



## King County

### Facilities Management Division

#### Anthony Wright, Division Director

Department of Executive Services

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February 16, 2024

Via email

Attn: Talia Baker, Administrative Support

Project Review Committee

c/o State of Washington Department of Enterprise Services

Engineering and Architectural Services

Post Office Box 41476

Olympia, Washington 98504-1476

Re: King County, Harborview Medical Center Bond Capital Program.  
Application for Project Approval (Design-Build)

Dear PRC Members,

King County is pleased to submit its application for project approval of the Harborview Medical Center Bond Capital Program using the Design-Build Alternative Public Works contract delivery method, pursuant to RCW 39.10.280 and RCW 39.10.250(3).

The adult and pediatric trauma center at Harborview Medical Center is the only center in Washington States for Level 1 acute care, which is the highest level of comprehensive care for major injuries. Harborview is owned by King County, managed by the University of Washington, and governed by an appointed Board of Trustees. Harborview is a 500-bed comprehensive healthcare facility dedicated to providing a broad spectrum of medical care to patients from throughout the Pacific Northwest, with a particular focus on mission populations. The medical center is in a dense urban neighborhood environment. Harborview's 2023 general statistics are as follows: 5,450 employees, 15,180 admits, 261,000 clinic visits and over 50,400 Emergency Department visits.

The Harborview capital bond program was developed during an extensive stakeholder and public involvement process, conducted to identify HMC's facility needs through 2040. Harborview routinely experiences a demand for inpatient services beyond its capacity due to insufficient and inadequate facilities. The population growth projections for this region coupled with changes in medical care and infection control requires new spaces on the campus. In response, the King County voters approved bond funding of \$1.74 billion. The focus of those funds is being prioritized to meet the most critical needs and represents the current building plans under consideration: 1) new high-rise inpatient hospital tower, including new emergency department, operating rooms, and single patient nursing rooms; 2) renovations to essential hospital services located in older spaces in the hospital and 3) renovations to King County's judicial and public health services located on the medical center campus.

The bond project management team combines the experience and expertise of both King County and Harborview project managers, as well as the experienced staff from Vanir and its subconsultants, all of whom have experience managing design-build projects and contracts. We have established a cooperative and collaborative team-based approach, based on a shared commitment, trust, and mutual respect among all members.

After careful consideration of the options, the bond project management team determined that the progressive design build approach was the most advantageous project delivery method for the Harborview Bond Program. It addresses many of the features identified as most conducive to the successful implementation of the bond project. It is the ideal candidate and a highly desired methodology for the following reasons:

- o Responsive to complex, multi-phased projects.
- o Provides substantial owner input into both design and construction.
- o Encourages collaboration between the owner, the designer, and the contractor during design phases to develop the desired solutions that will be cost effective and can be constructed within an agreed upon schedule.
- o Facilitates early work packages within the contract parameters, as needed.
- o Provides cost transparency, including the pricing of risks, contingencies, and ultimate costs.
- o Supports owner involvement in design phase solutions and innovations with the designers and contractors.
- o Provides opportunities for greater innovation and efficiencies between the designer and builder, particularly with respect to forming a common understanding of the operational environmental and critical systems through early collaboration.

Over the past year, the project team has worked to develop the systems and methods required to manage this complex project. Furthermore, we have conducted outreach to inform contractors of the upcoming projects and to promote partnership among diverse businesses. We will continue this work over the coming months. Once complete, the Harborview Capital Bond Program will have a transformational impact on the provision of healthcare in the region.

We look forward to presenting this exciting project to you and answering your questions at the March 28<sup>th</sup> PRC meeting. Thank you for your time and consideration of our application.

Sincerely,

Anthony Wright  
Director, King County Facilities Management Division  
King County Facilities Management Division  
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Seattle, WA 98104  
[anthony.wright@kingcounty.gov](mailto:anthony.wright@kingcounty.gov)

State of Washington  
**PROJECT REVIEW COMMITTEE (PRC)**  
**APPLICATION FOR PROJECT APPROVAL**  
*To Use the Design-Build (DB)*  
*Alternative Contracting Procedure*

The PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to sections 1-7 and 9 should not exceed 20 pages (*font size 11 or larger*). Provide no more than six sketches, diagrams, or drawings under Section 8.

