

*Slide Excerpts from the PRC  
Presentation 3/28/2024*

**MARCH 28, 2024 | PRESENTATION**

# **HARBORVIEW MEDICAL CENTER Facility and Infrastructure Improvements**

Application for Approval to Use  
the Design-Build (DB)  
Alternative Contracting  
Procedure



Early drafted rendering  
of new tower



# AGENDA

- Introductions
- King County Harborview Medical Center
- Project Description
- Project Budget
- Project Schedule
- Diversity, Equity and Inclusion
- Why Design Build
- Public Body Qualifications
- Project Organization Chart
- Project Team APD and Project Experience Summary

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# PRESENTATION PROJECT TEAM

## King County

- Anthony Wright, Division Director (King County Facilities Management Division [KCFMD])
- **Leslie Harper-Miles, Harborview Bond Program Administrator (KCFMD)**
- **Garrett Farrell, PE, Associate DBIA – Project Manager (KCFMD)**
- Perkins Coie

## Vanir Construction Management

- **LaDrena Dansby, PE, DBIA, Project Director**
- Bryan Hall, Assoc. DBIA, Program Manager

## UW Medicine

- **Ted Klainer, Senior Director Capital Development**
- Dave Reeves, DBIA, Director Capital Development
- April Harr, RA, LEED AP, DBIA, Capital Project Manager

## Parametrix

- Jim Dugan, APD Advisor
- Dan Cody, RA, Assoc. DBIA – PRC Approval, PDB Procurement, and PM/CM

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# PURPOSE OF IMPROVEMENTS

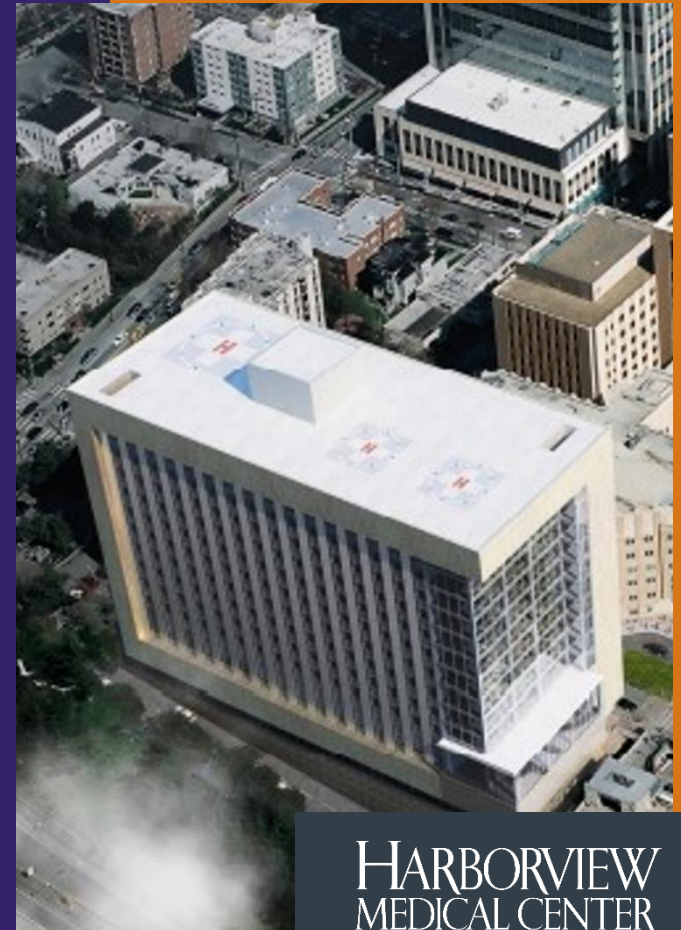


- HMC routinely experiences a demand for inpatient services **beyond its capacity** due to insufficient and inadequate facilities.
- Critical **surge capacity** and **Emergency Room capacity** are limited.
- The **population growth** projections for this region, coupled with **changes in medical care and infection control**, require **new spaces** on the campus.
- HMC serves as the **regional emergency management command center** during natural disasters or major crisis events.

