

WASHINGTON STATE DEPARTMENT OF ENTERPRISE SERVICES

Project No. 2020-403: WSH - New Forensic Hospital: Owner Representative Services
Department of Social and Health Services (DSHS),
OAC Services, Inc.
05.02.24





May 2, 2024

Aarón Martínez
Senior Project Manager
Department of Social and Health Services
360.529.7001 | aaron.martinez@dshs.wa.gov

RE: Project No. 2020-403: WSH - New Forensic Hospital: Owner Representative Services

Dear Aarón Martínez and Members of the Selection Committee,

We recognize the critical need, lasting impact, and legacy the Western State Forensic Hospital has in our community and Washington State. It is our honor to propose a team that is excited about this project's unique challenges and goals of providing better mental health care. We strive to serve as trusted partners to you and the entire team.

For nearly 70 years, OAC Services, Inc. (OAC), an employee-owned Seattle-based design and construction management firm, has collaborated on some of the most significant healthcare programs in the Pacific Northwest. During that time, we have also led more than 90 alternative delivery projects, totaling nearly \$6 billion.

The proposed team for this project, explained in detail on the forthcoming pages, brings outstanding recent and relevant experience on complex, phased, GC/CM, public healthcare projects. Our team will help guide this project to on-time and under-budget outcomes. Here's how:

Collaboration – OAC promotes a “one team” mentality. We are proficient at right-sizing our involvement and working in a highly collaborative manner with multiple stakeholders and departments.

Communication – You have our commitment that we will proactively communicate, document, and ideate.

Trust – We will “Do What We Say We’ll Do” so that you can make timely decisions.

Accountability – We have your back. Our team of creative problem solvers will hold everyone accountable to their contracts and commitments, in a respectful and fair manner.

Partnership – As much as we enjoy leading and being part of the team, we are also great listeners and know that true success is the sum of its parts.

Health – We prioritize the health of the project through consistent monitoring of the scope, schedule, and budget. A healthy project will yield on-time move-in and patient care.

We appreciate your consideration and are truly excited at the prospect of continuing our long-standing relationship with the Department of Enterprise Services (DES) and Department of Social and Health Services (DSHS).

Respectfully,

Melissa Teichman
Vice President, Healthcare
206.459.0584 | mteichman@oacsvcs.com

CONSULTANT SELECTION CONTACT FORM



STATE OF WASHINGTON
DEPARTMENT OF ENTERPRISE SERVICES

*1500 Jefferson St. SE, Olympia, WA 98501
 PO Box 41476, Olympia, WA 98504-1476*

Consultant Selection Contact Form

Designated Point of Contact for Statement of Qualifications

For Design Bid Build, Design Build, Progressive Design Build, GC/CM & Job Order Contracting
 (JOC) Selections

Firm Name: OAC Services, Inc.		
Point of Contact Name & Title: Melissa Teichman, Vice President		
Email: mteichman@oacsvcs.com	Telephone: 206.459.0584	
Address: 2200 1st Ave S, Suite 200		
City: Seattle	State: WA	Zip: 98134

EXECUTIVE SUMMARY

OUR TEAM

OAC's experienced team, led by Phil Iverson, will be your boots-on-the-ground advisor, dedicated to clear communication, collaborative solutions, and accountability. Phil will be supported by Brent Wilcox, Melissa Teichman, and OAC's project coordinators and controllers. We will engage consultants DCW Cost Management and EBD Services as appropriate throughout construction. We will prioritize project health by focusing on scope, schedule, and budget so our team can achieve the goal of better mental healthcare, faster.

FIRM OVERVIEW

Founded in Seattle in 1955, OAC is a studio of program, project, and construction management experts who have devoted their professional lives to improving the built environment. At OAC, we serve our clients and communities as trusted partners to design, build, and improve where people live, work, learn, and play. Our core services are:

- Project and construction management
- Alternative delivery advising
- Design and construction QA/QC
- Building sciences, including enclosure consulting

Two specialized groups, Advanced Project Controls and Building Sciences, bring a refined level of expertise to the planning, design, and construction processes. OAC's Advanced Project Controls leverages firm-wide and historical data to minimize persistent risks to schedules and budgets. OAC's Building Sciences group designs, inspects, and makes recommendations on a building's enclosure and envelope.

AVAILABLE RESOURCES

OAC is comprised of 130 project and construction management professionals. Our healthcare/life science group includes 28 dedicated personnel that support numerous clients across Washington and California. Our team members are a diverse set of highly credentialed people dedicated to continuous learning. Our firm includes the following:

- 22 DBIA Certifications
- 13 AGC GC/CM Workshop Graduates
- 11 Project Management Professionals
- 8 LEED Accredited Professionals
- 6 Certified Construction Managers
- 6 Professional Engineers
- 5 Licensed Architects

ALTERNATIVE DELIVERY EXPERTISE

Since 2003, OAC is proud to have worked on more alternative delivery projects under RCW 39.10 for vertical construction than any other consultant in Washington State. We also serve as a Project Review Committee (PRC) member for the Capital Projects Advisory Review Board (CPARB), which is responsible for the review and approval of alternative delivery projects and certifications throughout Washington State. To date, our firm has managed and gained PRC approval for 93 alternative delivery projects totaling \$5.6 billion; 60 of those alternative delivery projects are GC/CM, totaling \$3.8 billion. We have led 20 public clients through their first GC/CM project and helped public entities, including Mason Health, gain agency certification through the PRC. Notable alternative delivery for healthcare and hospital projects include:

- Jefferson Healthcare Hospital Replacement/Addition
- Harborview Maleng Building - Single Patient Rooms
- EvergreenHealth Seismic and Infrastructure Design
- EvergreenHealth Family Maternity Center
- Mason Health Medical Office Building (MOB) Clinic
- North Sound Behavioral Health and Treatment Center

HEALTHCARE EXPERIENCE

Our 250+ project healthcare portfolio expands from full-scale hospitals and ambulatory surgery centers to clinical and cancer facilities. We've worked with public and private clients from ground-up developments and hospital renovations to expansions. It has become part of our DNA to perform work around sensitive and logistically challenging upgrades on occupied campuses and facilities.

LARGE/COMPLEX PROJECTS

OAC's work on large/complex projects cuts across all markets we serve. Bigger does not necessarily mean more complex, and vice versa, but we are adept at managing stakeholders and the coordination that comes with larger projects. OAC has experience leading recently completed confidential projects between \$500 million to more than \$1 billion.

SUB-CONSULTANTS



DCW Cost Management (DCW) is an independent women-owned (WBE-certified) third-party consultancy providing market-based independent cost consultancy geared towards the preservation of the design intent and owner requirements.



EBD Services (EBD) (SBE/DBE/MBE) are MEP experts that have saved over \$54 million in unnecessary building infrastructure and helped clients realize millions of dollars in annual year-over-year net revenues while mitigating risks of interruptions to business.

