

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

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- **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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- 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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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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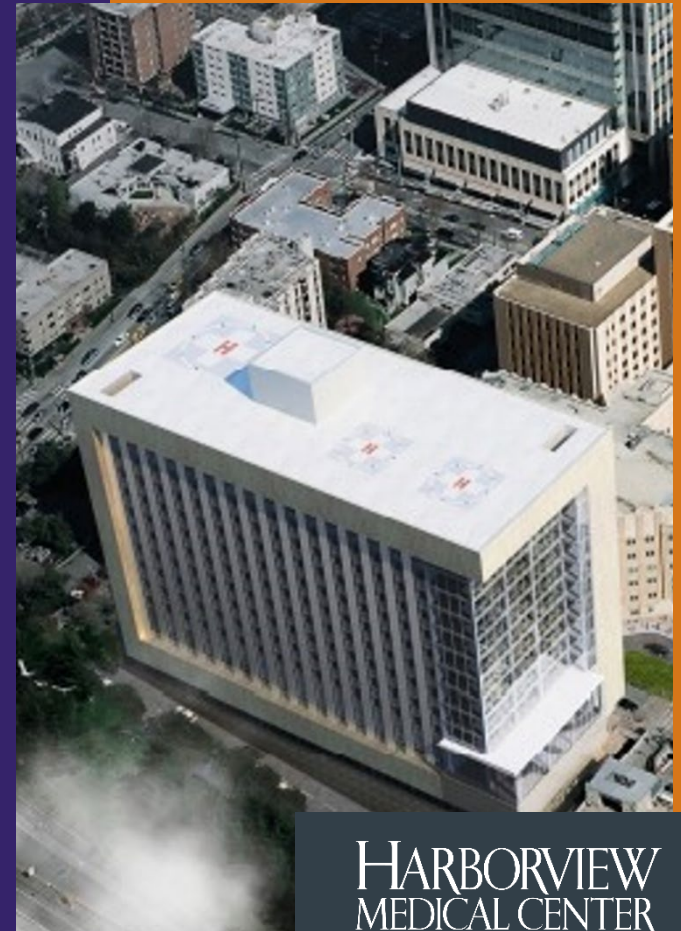
PURPOSE OF IMPROVEMENTS