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# BOND PROGRAM

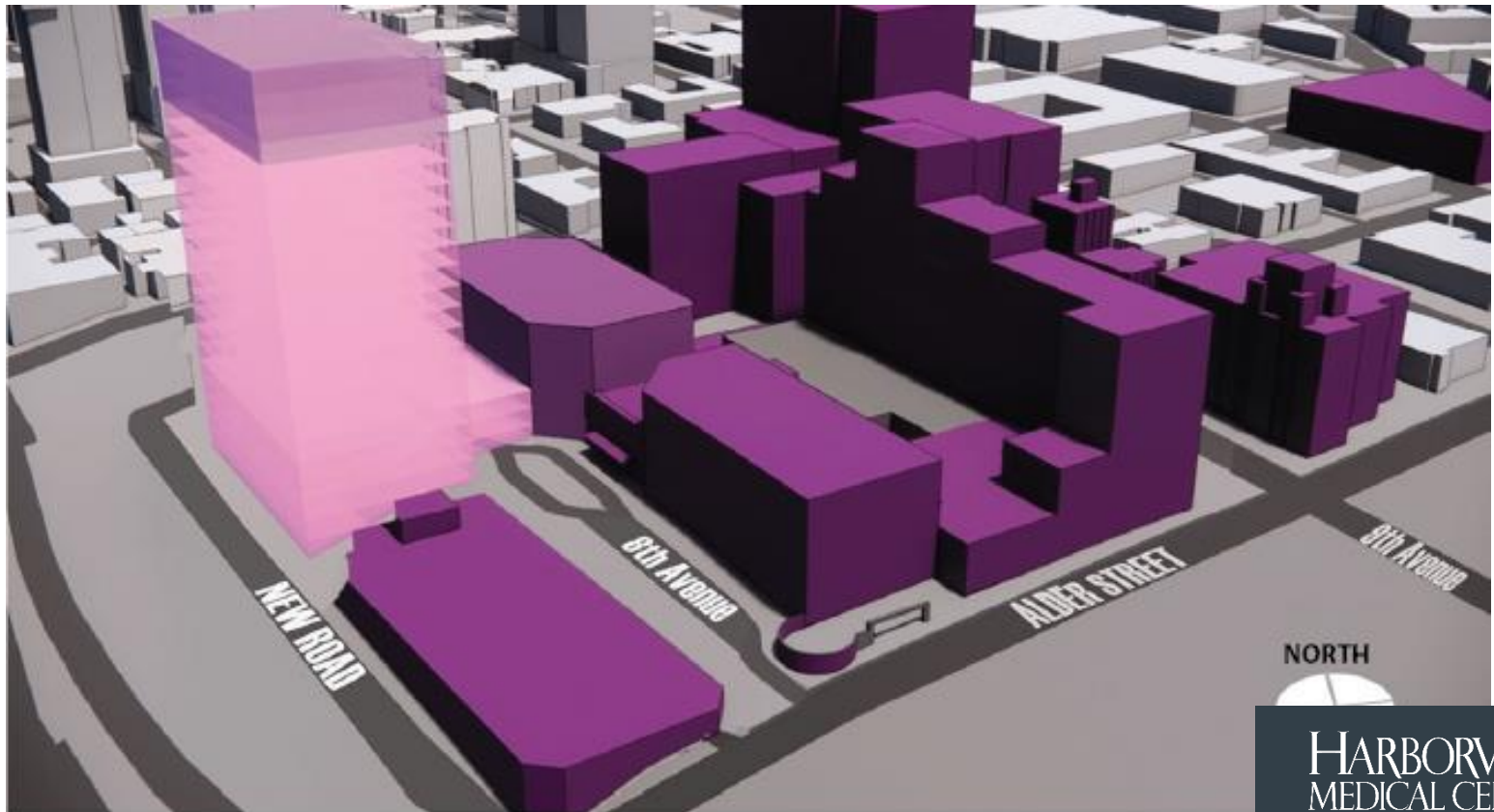


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Image above shows early drafted rendering of the new tower

# KING COUNTY HARBORVIEW MEDICAL CENTER





# HARBORVIEW MEDICAL CENTER



- HMC is owned by King County, managed by the University of Washington and governed by an appointed Board of Trustees.
- HMC is a 540-licensed-bed comprehensive healthcare facility dedicated to providing a broad spectrum of medical care to patients from throughout the Pacific Northwest.
- As the only Level 1 trauma center in Washington State, HMC provides the highest level of comprehensive care for major injuries.
- HMC serves a four-state region (i.e., Washington State, Alaska, Idaho, and Wyoming).