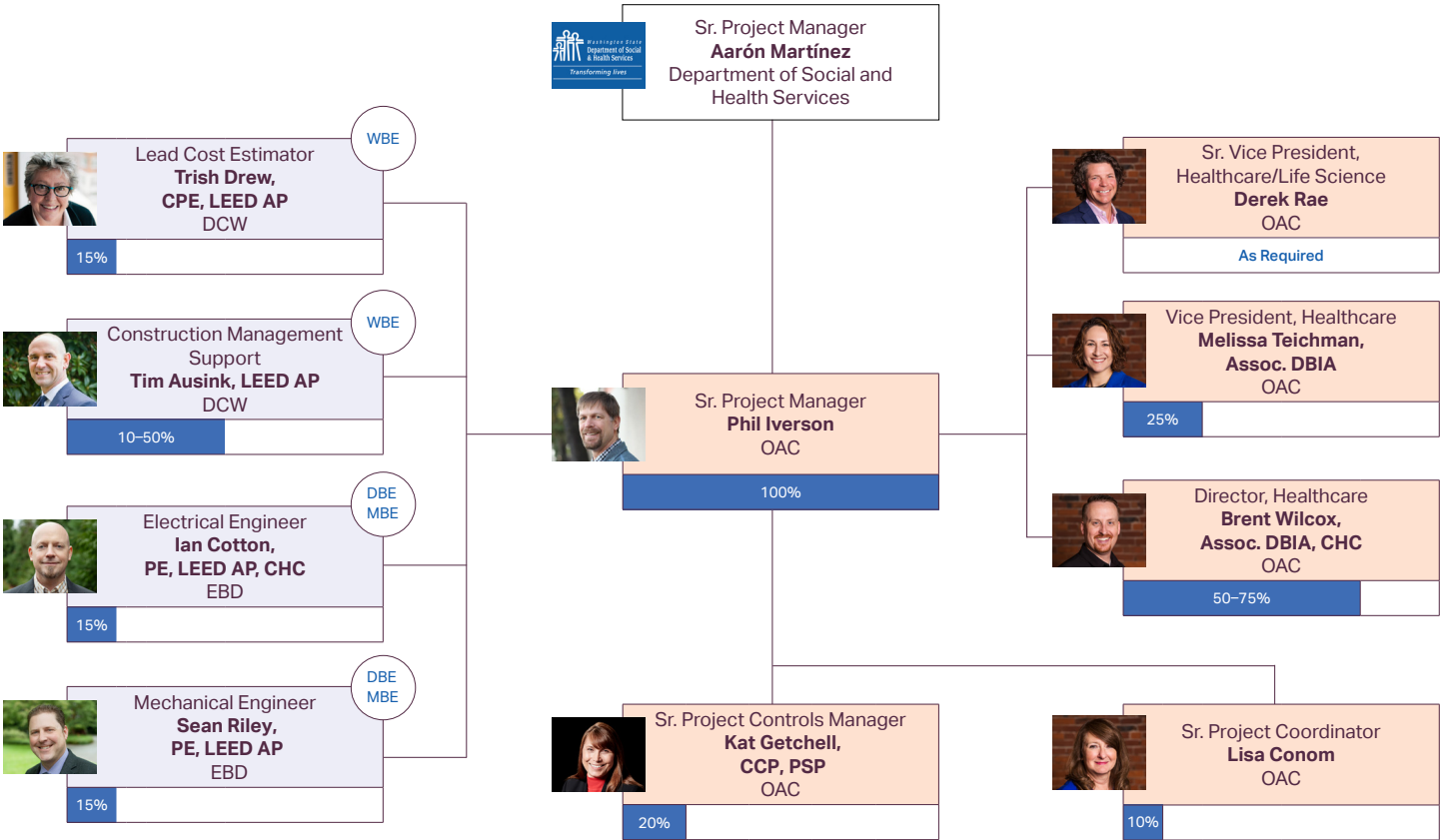
QUALIFICATIONS OF KEY PERSONNEL

Interrelationships and Reporting Hierarchy

Our small, but effective team is comprised of GC/CM professionals who have performed all of the scope of services described in the 2020-403 RFQ. Our team, led by Phil Iverson as the project manager, with the support of our OAC healthcare team and MWDBE consultants, has the professional qualifications and relevant experience to deliver trust, transparency, and reliable communication to guide the project towards a successful outcome.

Our intention is to engage at least two MWDBE consultants whom we have strong relationships with. The first is DCW, a cost estimating and construction management WBE firm that has great experience in large public works. We believe DCW should be engaged on day one for budget and cost support as unforeseen circumstances and cost impacts come into play during construction. The second, EBD Services, an SBE/MBE/DBE firm that specializes in mechanical, electrical, plumbing, and technology, would be engaged at a later date upon further evaluation and discussion of your project needs. EBD's expertise may prove valuable down the road as we embark on commissioning systems.

Below is an organizational chart showing our team's reporting lines for key positions, support staff, and sub-consultants. Proposed percentages of time for each team member are shown as bar lines underneath each person's name. **If awarded this project, we will work with Aarón Martínez to right-size our team and approach.** Relevant professional experiences and how each team member brings value to the project are shown on the following pages.





Melissa Teichman ASSOC. DBIA
VICE PRESIDENT, HEALTHCARE



"Melissa acted as our owner's rep to help us navigate the legal and procedural processes allowed in GC/CM projects. She was a significant support to me to do everything we could to make the project feel like a design-build collaborative project given the limits available to us in the contract and delivery method." - Garrett Buckingham, Construction Director, EvergreenHealth

VALUE TO THE PROJECT

- AGC GC/CM Workshop Graduate.
- Involved in 75+ healthcare projects ranging in complexity from active, acute-care projects to clinical/out-patient projects.
- Partnering and team-building specialist.
- Lead GC/CM Consultant for EvergreenHealth's first GC/CM project, a multi-stage, multi-year upgrade.
- High-level management roles for five alternative delivery projects in hospital and patient care settings.

ABOUT MELISSA

For 20+ years, Melissa has provided project and construction management services for major new construction, tenant improvements (TIs), renovations, and modernizations, focusing primarily on healthcare clients.

As a project lead and sustainable strategies specialist, Melissa brings an efficient approach to projects by focusing on opportunities to improve each phase and converting challenges into solutions. Her extensive experience working in intricately phased, 24/7/365 fully operational environments offers a creative partner dedicated to safe, holistic, and healing environments.

RELEVANT EXPERIENCE

- Jefferson Healthcare Hospital Replacement/Addition**, Project Executive, \$88M; Progressive Design-Build | Port Townsend, WA
- Harborview Medical Center Maleng - Single Patient Rooms**, Project Executive, \$78M; Progressive Design-Build | Seattle, WA
- EvergreenHealth Seismic and Infrastructure Design**, Project Manager, \$2.3M; GC/CM | Kirkland, WA
- EvergreenHealth Family Maternity Center**, Project Manager, \$37M; GC/CM | Kirkland, WA
- Skagit Regional Health Outpatient Surgery Center**, Project Executive, \$88M; Negotiated GMP | Mount Vernon, WA
- Shoreline Adult Rehabilitation Center (DSHS)**, Project Executive, \$160M; Design-Build | Shoreline, WA
- Puyallup Tribe of Indians Correctional Facility**, Project Manager, \$8M; Negotiated GMP | Puyallup, WA
- Providence Regional Medical Center Colby Campus**, Project Manager, \$307M; Negotiated GMP | Everett, WA

EDUCATION

M.B.A.
 B.S., Business Management
 Franklin University

A.A.S., Construction
 Management
 Columbus State
 Community College

CERTIFICATIONS

Associate
 Design-Build
 Professional
 OSHA 10

AREAS OF EXPERTISE

Team building
 Strategic thinking
 Alternative delivery
 Risk analysis
 Master planning
 Program management
 Contracting

AFFILIATIONS

Design-Build Institute of America (DBIA)
 Washington State Society for Healthcare
 Engineering (WSSHE)
 American Society of Healthcare Engineering
 (ASHE)
 Construction Management Association of
 America (CMAA)
 National Association of Women in
 Construction (NAWIC)



Brent Wilcox ASSOC. DBIA, CHC



DIRECTOR, HEALTHCARE

“Brent combines deep construction management experience with superior interpersonal skills. He has become an integral and trusted member of our team playing a critical role from planning and design to permitting and construction.” - Eric Moll, Chief Executive Officer, Mason Health

VALUE TO THE PROJECT

- Diverse portfolio of healthcare projects covering TIs, new construction, renovations, and additions.
- Expertise navigating complex jurisdictional and permitting requirements at the state and local levels.
- Managed the phased move of 11 clinics into a medical office building over eight months to minimize disruptions.
- Adept at managing sensitive work and coordinating shutdowns in active, operational 24/7/365 hospitals.
- Played an integral role in gaining Progressive Design-Build approval from the PRC and building the project team for a current hospital replacement and addition.

