Architects, American Society for Healthcare Engineering and American College of Healthcare Executives, and is a former board member of the American Builders and Contractors Association.



**Lorrie Foreman**  
*Senior Vice President*

Lorrie D. Foreman, who is Six Sigma certified, has more than 20 years of experience in managing the architectural design and commercial construction of technically sophisticated, unique buildings and is widely recognized as one of the most influential women in the construction industry.

From the architectural challenges and the acoustical demands of a state-of-the-art theater, to the complete build-out of the world's largest complex for aircraft testing, Ms. Foreman has developed successful strategies for delivering difficult projects in time frames that met the clients' pressing needs. Notably, Foreman spearheaded the \$95 million arena renovation and commercial construction of Lakewood Church, completed in July 2005, representing the world's first transformation of a sports arena into a house of worship.

Prior to joining Irvine Team, Ms. Foreman led the architectural, engineering and construction teams in the design and construction of Houston's premiere theater arts complex and was the Director of Construction for the Naval Facilities Engineering Command in Maryland that encompassed a \$350 million program. Highlights of her diversely challenging career include the commercial construction of a performing arts center, a transportation complex, a manufacturing facility, engineering and research laboratories, test facilities and office buildings, as well as several facilities renovations.

She earned a Bachelor of Science in Civil Engineering from the University of South Alabama, was 1995 Engineer of the Year for the Naval Facilities Engineering Command, graduated from the Navy Executive Leadership Program and served as an advisor to the Chief of Naval Operation's Pentagon staff.

Project Name: **CHRISTUS Sienna Plantation Campus**

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Project Budget: **Confidential**

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Type of Client: **Healthcare**

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Location: **Missouri City, Texas**

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Project Objective: **To develop a fully digital state-of-the-art acute care facility for one of the nation's top Catholic health systems**

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**Project Overview:**

Irvine Team is leading the design and construction strategies for CHRISTUS Gulf Coast Region to develop a new healthcare delivery presence in Sienna Plantation and surrounding south Houston communities. Slated for groundbreaking in 2006, this fully digital state-of-the-art acute care facility, designed for flexibility, is intended to be outpatient oriented to facilitate ease of access, with a full complement of patient beds to provide a complete patient care experience. The facility is master planned to accommodate growth in all services, supported by physicians' office buildings and auxiliary health services, to serve the area's growing population.





# irvine team case study

Project Name: Lakewood Church

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Project Budget: \$95 million

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Type of Client: Institutional

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Location: Houston, Texas

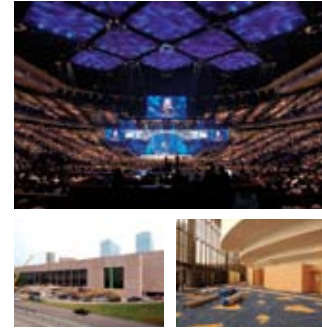
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Project Objective: To renovate and expand a major central city sports arena into a 16,000-seat house of worship for the nation's fastest-growing nondenominational megachurch

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## Project Overview:

The first-of-its-kind arena conversion, Irvine Team managed the 1.5 million man-hour, 30-month design and construction, that transformed the former 400,000 square-foot Houston Rockets basketball arena (Compaq Center) into a 600,000 square-foot state-of-the-art-facility for world-renowned Lakewood Church. Irvine Team's proprietary design and construction strategy allowed for the history-making development of an expanded facility encompassing a 16,000-seat sanctuary, a best-in-class art media center to support Lakewood's television ministry, classroom and support spaces for Lakewood's 5,000-strong Children's Ministry, a book store, food service facilities and a multi-million-dollar central plant to cool and heat the facilities. Irvine Team's unique procurement methodologies saved Lakewood millions of project dollars while also protecting the integrity of the project and allowing for fund reallocations and significant enhancements. As overall project manager of more than 50 contractors and consultants, Irvine Team created and executed the comprehensive design and construction strategy from the conceptual stage through architectural design through commercial construction to project completion.