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# HARBORVIEW MEDICAL CENTER

The primary mission of Harborview Medical Center is to:

- Provide healthcare for the most vulnerable residents of King County
- Provide and teach exemplary patient care
- Provide care for a broad spectrum of patients from throughout the region
- Develop and maintain leading-edge centers of emphasis



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# KING COUNTY HARBORVIEW MEDICAL CENTER PROJECT BUDGET

| Category   | Budget                 |
|--|------------------------|
| Costs for Professional Services (A/E, Legal, etc.) (@ 10% of construction cost)          | \$118,629,333          |
| Estimated project construction costs (includes design and construction contingency @ 5%) | \$1,186,293,334        |
| Equipment and furnishing costs (@ 8% of total cost)                                      | \$139,200,000          |
| Off-site Costs (included in construction cost above)                                     | N/A                    |
| Contract Administration Costs (owner, cm etc.) (@ 2.5% of construction cost)             | \$29,657,333           |
| Contingencies (project contingency @ 5% of total cost)                                   | \$87,000,000           |
| Other related project costs (included in construction cost above)                        | N/A                    |
| Sales Tax (@ 10.3%)  | \$179,220,000          |
| <b>Total</b>   | <b>\$1,740,000,000</b> |

# KING COUNTY HARBORVIEW MEDICAL CENTER



- The focus of these funds is being prioritized to meet the most critical needs and represents the current building plans under consideration.
- This project will construct capital improvements at HMC to address medical center facility needs:
  - A **new inpatient medical tower**, including a new emergency department, operating rooms, and single-patient rooms.
  - **Renovations to essential hospital services** located in older spaces in the hospital.
  - **Renovations to King County's judicial and public health services** located on the hospital campus.

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# PROJECT FUNDING

- The **project is 100% funded.**
- The Bond Capital Program was supported by the **voter-approved revenue authority of \$1.74 billion** in phased bond funding, established by King County Council ordinance.
- The funding is authorized for improvements at Harborview Medical Center.



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# KING COUNTY HARBORVIEW MEDICAL CENTER PROJECT SCHEDULE

| D/B Schedule                                       | Start                   | Finish                    |
|--|-------------------------|---------------------------|
| Release Early Notice Advertisement                 |                         | <b>June 3, 2024</b>       |
| RFQ 1 <sup>st</sup> Advertisement                  |                         | <b>August 1, 2024</b>     |
| Pre-submittal Meeting                              |                         | <b>August 15, 2024</b>    |
| Statement of Qualifications Due                    |                         | <b>September 12, 2024</b> |
| Notify Submitters of Shortlisted Finalists         |                         | <b>October 1, 2024</b>    |
| Release RFP to Finalists                           |                         | <b>October 4, 2024</b>    |
| Proprietary Meetings w/Finalists                   | <b>October 17, 2024</b> | <b>October 18, 2024</b>   |
| Proposals Due – Cost Factors and Approach          |                         | <b>December 5, 2024</b>   |
| Interview PDB Teams                                | <b>January 15, 2025</b> | <b>January 16, 2025</b>   |
| Open Price Factor Proposals                        |                         | <b>January 21, 2025</b>   |
| Notify Submitters of Most Qualified Design-Builder |                         | <b>January 23, 2025</b>   |
| Contract Negotiations (4 weeks)                    | <b>January 31, 2025</b> | <b>February 27, 2025</b>  |
| Execute Contract & NTP                             |                         | <b>March 3, 2025</b>      |

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# DIVERSITY, EQUITY AND INCLUSION

- King County is a **national leader in efforts to promote equity and social justice (ESJ) throughout the project environment.**
- The Bond Program has **performed both general and targeted outreach** to raise and maintain awareness of the upcoming work **since 2022.**
- King County will **establish a minimum required level for the participation of small business enterprises (SBE) and disadvantaged business enterprises (DBE) firms** certified by the Washington State Office of Minority and Women Business Enterprises (OMWBE).
- King County also offers a **menu of opportunities for firms to build team diversity, including priority hire, business mentorship, internships, and apprenticeships, supported by a community workforce agreement.**