ABOUT BRENT

As a former contractor, Brent brings 14 years of experience supporting major construction projects to now serve as an owner’s representative. He employs his experience in construction processes, best practices, and sequencing on every project. With his background in critical projects, where there is no room for error, Brent works as a resource for clients to guide projects to successful outcomes.

Brent collaborates with clients, stakeholders, project teams, and permitting agencies to move projects forward. He has a strong record of delivering projects on time and on budget. Equally important, Brent focuses on understanding what success looks like for each client/project and communicates that to the core team to ensure all of the owner’s goals are met.

RELEVANT EXPERIENCE

- Mason Health Medical Office Building (MOB) Clinic**, Senior Project Manager, \$44M; GC/CM | Shelton, WA
- Mason Health Cedar Building Tenant Improvements**, Director, \$4M; GC/CM | Shelton, WA
- Jefferson Healthcare Replacement Hospital/Addition**, Director, \$88M; Progressive Design-Build | Port Townsend, WA
- Swedish Cherry Hill Short Stay Unit**, Project Manager, \$5M; Negotiated GMP | Seattle, WA
- Swedish Issaquah Medical Surgery Renovation and Bed Expansion**, Project Manager, \$14M; Negotiated GMP | Issaquah, WA
- Eating Recovery Center Tenant Improvements**, Project Manager, \$11.5M; Negotiated GMP | Bellevue, WA
- Puyallup Tribe of Indians Elders Assisted Living Center**, Project Manager, \$8M; Negotiated GMP | Tacoma, WA
- Beacon Capital Mechanical Upgrades & Spec Suite TIs**, Senior Project Manager, \$6M; Negotiated GMP | Seattle, WA

EDUCATION

B.S., Construction Management
Brigham Young University

CERTIFICATIONS

Associate Design-Build Professional
OSHA 30
Certified Healthcare Constructor

AREAS OF EXPERTISE

Program management
Cost management
Project forecasting
Risk analysis
Alternative delivery
Team building

AFFILIATIONS

Design-Build Institute of America (DBIA)
Washington State Society for Healthcare Engineering (WSSHE)
American Society of Healthcare Engineering (ASHE)



Phil Iverson

SENIOR PROJECT MANAGER



"Phil provided excellent project planning and oversight from design through final completion. He is very knowledgeable about construction practices and methods, which led to exceptional coordination between design teams, contractors, and our school district as the owner." - Scott W. Westlund, Chief Financial and Operations Officer, Kelso School District

VALUE TO THE PROJECT

- Served as a senior project manager and owner for over \$350 million of construction for GC/CM projects.
- Delivered project management services for research and laboratory facilities.
- Wide range of experience managing work on campus settings that are open to a variety of user groups, staff, and visitors.
- Large portfolio of work covering major maintenance projects throughout campus infrastructure.
- Project planning and community engagement for the successful passage of a \$76-million capital bond.

ABOUT PHIL

Phil is an Air Force veteran with 20+ years of experience working in facilities and project management. He has led and coordinated all aspects of large alternative delivery projects, both as a superintendent and consultant, consisting of new construction on green sites, new construction of existing sites, multi-phased modernization projects, and infrastructure projects.

At Montana State University (MSU), he provided project management and estimating services for projects ranging from a few thousand dollars to multiple million-dollar new construction. He managed all aspects of large capital projects from project initiation through construction close out, as well as the selection of outside consultants, conducted plan reviews, and oversaw bidding, contract award, construction oversight, and project closeout.

RELEVANT EXPERIENCE

- Kelso Wallace and Kelso Lincoln Elementary Schools**, Senior Project Manager, \$92M; GC/CM | Kelso, WA
- Surprise Lake Middle School**, Senior Project Manager, \$72M; GC/CM | Fife, WA
- Fife New Elementary School**, Senior Project Manager, \$77.5M; GC/CM | Fife, WA
- Jefferson Lincoln and Fords Prairie Elementary Schools**, Owner, \$52.7M; GC/CM | Centralia, WA
- Centralia High School Modernization**, Owner, \$59.7M; GC/CM | Centralia, WA
- MSU Gains Hall Renovation**, Project Manager, \$32M, GC/CM | Bozeman, MT
- MSU Chemistry and Biochemistry Research Facility**, Project Manager, \$23M; Design-Bid-Build | Bozeman, MT
- MSU Animal Bioscience Facility**, Project Manager, \$18M; Design-Bid-Build | Bozeman, MT

EDUCATION

B.S., Construction Engineering Technologies
Montana State University

Community College of the Air Force

ACCREDITATIONS

GC/CM Delivery, AGC Education Foundation
Value Engineering Fundamentals (VMA), SAVE International
OSHA 10

AREAS OF EXPERTISE

Project management
Facilities management
Estimating
Alternative delivery
Phased work



Derek Rae

Principal and Senior Vice President
 B.S., Construction Management
 B.A., Architecture
 University of Washington

Role/Responsibilities: Derek will engage during critical milestones and support the owner and OAC team as a resource throughout the project.

Relevant Experience: Derek’s portfolio includes the successful completion of some of the most significant biomedical and healthcare projects in the region. As a program manager, he has completed 500 projects over eight years for Virginia Mason Medical Center, including a range of small but complex advanced imaging installations to a 550,000-square-foot nine-story inpatient and outpatient facility. While leading a team of six project managers, he oversaw 50 projects over three years for Providence St. Joseph Health. He is ASHE Certified and trained in Infection Control Risk Assessment (ICRA).

Value to the Project: Derek has a proven ability to build and guide consultant teams with his extensive network and knowledge. His ability to find common ground ensures win-win outcomes, fostering collaboration and long-term partnerships.



Lisa Conom

Senior Project Coordinator
 Paralegal
 Highline Community College

Role/Responsibilities: Lisa will manage all project documentation and coordinate the timely communication of pertinent project information to all partners and stakeholders, and oversee contracts and vendor coordination.

Relevant Experience: Lisa is a seasoned senior project coordinator with diverse experience across healthcare, life science, tenant improvements, retail, and fire stations. Her expert document tracking spans RFIs, submittals, RFPs, pay applications, and punch list items. Lisa excels in documentation and contract management. In addition to her paralegal degree, she holds a construction management certificate from the University of Washington. Over her 24-year career, Lisa has provided coordinating services on more than 75 unique healthcare projects.

Value to the Project: Lisa will ensure project documents are kept organized and current, and standardize pay-app and change order reviews to align with the contract. This will save the team time, cut down on unnecessary communication, and set a baseline for success on this and future projects.