- 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

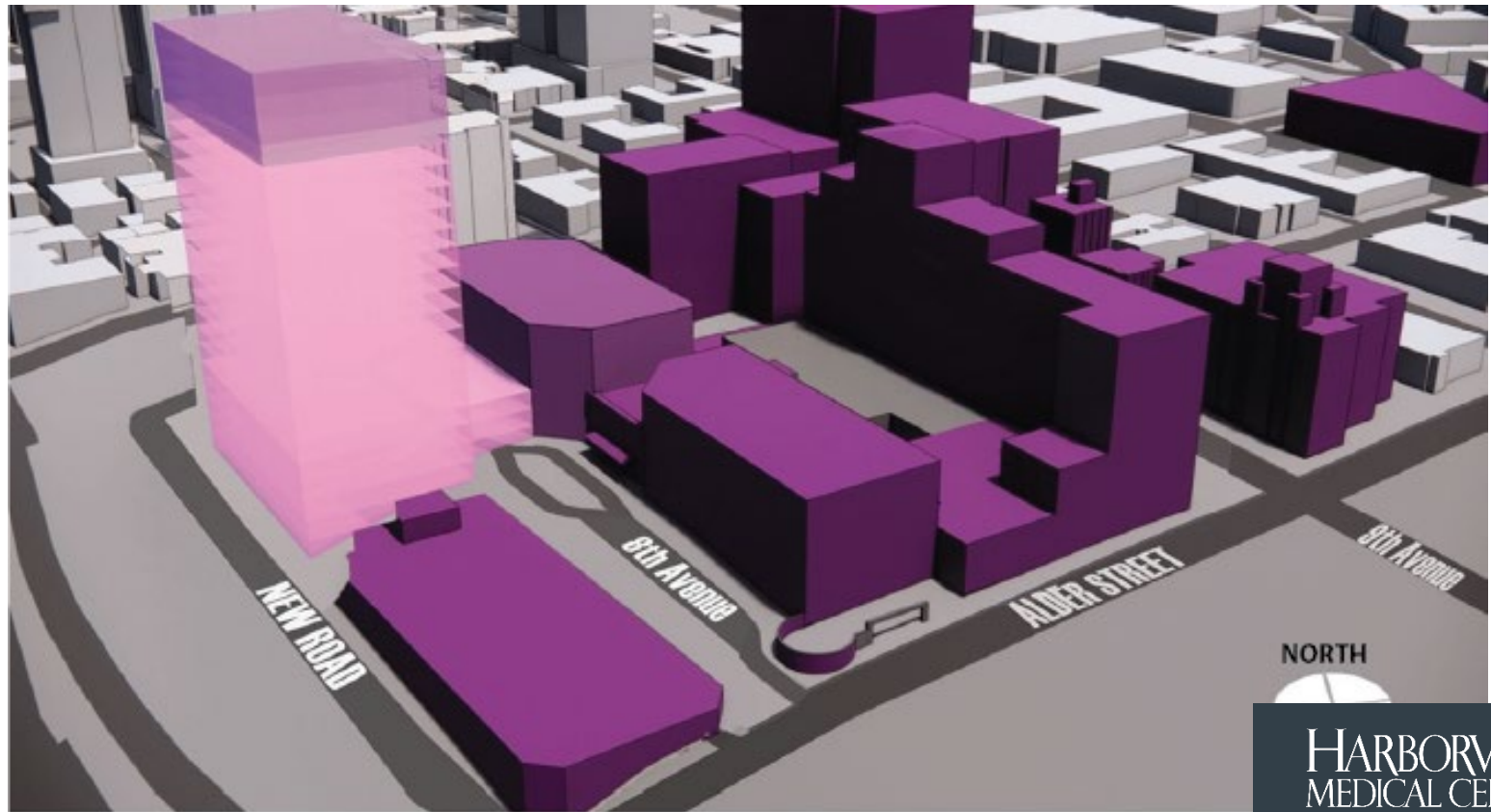


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Image above shows early drafted rendering of the new tower

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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
Total	\$1,740,000,000

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

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.