# DIVERSITY, EQUITY AND INCLUSION

- Firms will be required to develop an **Equity and Social Justice Innovation Plan that includes outreach and engagement strategies, identification of subconsultant and subcontractor work opportunities**, potential barriers to small and diverse business participation, technical assistance, mentorship, and monitoring and performance measurements to ensure success.
- The awarded firm will be required to:
  - Submit monthly reports to project team about ESJ Innovation Plan activities.
  - **Report all subcontract awards, and all subcontractor/subconsultant/supplier payments monthly** into the County's Diversity Compliance Management System (DCMS).
  - **Submit corrective action plans, as needed in response to a changing project environment**
- The bond team is committed to supporting the design-build team's successful integration of SBE's and DBE. **The progressive design build environment facilitates using multiple strategies to maximize ESJ opportunities.**

# WHY D/B DELIVERY METHOD For The Harborview Medical Center Facility And Infrastructure Improvements



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# RCW 39.10.300

## D/B STATUTORY COMPLIANCE

Although only one criterion is required, the Harborview Medical Center Project satisfies all 3 RCW 39.10 criteria:

- Construction activities are highly specialized, and a D/B approach is critical in developing the construction methodology
- Project provides an opportunity for greater innovation and efficiencies between the designer and builder
- Significant savings in project delivery time would be realized

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# ADVANTAGES TO PDB DELIVERY

- **Responsive to complex, phased & occupied project**
- **Provides substantial owner input into both design and construction**
- **Encourages collaboration between the owner, the designer, and the contractor**
- **Facilitates early work packages within the contract parameters**
- **Provides cost transparency, including the pricing of risks, and contingencies**
- **Supports owner involvement in design phase solutions and creative innovations with the designers and contractors.**
- **Provides opportunities for greater innovation and efficiencies between the designer and builder**

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# ADVANTAGES TO PDB DELIVERY

- **Single contract** for the County to manage
- **Reduces the owner's risk of claims from errors/omissions.**
- Allows the Contractor to inform the owner and the design team of forecasted market materials and labor conditions and **allow for the team to plan and design to avoid potential cost/schedule impacts.**
- Encourages **collaboration and innovation** between County and Design/Builder during programming, design, bidding and construction.
- Allows King County and Design/Builder to **explore and confirm existing conditions.**
- Potential for **shorter design period, quicker construction start and earlier completion.**
- PDB offers the **opportunity for early procurement/bid/ construction packages.**
- Ability to **get to cost certainty (GMP) quicker** than other delivery methods.

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# PUBLIC BENEFIT

- PDB allows King County to set a construction budget and program requirements for the project and then require the **DB team to provide a design solution that aligns with the available budget.**
- PDB allows King County and the DB to come to an **early certainty on cost of construction** much earlier than either GC/CM or traditional D/B/B delivery methods.
- PDB **reduces** King County's **risk of added cost from change orders.**
- PDB allows King County and the design team **to work collaboratively and transparently** with the Contractor to make educated/informed decisions on materials and systems based on cost effectiveness, durability and availability.
- **Streamlining of programming and design time** could result in a reduction of as much as three months in the design schedule.
- In utilizing PDB delivery, there may be opportunity for **greater efficiencies of project management and administrative costs** over the life of the project.

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# PUBLIC BODY QUALIFICATIONS



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# KING COUNTY LEADERSHIP TEAM