Kat Getchell, CCP, PSP

Project Controls Manager
 B.A., Business Administration-Economics
 Eastern Washington University
 Graduate Coursework in Design-Build Management
 Washington State University

Role/Responsibilities: Kat will provide expertise and oversight on the project schedule and budget.

Relevant Experience: Kat has provided schedule and budget management on 30+ alternative delivery projects over her 30-year career, including project controls for a \$176.5-million GC/CM program. Both a certified cost professional and planning and scheduling professional, Kat has overseen the budgets and timelines for large-scale bond programs as well as complex, multi-phase projects. She is proficient in multiple software tools and has a deep knowledge of Primavera P6.

Value to the Project: Kat’s ability to track, analyze, and foresee cost and schedule information is paramount to keeping a project on time and on budget. She will create clear, customizable reports to keep the entire project team, not just the builders, up-to-date. Additionally, she can provide timely insight should funds need to be redirected based on scope changes.

“ OAC played a key role in establishing a successful team approach using GC/CM delivery to accomplish this project modernization and build. ”

*- Brett Arvidson, City of Oak Harbor
 Project Manager for the Oak Harbor
 Clean Water Facility, Heavy Civil GC/CM.*



Trish Drew, CPE, LEED AP

Cost Estimator

Marketing and International Business Studies
University of Washington

Role/Responsibilities: Trish will provide cost estimating, modeling, analysis, and lifecycle cost services throughout the entire project.

Relevant Experience: Trish brings 30+ years of construction management and cost estimating experience. She has supported 30 healthcare projects across the Pacific Northwest from a cost perspective, including multiple patient and life safety projects at **Western State Hospital**. Her portfolio includes renovations, TIs, new construction, and phased work for public research facilities as well as private and public healthcare providers. A certified professional estimator, she is active in both the American Association of Cost Engineering (AACE) and American Society of Professional Estimators (ASPE). Trish has teamed with OAC on healthcare and public works projects.

Value to the Project: Trish works with project teams to provide live budgetary feedback on design concepts, significantly reducing redesign. She has a thorough working knowledge of labor efficiencies, market fluctuations, project budgeting, competitive estimating, and contract negotiation. Trish understands how to manage costs through the evolving construction market and jurisdictional cost pressures.



Tim Ausink, LEED AP

Construction Management Support

B.A., Urban Design and Planning Studies
University of Washington

Role/Responsibilities: Tim will serve as an additional project management resource to Phil Iverson and the team.

Relevant Experience: Tim's 20+ years of experience in a construction management role gives him a strong understanding of the owner's perspective and concerns. He's worked on projects for large public entities in Washington, such as a \$550-million modernization for the Port of Seattle, and supported multiple public school districts on alternative delivery projects that had substantial sustainability components, including LEED and energy-efficient design. Tim is an active member of the Construction Management Association of America (CMAA) and Association for Learning Environments (A4LE), and holds a construction management certificate from the University of Washington.

Value to the Project: Tim's ability to oversee large, diverse teams for multi-phased projects and his experience delivering public facilities via GC/CM, Design-Build, and Progressive Design-Build gives him a solid foundation for managing construction phases of the project.



Ian Cotton, PE, LEED AP, CHC

Electrical & Technology Systems Technical Advisor

B.S., Electrical Engineering
University of Washington

Role/Responsibilities: Ian will be a future resource to support the project schedule, budget, design, construction administration, and closeout with regard to electrical and technology infrastructure systems.

Relevant Experience: Ian has 17+ years of experience delivering healthcare and behavioral health projects. His project experience includes working directly with owner facilities teams during design, construction, and occupancy phases with a focus on facilitating cross-departmental communication and coordination. This includes startup of operating rooms, central sterile, lab and pharmacy spaces, and critical spaces. His expertise also covers paralleling gear, tracking owner FF&E, tracking facility team training sessions and attendance, witness testing and review of commissioning closeout, and set up of asset management systems for MEP systems deployed as part of new build outs. Ian is a licensed Electrical Engineer in Washington and Arizona and holds a certificate in healthcare construction.

Value to the Project: Ian is an available resource to act as a technical advisor to the owner for electrical, technology, and infrastructure systems, to support the review, validation, and technical collaboration of schedule and budget.



Sean Riley, PE, LEED AP

Mechanical Systems Technical Advisor

B.S., Mechanical Engineering
Washington State University

Role/Responsibilities: Sean will be a future resource to support the technical review of mechanical systems and advise on schedule, budget, design, construction administration, commissioning, and transitioning.

Relevant Experience: Sean is an experienced project manager with a diverse background, including acting as prime consultant for projects with a high level of technical oversight and management. His experience includes new hospital towers, full-scale utility system design, and support of 24/7/365 facilities. With 20+ years of experience, Sean has managed over 300 projects with a total construction cost of over \$1.5 billion. His healthcare portfolio includes working as an owner's technical advisor, facility conditions assessments, and plan and spec construction administration.

Value to the Project: Sean will use his mechanical experience on large-scale healthcare and utility projects to help find constructable solutions that uphold schedule and budget. His experience in critical facilities has taught him the value of early and often on-site field investigations during construction to review progress and offer solutions.

RELEVANT EXPERIENCE

Projects of Similar Scope, Size, and Complexity

The projects we are highlighting represent similar scope, size, and complexity within the past five to eight years. At OAC, nearly half of our work falls within the public sector, and we often serve as the owner’s advisor to help select the alternative delivery and procurement method for the project. We are choosing to highlight recent GC/CM healthcare work as well as large-scale campus work. In each case, OAC was actively engaged during early development and programming, team selection, design, construction, and transitioning. We served as project managers responsible for overall communication, facilitation, and team cohesion as well as scope, schedule, and budget assurance.

Whether completed or still ongoing, our goal is to provide real and transparent value. We do this by focusing first on **communication**. It is our job to be organized and proactive so you can make informed and timely decisions. We love to figure out these complex puzzles and collaborate with our teams to find creative opportunities to work smarter, so we can maximize your budget.

In the project profiles below, we have described a few challenges we faced and how our team overcame them.

MASON GENERAL, MEDICAL OFFICE BUILDING (MOB) CLINIC

Project Overview

The project included a new 60,000-square-foot MOB, “Mason Clinic,” and significant site improvements, including expanding the south main parking lot and two newly developed parking lots to the north. The MOB sits adjacent to the existing facility, connecting to the hospital on both levels. All work took place around the occupied hospital campus, including relocating the main entrance to the hospital to allow for the new building. OAC led Mason Health through GC/CM agency approval with the PRC, and oversaw the project through the phased move-in of 11 clinics into the building over eight months.



Overcoming Challenges

- Permitting Delays that Impacted Schedule:** The initial impact submitted by the subcontractors was three times what we anticipated. We met as a senior leadership team to discuss our approach and engaged the subcontractors in question to understand their claims. In the end, the final claim amount and duration came in right where we expected. This resulted in the GC/CM’s relationship with the owner being strengthened as opposed to strained.
- Streamlining Communication:** During construction, RFIs and related emails were becoming a major time commitment for the team. We implemented a weekly site walk with the architect and contractor just prior to the OAC meetings to coordinate RFIs in the field. This helped reduce emails and Procore notifications by roughly 50% and sped up response times significantly as both parties had agreed to solutions in the field.
- Incorporating Additional Scope:** The original design involved shelling one half of the lower level for future construction. Based on forecasted savings, the owner authorized the GC/CM to build-out an additional pod of clinical space partway through construction. Working with the City of Shelton and GC/CM, we were able to incorporate this scope late in the project and complete the additional pod in the same time frame as the original build.