**Identification of Applicant**

- a) Legal name of Public Body (your organization): **King County Facilities Management Division**
- b) Mailing Address: **500 Fourth Avenue, Ste 800, Seattle, WA 98104**
- c) Contact Person Name: **Anthony Wright** Title: **Director of Facilities Management**
- d) Phone Number: **(206) 263-1320** E-mail: **anthony.wright@kingcounty.gov**

**1. Brief Description of Proposed Project**

- a) Name of Project: **Harborview Medical Center Facility and Infrastructure Improvements**
- b) County of Project Location: **King**
- c) Please describe the project in no more than two short paragraphs. (*See Attachment A for an example.*)

HMC is owned by King County, managed by the University of Washington, and governed by an appointed Board of Trustees. HMC is a comprehensive healthcare facility dedicated to providing a broad spectrum of medical care to patients from throughout the Pacific Northwest, with a particular focus on the mission populations. The adult and pediatric trauma center at Harborview Medical Center is the only center in Washington state for level 1 care—the highest level of comprehensive care for major injuries.

As outlined in our letter above, this project will construct capital improvements at Harborview to address the medical center's facility needs. One key element is a new hospital tower on the site of the existing HMC campus and will include significant renovations at the lower floors of the existing adjacent east and west hospital towers. In addition to the building construction work the project will include associated on-site, off-site, utilities and infrastructure work to support the new construction. Because of the critical nature of the services that HMC provides, the existing, adjacent facilities must remain occupied and operational during construction, and it is anticipated that construction work will be multi-phased.

The new hospital tower will include 16 above grade floors and 6 below grade floors. The above grade floors of the new tower will include seven inpatient units, an expanded emergency department, an observation unit, mechanical systems, rooftop helipads and "shelled" floors for future expansion. The below grade floors are expected to house an extensive perioperative platform, various essential support services and a 3-4 floor parking garage. The total area of new floor space is anticipated to be approximately 648,000 square feet. We will be asking our prospective respondents to develop a schedule that meets the need for expeditious completion of the program to meet the serious shortage of inpatient capacity, while conforming to the budget constraints.

**2. Projected Total Cost for the Project:**

**A. Project Budget [1]**

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

Total

\$ 1,740,000,000

[1] For the purpose of this application, the project budget is presented as a high-level summary that uses industry standards for distribution of funds.

**B. Funding Status**

Please describe the funding status for the whole project. *Note: If funding is not available, please explain how and when funding is anticipated*

The bond capital program is supported by the voter-approved revenue authority of \$1.74 billion, established by King County Council ordinance, and provided according to the schedule and cashflow requirements.

**3. Anticipated Project Design and Construction Schedule**

Please provide (See Attachment B for an example schedule.):

The anticipated project design and construction schedule, including:

- a) Procurement;
- b) Hiring consultants if not already hired; and
- c) Employing staff or hiring consultants to manage the project if not already employed or hired.

<u>Project Phase/Task</u>	<u>Start</u>	<u>Finish</u>
<b><u>PRC and PDB Procurement</u></b>		
PRC Application		February 20, 2024
PRC Presentation		March 28, 2024
Release Early Notice Advertisement		June 3, 2024
RFQ 1 <sup>st</sup> Advertisement		August 1, 2024
RFQ 2nd Advertisement		August 8, 2024
Pre-submittal Meeting		August 15, 2024
Questions Due for Final RFQ Addendum		August 22, 2024
Issue Final RFQ Addendum		August 29, 2024
Statement of Qualifications Due		September 12, 2024
Review/Score SOQs & Shortlist Finalists	September 13, 2024	September 30, 2024
Notify Submitters of Shortlisted Finalists		October 1, 2024
Statutory Waiting Period (2 days)	October 2, 2024	October 3, 2024
Release RFP to Finalists		October 4, 2024
Proprietary Meetings w/ Finalists	October 17, 2024	October 18, 2024
Questions Due for Final RFP Addendum		October 31, 2024
Issue Final RFP Addendum		November 14, 2024
Proposals Due – Cost Factors and Approach		December 5, 2024
Review/Score Proposals	December 6, 2024	December 20, 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
Statutory Protest Period (4 days)	January 24, 2025	January 30, 2025