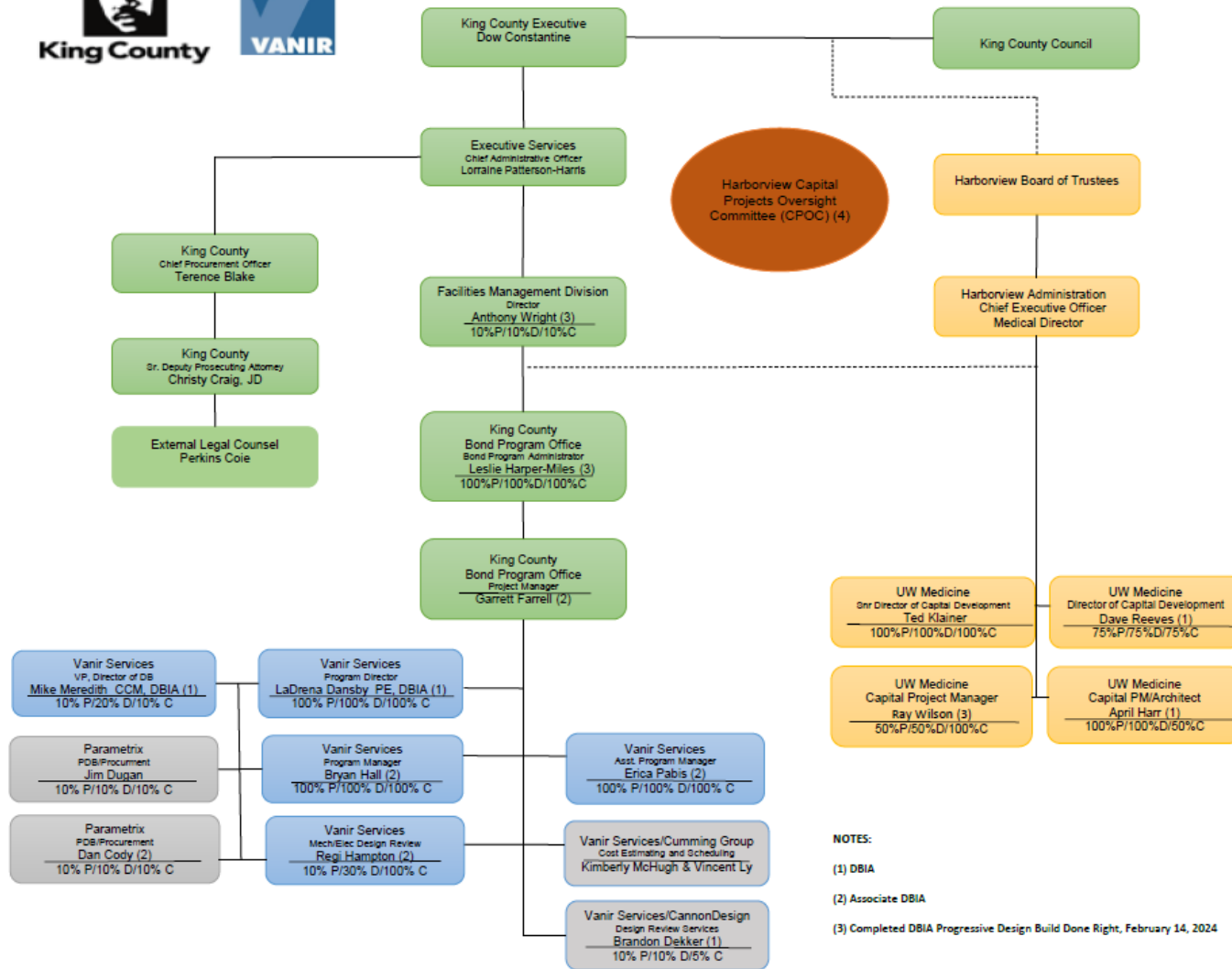


- King County's project team has extensive public works project management expertise.
- King County Procurement is actively working with the Capital Projects Working Group to refine their approach to Design-Build.
- **The entire King County Bond Team staff have DBIA training and/or hold DBIA certification and are familiar with Design-Build procurement.**
- King County Facilities Management Division (FMD) completed its most recent Design-Build project, the Children and Family Justice Center in 2019.
- King County has hired Vanir as the APD and PM/CM Consultant. Vanir has enlisted the services of Parametrix as a subconsultant to lead PRC application/approval and PDB advisory services
- King County satisfies the public body qualifications by staff augmentation with consultants experienced in Design-build delivery and RCW 39.10.