# irvine team case study

Project Name: Alley Theatre Renovation and Expansion

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Project Budget: \$37.5 million

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Type of Client: Institutional

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Location: Houston, Texas

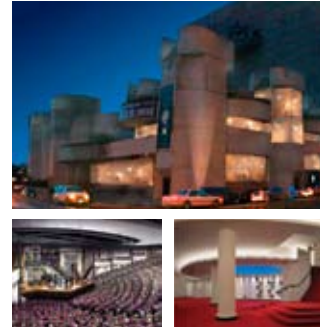
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Project Objective: To renovate and expand theatre facilities to improve design and functionality and upgrade the central plant in two phases

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## Project Overview:

With a proprietary design and construction strategy in place and a team of designers and contractors assembled for Phase I, disaster struck Houston on June 9, 2001, when Tropical Storm Allison dumped relentless rain on the city. Rising waters rushed into the Alley Theatre, submerging its two basement levels, including the central plant and Neuhaus Stage, beneath nearly three million gallons of water. Irvine Team quickly recast the original two-phase strategy into three phases, and a recovery process commenced within days of the disaster. Irvine Team's unconventional approach set the demolition process and the design of the new Neuhaus Stage in motion simultaneously, cutting the recovery time in half. As a result, rehearsals were underway in four months and performances in six. Phase I of the pre-disaster strategy was completed in November 2002, with the Center for Theatre Production encompassing 100,000 square feet of rehearsal studios, a 60-foot ceiling scene shop, prop and costume shops, fitting rooms, a wig studio, storage area, and administrative and artistic offices. To mitigate potential future devastation due to rising water, the facility's central plant, electrical services, building control, and data and security services were relocated. Phase II design (underway currently) commenced in late 2004 to expand theatre space and patron amenities.



Project Name: CHRISTUS St. Catherine Hospital

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Project Budget: \$49.25 million

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Type of Client: Healthcare

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Location: Katy, Texas

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**Project Objective:** To renovate and expand the hospital facility to create a new patient tower to allow for growth of several departments, including the emergency room and the surgical capabilities while adding additional medical/surgical capacity to the facility for one of the nation's top Catholic health systems

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**Project Overview:**

Irvine Team's proprietary design and construction strategy for CHRISTUS St. Catherine Hospital encompasses approximately 133,420 square feet of new hospital facility construction and approximately 42,000 square feet of hospital facility renovation. A palette of brick masonry and glass coloration complements the similar architectural character of the original building, and the facility expansion adds height to the complex, thereby providing more visibility to the community. The existing facility's four-story expansion encompasses (i) a new emergency medical department, CV/OR Cath labs and a laboratory on the first level; (ii) 36-bed medical/surgical patient rooms on the second floor; and (iii) shell space on levels three and four to accommodate future expansion. Additionally, the expansion of the central plant provides additional support capacity for the building, as well as future build-outs, while the facility is also architecturally designed to accommodate the future addition of two more patient floors. The current hospital building expansion includes a single-level expansion of the obstetrics department for new delivery rooms, a renovation of the existing obstetrics wing, the addition of department-specific beds, dietary and kitchen modifications, and maintenance and support enhancements.

# irvine team case study

Project Name: **Memorial Hermann Memorial City  
Heart & Vascular Institute**

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Project Budget: **\$35 million**

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Type of Client: **Healthcare**

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Location: **Houston, Texas**

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Project Objective: **To spearhead the design and construction of a fully digital state-of-the-art catheterization facility and the only neuro-ICU facility outside the Texas Medical Center**

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## Project Overview:

Memorial Hermann's Heart & Vascular Institute represents the world's first freestanding heart institute. Irvine Team's completion of the top three levels of a medical tower constructed in 2004 encompasses state-of-the-art patient and treatment floors, including a 92,000 square-foot digital hospital with cutting-edge catheterization labs, diagnostic facilities and patient rooms. An additional 62,324 square feet features ICU/IMCU patient beds and state-of-the-art treatment rooms for advanced cardiac catheterization, electrophysiology and cardiac MRI technology.



Project Name: Memorial Hermann Heart & Vascular Institute - Texas Medical Center

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Project Budget: Confidential

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Type of Client: Healthcare

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Location: Houston, Texas

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Project Objective: To spearhead the design and construction of a fully digital state-of-the-art catheterization facility at the gateway to the world-renowned Texas Medical Center

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Project Overview:

Memorial Hermann's Heart & Vascular Institute represents a revolutionary project amid the world's largest concentration of research and healthcare institutions. Slated for Summer 2008 completion, Irvine Team is spearheading the 165,000 square foot design and construction of eight above-ground levels, two below-ground parking levels, valet parking surface expansion, an extension of an existing sky bridge and the development of a new sky bridge. Designed as a digital facility to produce quality patient outcomes, the Institute will encompass cutting-edge catheterization labs, diagnostic facilities, a dedicated pharmacy and advanced imaging modalities on patient floors.