OWNER/CLIENT	TIME FRAME	ORIGINAL BUDGET	ACTUAL COSTS	DELIVERY METHOD
Eric Moll, Chief Executive Officer Mason Health 360.427.9554 emoll@masongeneral.com	2016–2020	\$39.8 million	\$44 million *added scope	GC/CM

JEFFERSON HEALTHCARE, REPLACEMENT HOSPITAL AND ADDITION

Project Overview

This Progressive Design-Build (PDB) project includes 105,000 square feet of new and replacement facilities on the occupied hospital campus. OAC served as an alternative delivery advisor, helping to gain PRC approval, and is now providing overall project management services through construction, turnover, and go-live. Our scope includes the development of the project charter, budget tracking, changer order and pay app reviews, FF&E and IT planning, move planning, and budget tracking and reporting.



Overcoming Challenges

- **Coordinating Design Charrettes:** The team struggled to produce a design that met the owner’s program requirements and budget goals. We helped coordinate design charrettes where the full PDB team came together to ask questions, present options, and narrow in on an approved design. By harnessing the creativity of the full PDB team, a tilt-up structure was approved that met all the owner’s core needs, including budget and overall campus aesthetic.
- **Progressing Through Unforeseen Conditions:** Early on in construction we encountered unforeseen conditions that halted all critical path work. We worked with the PDB team to understand the total potential impacts, and then authorized the work on a time and material basis with daily cost updates to ensure we stayed under the forecast. We acted quickly as a team to minimize impacts and keep work on site progressing while staying within budget.

OWNER/CLIENT	TIME FRAME	ORIGINAL BUDGET	ACTUAL COSTS	DELIVERY METHOD
Jake Davidson, Chief Operating Officer Jefferson County Public Hospital District #2 360.391.2587 jdavidson@jeffersonhealthcare.org	2021–Present	\$88 million	Ongoing	Progressive Design-Build

EVERGREENHEALTH, FAMILY MATERNITY CENTER

Project Overview

EvergreenHealth’s Family Maternity Center started with renovations in an existing hospital wing, modernizing 90,000 square feet in the labor & delivery suites, neonatal intensive care unit (NICU), and ante/postpartum units. The project also consisted of architectural tenant improvements on Levels 1, 2, 4, and 5 as well as related mechanical, plumbing, electrical, sprinkler, and fire alarm work. The work includes a new structural slab infill at the L2 atrium and structural seismic upgrades in the stair enclosures to isolate seismic movement between stair levels. OAC led the team through GC/CM selection, programming, design, permitting, construction, occupancy, and transitioning.



Overcoming Challenges

- **Stakeholder Engagement:** Over 25 key users were brought together—physicians, nurses, administrators, environmental services, IT, security, facilities, MEP consultants, and the GC/CM—to provide insight to the design process. After a week of integrated design workshops, the team identified the optimum layout for the remodel. We also identified “wish list” and “deferred scope” items; our team set a goal to mitigate risk and integrate some of this scope in the future.
- **Remaining Operational Through Construction:** OAC worked hand-in-hand with the owner, GC/CM, and staff to develop intricately phased infection control and logistics plans that kept the hospital, receiving, and parking operational. This included detailed Choosing by Advantages options, recommendations, and evaluation of the budget and schedule.
- **Identifying Additional Scope:** Through EC/CM budget savings, contingency, and allowance savings, OAC helped to identify additional scope during the project’s final nine months. As this project took place during Covid-19, EvergreenHealth also redirected funds towards additional ventilation and infection control protocols to prepare for future pandemics.

OWNER/CLIENT	TIME FRAME	ORIGINAL BUDGET	ACTUAL COSTS	DELIVERY METHOD
Garett Buckingham, Construction Director EvergreenHealth 206.584.4043 gbuckingham@evergreenhealthcare.org	2018–2023	\$35 million	\$37 million *added scope	GC/CM

KING COUNTY, HARBORVIEW MEDICAL CENTER MALENG BUILDING - SINGLE PATIENT ROOMS

Project Overview

Harborview Medical Center is one of the nation’s leading academic medical centers and the only Level 1 Trauma Center serving a four-state region. This project converts two 18,000-square-foot outpatient clinic floors into inpatient units, providing 40 new single-patient rooms that are desperately needed as the Maleng Building is over-capacity on a daily basis. The work occurs in two phases: Phase 1 renovates two 21,000-square-foot floors in an adjacent medical facility, allowing the Maleng outpatient clinics to relocate. Phase 2 converts the two vacated Maleng floors into inpatient care units and single-patient occupancy. OAC is the alternative delivery advisor and project manager, and oversees five MWBE sub-consultants.



Overcoming Challenges

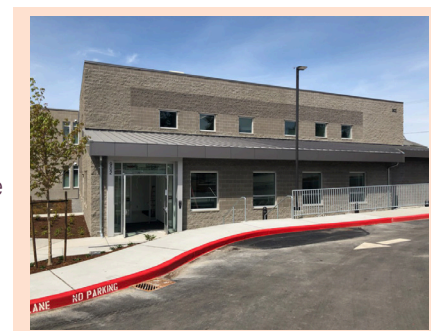
- **Facilitating Multiple High-Level Stakeholders:** This project is unique in that there are multiple owners with varying interests: King County and its constituents and Harborview Medical Center. OAC serves as a collaborative facilitator, responsible for overall communication at the project and leadership levels, documentation, schedule and budget oversight, process creation and follow through, and adherence to the Progressive Design-Build contract. We have engaged in partnering sessions, DISC assessment training, community volunteering, and team-building activities to instill trust and collaboration.
- **Exceeding MWBE Goals:** OAC and our MWBE consultants are providing cost and scheduling analysis, commissioning, and financial auditing services. By actively contributing to the King County Equity and Social Justice programs, OAC and the Design-Build team are exceeding our MWBE goals of 20%.

OWNER/CLIENT	TIME FRAME	ORIGINAL BUDGET	ACTUAL COSTS	DELIVERY METHOD
Leslie Harper-Miles, Bond Program Administrator King County Facilities Management 206.477.9379 leslie.harper-miles@kingcounty.gov	2021–Present	\$78 million	Ongoing	Progressive Design-Build

SNOHOMISH COUNTY, NORTH SOUND BEHAVIORAL HEALTH AND TREATMENT CENTER (NSBHTC)

Project Overview

The NSBHTC was a renovation and adaptive reuse in an occupied facility involving two of four housing pods in the two-story north wing of the Denney Juvenile Justice Center. The two new pods, totaling 24,000 square feet, house clinical areas of the treatment center, including two separately operated 16-bed treatment facilities, a new building addition for clinical and facility support services, and administration space. OAC provided project management, alternative delivery leadership, and building envelope services.