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# KING COUNTY/HARBORVIEW BOND CAPITAL PROJECT

## Organizational Framework



- NOTES:**
- (1) DBIA
  - (2) Associate DBIA
  - (3) Completed DBIA Progressive Design Build Done Right, February 14, 2024

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# PROJECT TEAM APD AND PROJECT EXPERIENCE



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# PROJECT TEAM APD AND PROJECT EXPERIENCE

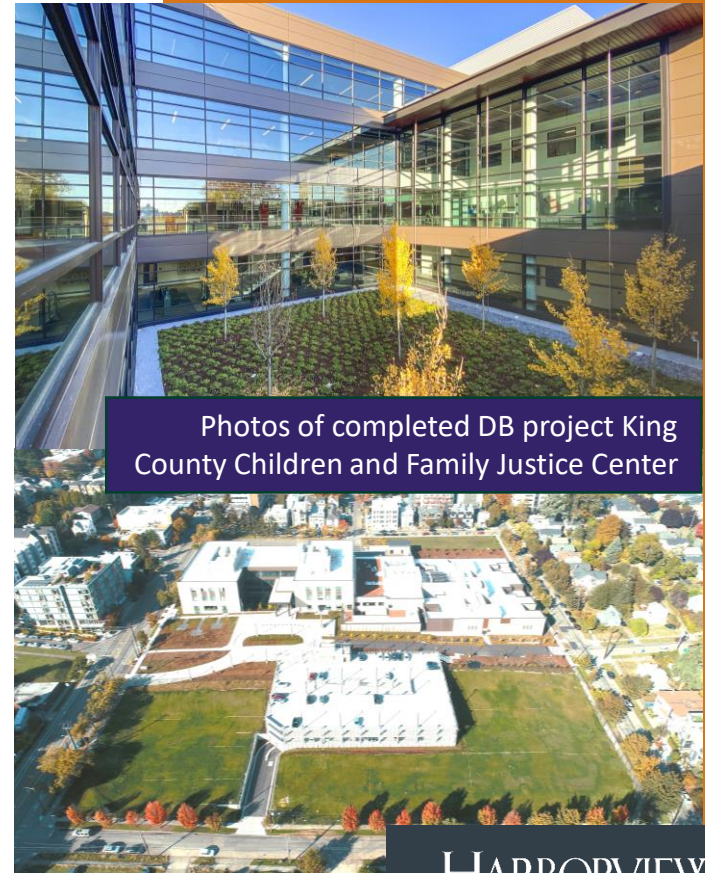
| Name  | Experience   |
|---|--|
| <p><b>Ted Klainer</b><br/>Senior Director Capital Development<br/>Harborview Medical Center</p>               | <p><b>22 yrs. with Harborview Medical Center</b></p> <p><b>Previous DB Project Experience (3):</b> Harborview Ninth and Jefferson Building, Harborview Maleng Single Patient Rooms, Harborview NJB Outpatient ORs <b>Previous GC/CM Project (1):</b> Harborview Maleng Inpatient Tower</p>   |
| <p><b>Dave Reeves, BSCM, DBIA, LEED AP</b><br/>Director Capital Development<br/>Harborview Medical Center</p> | <p><b>30 yrs. Project Management/Construction Management</b></p> <p><b>Previous DB Project Experience (7):</b> Metro Health Urgent Care &amp; Outpatient Surgery Center, Spectrum Health Endoscopy, Spectrum Health Interventional Radiology, Steelcase Innovation Center, Steelcase Corporate IT Ampersand, Harborview Maleng Single Patient Rooms, Harborview NJB Outpatient Ors</p> |
| <p><b>April Harr, RA, DBIA, LEED AP</b><br/>Capital Project Manager<br/>Harborview Medical Center</p>         | <p><b>29 yrs. Design and Construction Experience</b></p> <p><b>Previous DB Project Experience (4):</b> Harborview Neuro Hybrid OR, Harborview Radiology Upgrades, Harborview 2MB Cart Washer, Harborview Maleng Building Single Patient Rooms. <b>Previous GC/CM Projects (2):</b> UWMC Expansion Project – Phase 1, UWMC Expansion Project – Phase 2</p>                              |