<b><u>Project Phase/Task</u></b>	<b><u>Start</u></b>	<b><u>Finish</u></b>
Contract Negotiations (4 weeks)	January 31, 2025	Feb 27, 2025
Execute Contract & NTP		March 3, 2025
<b><u>Design and Permitting</u></b>		
Preconstruction & Schematic Design (0-30% Design)	March 3, 2025	October 31, 2025
Demo Permitting (5 months)	August 2025	January 2026
Design Development (30-60% Design)	November 2025	April 2026
Site Permitting (3 months)	February 2026	May 2026
Negotiate GMP	May 2026	July 2026
Permit Documents & Construction Documents (60-100% Design)	May 2026	November 2026
Building Permitting (9 months)	September 2026	June 2027
<b><u>Construction</u></b>		
Structural Demolition (5 months)	Q1 2026	Q2 2026
Make Ready Site Work (Infrastructure & Loop Road) (9 months)	Q3 2026	Q2 2027
Early Site/Foundation Construction (6 months)	Q1 2027	Q2 2027
New Tower Building Construction (30 months)	Q2 2027	Q4 2029
New Tower Substantial Completion		Q1 2030
New Tower Closeout & Final Completion	Q2 2030	Q3 2030
New Tower Occupancy/Move In	Q4 2030	Q1 2031
New Tower Open and Operational		Q2 2031
Existing Building Renovations Construction (18 months)	Q2 2030	Q4 2031
Existing Building Renovations Substantial Completion		Q4 2031
Phase 2 Open and Operational		Q1 2032
Full Program Completion		Q1 2032

The above schedule is preliminary and is subject to change once the PD/B has been selected and the team has had the opportunity to verify schedule determinants and assumptions.

#### 4. Explain why the DB Contracting Procedure is Appropriate for this Project

Please provide a detailed explanation of why use of the contracting procedure is appropriate for the proposed project. Please address the following, as appropriate:

- If the construction activities are highly specialized and a DB approach is critical in developing the construction methodology (1) What are these highly specialized activities, and (2) Why is DB critical in the development of them?

Not applicable.

- If the project provides opportunity for greater innovation and efficiencies between designer and builder, describe these opportunities for innovation and efficiencies.

Refer to response below.

- If significant savings in project delivery time would be realized, explain how DB can achieve time savings on this project.

Utilizing a Progressive Design-Build (PDB) approach allows for an integrated design and construction approach between the DB team, King County (KC) and Harborview Medical Center (HMC) staff. This integrated approach allows for decision making and issue resolution in a collaborative manner, as well as providing greater resources and expertise early in the project schedule.

One of the primary benefits of PDB delivery is the ability of the contractor to collaborate with the design team to increase the efficiency and constructability of the project and, in doing so, lower the overall development cost and reduce the risk to the Owner. In this project, the Design-Builder's early involvement will benefit the project by allowing the contractor to collaborate with the designer and the owner to evaluate and adjust the project design, cost and schedule against the owner's program needs, budget and desired timeline. It will also allow us to optimize the site design and building design components to maximize the efficiency of design and construction as well as optimize the program that can be provided for the available project budget.

One of the primary goals is to maximize efficiency of schedule and complete the project as early as possible. In doing so, the project can realize significant saving through a shortened design and construction phase. Having the Design-Builders early involvement will allow for opportunities of innovation, collaboration, exploration of existing conditions and efficiencies of design and logistics to reduce the owner's risk of both schedule and cost impacts related to the cost of:

- Time in a market where construction costs are escalating.
- Labor and material resources in a marketplace where there are challenges with supply.
- Unforeseen conditions on the site that may manifest themselves on a site with some unique challenges.

#### 5. Public Benefit

In addition to the above information, please provide information on how use of the DB contracting procedure will serve the public interest. For example, your description must address, but is not limited to:

- How this contracting method provides a substantial fiscal benefit; or

Refer to response in Section 4 above. PDB delivery provides substantial fiscal benefit to the County by providing inherent opportunities for reducing cost escalation, speeding up overall delivery, confirming the budget early in design, and increasing the predictability of outcomes.

The Owner's team will begin exploring budget and schedule options with DB Finalists during the PDB procurement and continuing this process with the selected DB team throughout design and construction. PDB also allows us to develop "real world" estimates with our DB team early in design and continue to refine those estimates and reconcile them against the budget as we continue through the design, bidding, and construction process.

The PDB delivery process also affords the opportunity for a reduction in programming and design time as well as the potential for utilizing early permit packages to get an earlier start in construction. At a

time when construction escalation has been fluctuating between 5% and 8% per year, saving a few months can result in substantial cost savings on a project of this size.

Collaboration between the Owner, Architect and Contractor during design will also result in efficiencies of design, constructability and materials/systems selection that could result in substantial construction cost savings and increased value that might not otherwise be realized in a D/B/B project.

- How the use of the traditional method of awarding contracts in a lump sum (*the "design-bid-build method"*) is not practical for meeting desired quality standards or delivery schedules.

The Owner's team anticipates efficiencies to be realized by leveraging an integrated design and construction team and a collaborative process that will nurture the sharing of ideas, experience, knowledge, and management processes across all work to be performed. PDB allows the Owner to work with the DB team to plan the sequencing, phasing, and scheduling of the Work to minimize impact to critical, ongoing operations. Additionally, PDB allows the team to "lock in" the GMP much earlier than other delivery methods available to public agencies, resulting in early cost certainty and reduced risk.