Overcoming Challenges

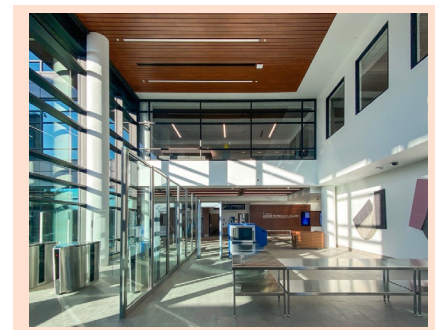
- **Choosing the Right Delivery Method:** The added level of structural integrity inherent in a correctional facility, uncertainty about soil conditions, and being an occupied building led OAC to recommend GC/CM due to the project’s complexity.
- **Generating Competitive Bids:** Through industry relationships and well-defined bid documents, the subcontractor bids came under the negotiated multiple award construction contracts (MACC), resulting in roughly \$200,000 in buyout savings.
- **Spending Expiring Funds:** At 30% design, we learned that Medicaid funds were available for the project but had to be spent within three months on furniture, fixtures, and equipment (FF&E). We worked with the design team and the owner’s procurement department to purchase over \$600,000 in furniture for the project while some major design decisions were still undecided. Using this dedicated funding source freed up money in the project budget.

OWNER/CLIENT	TIME FRAME	ORIGINAL BUDGET	ACTUAL COSTS	DELIVERY METHOD
Jeff Hencz, Special Projects Manager Snohomish County 425.328.5510 jeff.hencz@snoco.org	2020–2021	\$17.5 million	\$17.2 million *Savings produced through bid packages.	GC/CM

KING COUNTY, CHILDREN AND FAMILY JUSTICE CENTER

Project Overview

Located in a dense, mixed-use area in Seattle’s First Hill neighborhood, the Children and Family Justice Center totals 336,500 square feet, including a school, a childcare facility, 10 courtrooms, a 112-bed detention center, and a 4-level parking structure. The project included a massive 64,470-ton soil remediation effort due to decades of prior lead and hydrocarbon contamination and an average of 220 daily workers on-site. OAC managed 13 sub-consulting firms and performed comprehensive project management.



Overcoming Challenges

- **Coordinating Work in an Operational Setting:** The new courthouse was built adjacent to the existing operational courthouse—operations continued during construction, which required a very high level of sophisticated coordination. OAC worked closely with the contractor and King County to manage the staging of equipment and materials, as well as coordinate parking for both courthouse and construction staff.
- **Mitigating Political and Financial Risks:** OAC was tasked with managing a cohesive team focused on solutions during a time of political adversity to the project and double-digit escalation. We focused on factual metrics backed up by data to promote confidence in King County leadership. Through strong partnering and proactive communication, we were able to mitigate risk and produce a successful project.

OWNER/CLIENT	TIME FRAME	ORIGINAL BUDGET	ACTUAL COSTS	DELIVERY METHOD
Michelle Garvey, Project Manager IV King County 206.477.1548 michelle.garvey@kingcounty.gov	2013–2022	\$242 million	\$242 million	Design-Build

MICROSOFT, REDMOND PROJECT

Project Overview

OAC served in a project management role for the development of 18 new state-of-the-art office facilities across a 72-acre campus and new thermal energy center (TEC). The TEC is served by 900 geothermal wells, the second-largest geothermal exchange in North America, supplying clean energy heat for 10,000 employees. **The TEC was recently awarded the 2023 ENR Project of the Year.**



Overcoming Challenges

- **Coordinating with Partners on Critical Path Items:** During one of our monthly schedule reviews, we noticed that the geowells for the TEC were behind our timeline. OAC monitored the issue and noticed the trend continuing. After coordinating meetings with the contractor, driller subcontractor, and the engineer of record, we produced a plan to reduce the depth by 100 feet for some wells, so they could be drilled by a conventional rig. This allowed the driller to bring additional equipment on site, catch up drilling the wells, and finish on time.
- **Meeting an Aggressive Schedule:** Since construction for the TEC started before construction documents (CDs) and guaranteed maximum price (GMP) were completed, it was imperative to install items right the first time. OAC implemented a BIM Execution Plan (BEP) with a 1/256th tolerance for accuracy used by the highly collaborative clash detection team. The BEP resulted in no field delays due to clashes. Work in place was continuously measured against the model to validate accuracy to the model. This enabled the MEP teams to move 75% of their scope to offsite fabrication with the expectation it would fit when brought to the site. By moving MEP consecutive activities to concurrent, it protected the project delivery date.

OWNER/CLIENT	TIME FRAME	ORIGINAL BUDGET	ACTUAL COSTS	DELIVERY METHOD
Jeff Rovegno, Sr. Development MGR Real Estate and Security Microsoft 425.829.9774 jeffrov@microsoft.com	Confidential	Confidential	Confidential	Confidential

PAST PERFORMANCE

OUR APPROACH IS TO “DO WHAT WE SAY WE’LL DO”

Our project management team places a high degree of focus on being proactive planners. This is what you can expect from our team:

- **Trust:** We will establish strong relationships with the project team by following through on commitments. Trust-but-verify is our motto, with an emphasis on verification.
- **Transparency:** Maintain cost transparency throughout the design, construction, and closeout process—highlighting savings and over-runs.
- **Risk:** Allocate risk to the party best able to control and mitigate each risk. Negotiate this openly and identify mitigation strategies.
- **Prioritize:** Address cost and schedule challenges and opportunities quickly and fairly.
- **Advise:** Evaluate alternatives and help you make confident decisions timely.
- **Contract:** Utilize the contract to hold the team accountable in a respectful and collaborative manner. Review submittals and RFIs to ensure review comments are documented accurately and meet the contract requirements.
- **Proactive:** Continually forecast cost to complete risk, contingency, and potential savings. Prepare closeout documents early so activation and training can start sooner.
- **Communicate:** Be firm, but fair in our interactions. Establish and maintain a regular rhythm of communications. Host daily 1:1 huddles to discuss hot items and actively participate in the owner-architect-contractor meetings.
- **Document:** Diligently document communication and streamline processes. Utilize document share tools to validate adherence to contract requirements
- **Responsible:** Work with the GC/CM to complete the project ahead of schedule and produce cost savings.

SUCCESSFUL PAST PERFORMANCE

Within the project profiles included in our “Relevant Experience” section of the RFQ, we highlighted various challenges on the projects and how OAC teammates successfully navigated successful outcomes.

The descriptions starting on the following column add details to those challenges and highlight other actions we took to bring about successful project outcomes.



Mason Health, Medical Office Building (MOB) Clinic

GC/CM; \$44 million

We previously described how we overcame permitting delays. Our successes there can also apply to the Western State Forensic Hospital project. By implementing pre-owner-architect-contractor weekly site walks with the architect and GC/CM to coordinate RFIs and field issues, we reduced emails and Procore notifications by 50%. This allowed the team to focus on the truly pressing matters and brought more value to the project.



King County, Harborview Medical Center Maleng Building - Single Patient Rooms

Progressive Design-Build; \$78 million

On this project, we work with multiple owners with varying interests. To manage this, we held partnering sessions to identify common goals for the project, define reporting structure and roles/responsibilities, and establish leadership teams for decision making. OAC has served as a collaborative facilitator, responsible for overall communication, documentation, schedule and budget oversight, and adherence to the contract. Through DISC assessment training and team-building activities we continue to reinforce trust and collaboration.



Snohomish County, North Sound Behavioral Health and Treatment Center (NSBHTC)

GC/CM; \$17.2 million

At the NSBHTC, we utilized StructionSite360 and Fulcrum photo documentation reports to determine that our acoustical ceilings subcontractors over-billed during a pay application review. Their application included items that were listed as 100% complete but our 360° photos clearly showed several rooms lacking ceiling grid. We were also able to identify a schedule issue and offer solutions to get back on track.



EvergreenHealth, Family Maternity Center

GC/CM; \$37 million

At the EvergreenHealth Family Maternity Center, OAC worked hand-in-hand with the team during the design phase to develop intricately phased logistics plans that kept the hospital operational. This coordination included detailed Choosing by Advantages options and evaluation of the budget and schedule. We then included this planning in the subcontractor bid packages and GMP.