| Name   | Experience  |
|--|---|
| <p><b>Anthony Wright, PCE</b><br/>King County Facilities Management (KCFMD)<br/>Division Director</p>                          | <p><b>16 yrs. District Engineering Experience</b></p> <p><b>Previous DB Project Experience (9):</b> Malmstrom AFB Family Housing, JBLM C-17 Simulator, Chief Joseph Dam Turbine Runner Replacement, JBLM 3<sup>rd</sup> Brigade Barracks Complex, JBLM Brigade Maintenance Facilities, Fairchild AFB Hospital Renovation, Malmstrom AFB Nuclear Weapons Maintenance Facility, Clark Children and Family Justice Center, Harborview Maleng Single Patient Rooms</p>    |
| <p><b>Leslie Harper-Miles, MPA</b><br/>King County Facilities Management (KCFMD)<br/>Harborview Bond Program Administrator</p> | <p><b>30 yrs. Owner’s Representative Experience on Major Capital Projects</b></p> <p><b>Previous DB Project Experience (4):</b> Harborview Ninth &amp; Jefferson Building – High Rise Medical Building, Harborview Hall Adaptive Reuse (deferred), Harborview Maleng Single Patient Rooms, Harborview Bond Program Planning (new Tower, Essential Services). <b>Previous GC/CM Project (1):</b> Harborview Maleng Building Inpatient Tower and Campus Renovations</p> |
| <p><b>Garrett Farrell, PE, Associate DBIA</b><br/>King County Facilities Management (KCFMD)<br/>Project Manager</p>            | <p><b>30 yrs. Planning, Design, Permitting, Construction and Project Engineering Experience</b></p> <p><b>Previous DB Project Experience (2):</b> Pioneer Square Pavilion, Harborview Maleng Single Patient Rooms</p>   |

| Name  | Experience   |
|---|--|
| <p><b>LaDrena Dansby, PE, DBIA</b><br/>Project Director<br/>Vanir</p> | <p><b>28 yrs. Healthcare Experience in the Design and Construction Industry</b></p> <p><b>Previous DB Project Experience (4):</b> Acute Care Tower Replacement Program Director, Harbor-UCLA Master Plan Implementation Program Director, Borough-Based Jail Program Design-Build Oversight, Health+Hospitals Design-Build Programmatic Advisor</p> <p><b>Previous GC/CM Projects (1):</b> Outposted Therapeutic Housing Units Program Deputy Program Manager</p>  |
| <p><b>Bryan Hall, Assoc. DBIA</b><br/>Program Manager<br/>Vanir</p>   | <p><b>39 yrs. Experience in the Design and Construction Industry</b></p> <p><b>Previous Project Experience:</b> St Michael Medical Center – CHI Franciscan, Silverdale, WA, UW Medicine Phase 3.2 - South Lake Union, Seattle, Swedish Edmonds Ambulatory Care Center - Edmonds, WA, MultiCare Rainier Pavilion expansion - Tacoma, WA, MultiCare Good Samaritan Patient Care Tower - Puyallup, WA</p> <p><b>Previous GC/CM Projects (1):</b> University of Washington Foege Building</p>                                |
| <p><b>Jim Dugan</b><br/>APD Advisor<br/>Parametrix</p>                | <p><b>46 yrs. Design and Construction Experience</b></p> <ul style="list-style-type: none"> <li>• 20 years DB experience @ The Austin Company (1978-1998)</li> <li>• 27 PDB projects since 2017</li> <li>• 36+ GC/CM projects</li> </ul> <p><b>Previous Project Experience:</b> CCPUD – Substations Bundle Ph. 1; CCPUD– Transmission Lines Bundle Ph. 1; TPS &amp; Port of Tacoma – Maritime Center, Snoqualmie Comm. Ctr. Expansion, Shoreline Parks Bundle, Everett – Water Filtration Plant Ph. 2; Tacoma Public</p> |

# DB LESSONS LEARNED

- **Establish safety as the most important requirement.**
- **Establish a clear governance and conflict resolution structure in the contract documents.**
- **Provide a dedicated ESJ staff coordinator through the contractor's team to ensure ongoing success.**
- **Assign a PDB Design Manager for coordination of all documents between disciplines during design.**
- **Strive for key stakeholders to remain engaged throughout design and construction.**
- **Require mockups of all critical spaces.**