PUBLIC BODY QUALIFICATIONS



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KING COUNTY LEADERSHIP TEAM

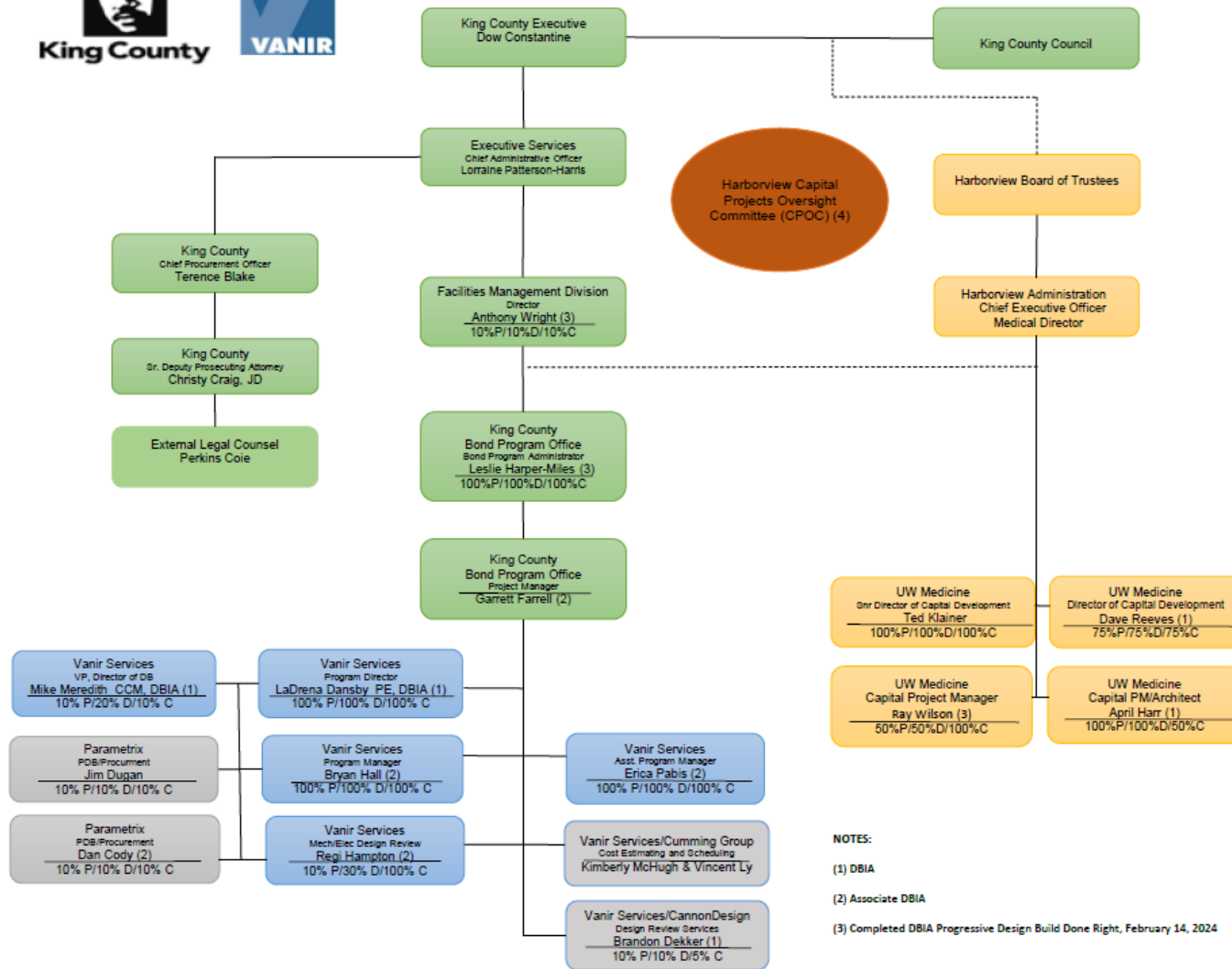


- King County's project team has extensive public works project management expertise.
- King County Procurement is actively working with the Capital Projects Working Group to refine their approach to Design-Build.
- **The entire King County Bond Team staff have DBIA training and/or hold DBIA certification 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

PROJECT TEAM APD AND PROJECT EXPERIENCE



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PROJECT TEAM APD AND PROJECT EXPERIENCE

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

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

Name	Experience
<p>LaDrena Dansby, PE, DBIA Project Director Vanir</p>	<p>28 yrs. Healthcare Experience in the Design and Construction Industry</p> <p>Previous DB Project Experience (4): 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>Previous GC/CM Projects (1): Outposted Therapeutic Housing Units Program Deputy Program Manager</p>
<p>Bryan Hall, Assoc. DBIA Program Manager Vanir</p>	<p>39 yrs. Experience in the Design and Construction Industry</p> <p>Previous Project Experience: 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>Previous GC/CM Projects (1): University of Washington Foege Building</p>
<p>Jim Dugan APD Advisor Parametrix</p>	<p>46 yrs. Design and Construction Experience</p> <ul style="list-style-type: none"> • 20 years DB experience @ The Austin Company (1978-1998) • 27 PDB projects since 2017 • 36+ GC/CM projects <p>Previous Project Experience: CCPUD – Substations Bundle Ph. 1; CCPUD– Transmission Lines Bundle Ph. 1; TPS & Port of Tacoma – Maritime Center, Snoqualmie Comm. Ctr. Expansion, Shoreline Parks Bundle, Everett – Water Filtration Plant Ph. 2; Tacoma Public Schools – 2020 Capital Improvements Bond (17 PDB projects); Mt. Vernon School District - Laventure Middle School Adds/Mods, CCPUD Rock Island Dam Draft Tube Gates and Generator Leads</p> <p>Project Review Committee Member: 2016 to Present. Currently representing Construction Managers</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.

MARCH 28, 2024, PRESENTATION

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Early drafted rendering
of new tower