SCHEDULE SUPPORT

Phil Iverson and our project controls team, led by Kat Getchell, collectively have more than 80 years of experience.

- Whether analyzing scheduling specifications or the master schedule against work in place, we will help confirm the schedule is realistic and executable.
- OAC uses Schedule Validator and Acumen Fuse software to analyze schedule quality and validity.
- We work with the team to identify opportunities for improvement and savings within the schedule.
- Regular meetings with the GC/CM can help prevent unforeseen circumstances and align expectations.

BUDGET SUPPORT

At OAC, our budget and cost control plan is thorough. We develop custom budget tracking and reporting tools on projects to meet the owner's needs. These are kept updated weekly so the owner can make informed decisions throughout the project lifecycle.

Baseline budget: Establishment of a responsible baseline budget, broken down in sufficient detail for each major element of the project.

- We will include hard and soft costs, and appropriate allowances and contingencies indicative of the phase of design and construction.
- We regularly update the master budget, cross-referencing our risk assessments, budget control logs, expenditures, and cash flow projections to confirm there are no surprise impacts.

Change Orders and Pay Apps:

- OAC and DCW will support the review of cost estimates, budget reconciliation, target value design, and FF&E budget validation. OAC will oversee contractor and consultant change orders and pay applications.
- OAC will evaluate all proposed changes to determine whether the change is appropriate per the contract.
- DCW and EBD Services can also serve as a third-party review for unforeseen circumstances and MEP-centric impacts such as schedule and production delay claims.
- OAC will review the contractor's monthly applications for payment in tandem with the schedule updates to validate billings earned against the schedule progress.
- We utilize a standard checklist to verify monthly pay application items such as lien waivers; off-site materials, which are accounted for with photos and stored in an insured facility; cash flow; waste management reports; and other contractually required information.

Verify and Document: Ample project documentation, especially site observations and photography, allows our team to provide well-informed recommendations when reviewing add-services requests and pay applications.

- We utilize data supported by documentation of site progress, contractual specifications, and cost and schedule tracking to make confident evidence-based decisions.
- Build project communication histories to help settle construction claims arising from force majeure events.
- Confirm the GC/CM and their sub-consultants are reporting certified payroll state requirements.

SCOPE QA/QC

The interrelationship between scope, schedule, and budget lies squarely on the efforts of QA/QC. Our team will provide a level of quality assurance reporting that is a value add to the team and meets your needs. Phil and our team will provide on-site support to oversee:

Quality and Conformance

- Conduct pre-activity meetings to set expectations within the Quality Management Plan for work to be performed.
- Collect and inspect work to confirm construction work complies with drawings and specs.
- Write observation reports and collect evidential photos of critical activities.
- Summarize construction progress and work quality on site and adherence to specifications.

Procurement Schedule

- GC/CM procurement schedule should include submittal review (and re-review) durations that tie back to the master schedule.
- Validate critical components have realistic submittal review and procurement timelines.

Issue Resolution

- Advise DES/DSHS of any non-conforming work observed.
- Provide detailed records and advise parties on possible resolution.
- Maintain respectful and collaborative working relationships to keep all parties cooperating towards project goals.

Through effective communication, documentation, and risk management, we can maintain desired scope, achieve our schedule, and effectively manage the budget.

The following page shows two examples of our software and deliverables for clients.

NSBHHC Site Observation Report

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OAC Services Site Observation Report

Report Information

Project Name and Number	North Sound Behavioral Health Treatment Center - R16-180068.01
Location	902 Pine St., Everett, WA 98201
Observation Report No.:	34
Report Author	Adam Johnson
Date of Visit	January 18, 2021
Time of Visit	09:49
Weather Conditions	Partly Cloudy
Temperature (F)	39
GC/CM	BN Builders
Site Walk By	Jeff Henz (SnoCo), Adam Johnson (OAC), Danny O'Brien (BNB).

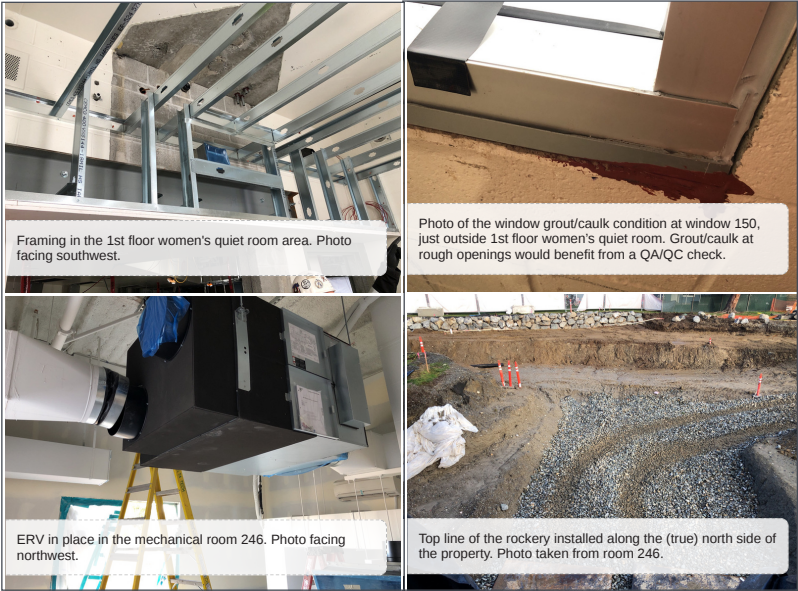
Site Observations

On Site Trades	Alliance Partitions, BN Builders, Delta, Ewing (Electrical), Hawk Mechanical (HVAC & Plumbing), Illiad (Earthwork, Utilities, Site Concrete), JAG, Long Painting, McKinstry (Fire Protection), Sheldrup, Snyder
On-Site Labor Force	~24
On-Site Heavy Equipment	Iliad was working in the vehicle Sally port with a small excavator today. Other civil equipment was idle.
Materials on Site / Deliveries	GWB, MEP materials stored inside. Mechanical units, rocks (for rocky) stored outside. No deliveries during the site walk. Patient storage 147 will be the door-hardware foreman's work area and materials to be staged there soon.
Scheduled Activities	Waterline work (north side), coping cap install (weather dependent), M1 admin lights & GRDs in grid, restroom tile, GWB around windows, M2 admin area ACT grid install, low volt cabling, housing M1 tape & finish GWB, elevator machine room gear and rail install.
Observed Activities in Progress	Work on mechanical supports on the upper roof, vehicle Sally port utility work, MEP install in 2nd floor, patient room mock-up, framing in the lobby area, low volt cabling, fire sprinkler work M1 housing.
Other Progress Observations	More prime/paint throughout. Concrete floors have been sealed in back of house areas. ACT grid installation in progress throughout.
Surveys & Inspections	Electrical in-ground inspection was scheduled for later today.
On-Site QA/QC Items	Fireproofing in the stairwell, some caulking issues at the patient area windows.
Safety	N/A
COVID-19 Specific Safety	N/A

Photo Documentation

Note: all directions referred to below are "pian" directions, and not cardinal or "true" directions unless otherwise noted.