Photos of completed DB project King County Children and Family Justice Center

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# SUMMARY

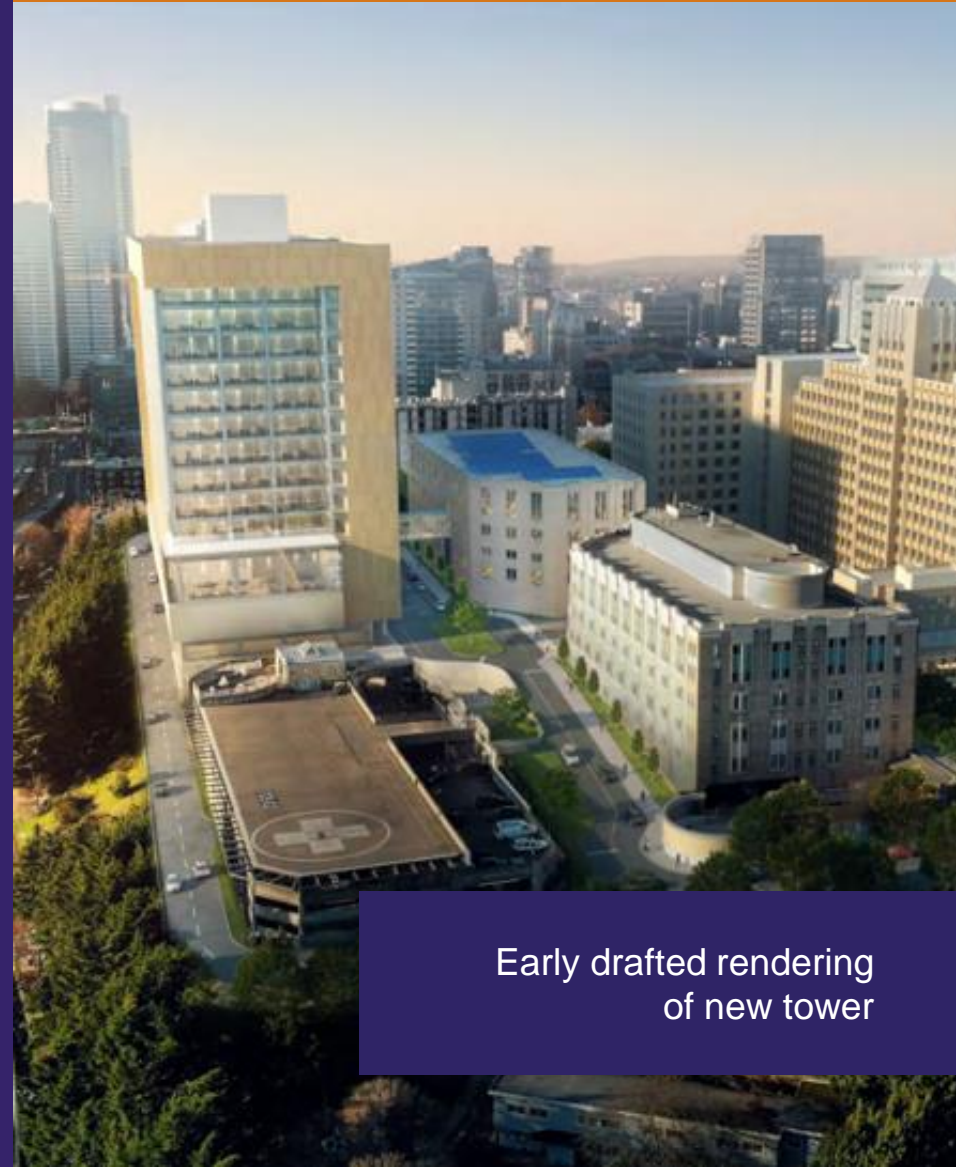
- Requesting PRC approval to utilize D/B project delivery.
- Project **meets qualifying RCW 39.10 criteria** for D/B delivery.
- With the augmentation of D/B consultants, the King County team has:
  - **D/B delivery knowledge and experience**
  - Appropriate **PM/CM personnel with design and construction experience**
  - **Project Management Plan** is developed and has **clear and logical** lines of authority
  - **100% funded** and appropriate time to execute the project
  - PM/CM team with experience in project type/scope
  - Necessary and appropriate construction budget
- The project team is knowledgeable and experienced in the administration and management of DB projects/contracts.
- King County has **no unresolved audit findings**.
- The project team is prepared and ready to proceed.

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# THANK YOU

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Early drafted rendering  
of new tower