OAC Services Inc. Page 1 of 7



Fulcrum - Customizable site-observation reports (left and above)

Project documentation is key for communication and to avoid claims and inconsistencies in the work product. OAC uses a customizable mobile app to create site observation reports. This allows us to remain respectful of our clients' time and resources. Instead of trekking back to our office to write a site observation report, we can write it in real-time while we are still on-site and the information is still fresh. Adding immediacy and credibility to the information and insights, we can attach time- and GPS-stamped photographs illustrating progress, lack thereof, unsafe conditions or practices, or substandard or nonconforming work.

Presentation to Project Stakeholders (right)

The graphic to the right shows an example monthly report related to budget, schedule, risks, and other project elements for a non-technical audience.

OAC

ANDERSEN CONSULTANTS

BYRON COLLINS

NEWCASTLE

HARBORVIEW MEDICAL CENTER

UW Medicine | King County

PROJECT STATUS DRAFT

Monthly Update

Project Summary

- The Maleng Building Single Patient Room Project ...
 - Phase 1: Renovation of two vacated floors in the Ninth and Jefferson Building (NIB construction complete) into clinic spaces and move Maleng outpatient clinics.
 - Phase 2: Renovation of two floors in the Maleng Building (MB) to 40 in-patient single patient rooms.

Project Highlights

Maleng Building

- Substantial Completion ...
- Chipping work for floor preparation ...
- Coring work for plumbing is nearing ...
- Overhead mechanical, electrical, plumbing & fire sprinkler installation is ongoing ...
- Wall framing and door frame installation is ...
- Headwall prefab panels have ...
- Drywall is starting to be hung and taped ...
- Level 7 demolition ...
- Overhead anchors on Level 7 ...

Upcoming Activities

- Level 4 floor leveling starting ...
- Level 4 headwall prefabrication & installation ...
- Level 7 full wall sheetrock and door frame ...
- Level 7 overhead anchoring & MEP ...

SCHEDULE SUMMARY

- NIB Substantial Completion: Complete
- NIB Operational: Complete
- Maleng Construction Substantial Completion: X/X/XX
- NIB 10-month Warranty Review: X/X/XX
- Maleng Operational: X/X/XX
- Maleng 10-month Warranty Review: X/X/XX

EQUITY & SOCIAL JUSTICE

- The DB team forecasts MBE 20% and WBE 6.5% participation, meeting their stated goal of MBE 20% and exceeding the WBE goal of 5%.
- King County ESI report through End of February 24:
 - Apprenticeship Utilization Requirement - 15%
 - Tracking - 22.6%
 - Minority Apprenticeship Goal - 21%
 - Tracking - 21%
 - Women-Apprenticeship Goal - 12%
 - Tracking - 27%
 - Priority Hire Utilization Apprenticeship Goal - 30%
 - Tracking - 38.5%
 - Priority Hire Utilization Journeyman Goal - 20%
 - Tracking - 35.6%

PROCUREMENT

- Submittal review is nearing completion for the ...
- Targeting end of April for ...
- Design-Builder is watching market for Procurement concerns to manage risk to schedule and escalation.
- purchase orders of Owner-furnished items ...

SCHEDULE

PROJECT BUDGET SUMMARY

Preliminary Planning	\$XX,XXX,XXX
Design & Construction Contract:	
Design	\$X,XXX,XXX
Construction	\$XX,XXX,XXX
Construction Costs - Other	\$X,XXX,XXX
WA State Sales Tax	\$X,XXX,XXX
Project Management Services	\$X,XXX,XXX
Project Management Services	\$XX,XXX,XXX
1% for Art	\$XX,XXX,XXX
Project Contingency	\$X,XXX,XXX
TOTAL PROJECT BUDGET:	\$XX,XXX,XXX

CONTINGENCY SPENDING SUMMARY

	ORIGINAL BUDGET	APPROVED CONTINGENCY	CURRENT REMAINING	PENDING COSTS	FORECASTED REMAINING
CONTRACTOR:					
Design Contingency					
Escalation Contingency					
Construction Contingency					
CONTRACTOR BALANCE:					
OWNER:					
Contingency (CO's, CP's, Risk Log)					
Closeout/Reserves					
OWNER BALANCE:					

PROJECT FINANCIAL STATUS

RISK MONITORING

- Project Schedule & Substantial Completion Date ...
- Coordination of Hospital and Construction activities ...
- Commissioning ...
- Noise and vibration impacts ...
- Owner design change requests & additive scope ...
- Unforeseen field conditions from original building construction ...

Maleng Building - Level 7 wall framing ...

Maleng Building - Level 4 Installation of Prefabricated Panels for ...

DIVERSE BUSINESS INCLUSION STRATEGIES



DEIB Symposium (Top)

OAC is proud to have "Make DEIB Part of Our DNA" as one of our firm's five strategic goals. Through this effort, we've created initiatives to identify, connect, and support DBE, MBE, WBE, M/WBE, SBE, VBE, and other firms that have had historical barriers to entry in the industry. Our first DEIB symposium was hosted in October 2022 at our Seattle auditorium and featured panel discussions, networking, and keynote speakers that drew over 150 attendees.

Equity and Alternative Delivery (Bottom)

At the 2023 DBIA Conference and Expo, Melissa Teichman moderated "Intentional Equity and Social Justice Planning on a Public PDB Healthcare Project." The presentation laid out OAC and its partners' ESJ initiatives and successes on the King County Harborview Maleng - Single Patient Room project, which was the owner's first time using Progressive Design-Build.

OAC believes that innovation is achieved through diversity, and we are dedicated to collaborating with small, disadvantaged, and ethnically diverse firms to better our communities.

Our initial outreach for this RFQ began by combing through our internal MWDBE database for firms we have successfully partnered with in the past. We were also able to pull firms from prior MWDBE open houses and a DEIB (Diversity Equity Inclusion Belonging) Symposium held at our office. Once we had a solid list of firms with GC/CM and healthcare expertise, we cross-referenced the Washington OWMBE website to confirm current status.

OAC has experience partnering in community outreach events, and we would be pleased to continue this effort with your GC/CM and design team. We found great success in growing our network on recent King County and Port of Seattle programs. It should be noted that MWDBE firms are often small and may not have administrative, marketing, or accounting support available to respond quickly. Understanding the unique needs and challenges of the individual MWDBE firms will help generate a plan that gives them enough time to respond accurately. Through regular 1:1's, our teams have collaborated to provide certified payroll training, estimating support, software access, shared office space, and developed mentor-protégé programs.

Our plan is to engage DCW, a women-owned business, for cost management support and a resource for additional on-site project management. Trish Drew and her staff have GC/CM, large project, sustainability, and healthcare cost engineering experience. Although OAC has cost estimating as a core service, we would like to engage DCW to support the review of cost estimates, budget reconciliation, target value design, and FF&E budget validation. OAC will oversee contractor and consultant change orders and pay applications. DCW can also serve as a third-party review for unforeseen circumstances such as schedule and production delay claims.

EBD Services, a disadvantaged and minority-owned business, specializes in mechanical, electrical, plumbing, technology engineering, and project management. Although EBD may not fall within our initial one to three FTEs, we want to offer their on-call support for future services you may request. EBD has a strong bench of large project and healthcare experts who could add value to the team.

Long-Term Benefits

We will monitor our MWDBE utilization using our resource planning tools to track tier spend throughout the project and report on a monthly basis to meet our goals. MWDBE partner networks will inevitably grow as a result of this project. These firms will gain experience working with DES/DSHS, gain more healthcare expertise, engage with other disciplines, and develop their portfolios. This project could create a new business line and competitive advantage for these firms.

OAC

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