The PDB delivery method offers several attractive advantages and opportunities over the D/B/B delivery method. Some of those include:

- The potential to save significant time and money in the design and construction phases of the project.
- Selection of both the contractor and the design team based on their qualifications and experience.
- The ability to have collaborative discussions that include the Owner(s), the Architect and the Contractor and make impactful, informed decisions during the design process.
- The ability to establish certainty of total project cost (Guaranteed Maximum Price) significantly earlier in the project schedule.
- The ability to hire both the general contractor and design team under one contract and involve both entities along with the Owner(s) during programming, design, bidding, and construction.
- Utilizing the combined strength of highly qualified design and construction professionals, who have a contractual relationship, will provide for better communication, and allow us to more efficiently design to a budget, plan for early procurement and early bid packages and get to breaking ground much quicker.
- Since the Owner doesn't carry the contract with the design team, there is reduced Owner's "risk" due to errors and omissions in the bidding and construction documents. (Spearin Doctrine)
- Allows the Contractor to inform the Owner(s) and Architect of forecasted market, materials, and labor conditions and for the team to plan and design accordingly to avoid potential cost and schedule impacts.

Utilizing the traditional D/B/B delivery method is not practical for this project. If utilized properly, DB delivery, and specifically PDB, provides for earlier and greater certainty of cost, lower Owner risk and is the fastest project delivery method currently available for a Public Agency in Washington State to utilize. The King County/Harborview team believes that PDB is the appropriate delivery method for this project.

## 6. Public Body Qualifications.

Please provide:

- A description of your organization's qualifications to use the DB contracting procedure.

The County's project team has extensive public works project management expertise. King County Procurement is actively evolving their Design-Build approach via the Capital Projects Working Group and this team is actively working with King County Procurement as we refine our approach to Design-Build, Garrett Farrell is an Associate DBIA. He and the entire the Bond Team staff have DBIA training, and/or hold DBIA certification and are familiar with Design-Build procurement. Anthony Wright, Director King County Facilities Management Division (FMD) and Bond Project Director Leslie Harper-Miles have Design-Build experience on and off the Harborview campus. FMD completed its most recent Design-

Build project, the Children and Family Justice Center (CFJC) in 2019. The Maleng Single Patient Room project is currently underway on the HMC campus and has involved many of the team members who will work together on the upcoming Bond Projects that are included in this PRC application. The Vanir/Parametrix team, who are industry leaders in alternative project delivery, will support KC from PRC through close-out on this project.

KC has retained Vanir to provide comprehensive PM/CM services, including management and support through PRC approval, best-value DB procurement, design, cost & schedule verification, value engineering, constructability review, construction management and observation reporting, FF&E, and project close out. Parametrix will leverage the breadth of other staff and consultants to support the project as specific needs arise. As one of the region's most experienced alternative delivery project management consultants, Parametrix has successfully managed DB contracts ranging from \$2M to \$200+M for clients including WSU, King County, City of Spokane, General Services Administration, and the Washington Public Utility District.

The project has robust legal support, including but not limited to attorneys from the King County Prosecuting Attorney's Office (KCPAO), Cristy Craig, Darren Carnell, Andy King, Erin Ferrell, and Jenifer Merkel, who are all assisting with discrete project elements, as well as outside counsel, Foster Garvey, currently Steve Gillespie who is assisting with land use elements. Additional outside legal counsel will be retained to support the Design-Build contract.

Vanir has enlisted the services of Parametrix, as a subconsultant, to lead PRC application/approval and PDB advisory services during PDB procurement, design, and construction. The Parametrix team will include Jim Dugan in a Design-Build Advisor role and Dan Cody in the role of management of PRC Approval and support to PDB Procurement efforts. The Parametrix team is known throughout Washington and the Pacific Northwest for their advocacy and expertise in alternative project delivery.

The widespread reach of the Vanir/Parametrix team, combined with KC Procurement, as well as the size and notoriety of this project, will undoubtedly attract a large pool of PDB Teams from the local, regional, and national markets to take part in this procurement.

- A project organizational chart, showing all existing or planned staff and consultant roles. Refer to Attachment A.
- Staff and consultant short biographies

**Anthony Wright – Division Director (King County Facilities Management Division (KCFMD))**

Colonel (retired) Tony Wright is currently the director of facilities management division in King County, having joined the county in 2014. He retired from the Army in 2011 and worked as a consultant and served as the executive director of Puget Sound Partnership in Governor Gregoire's cabinet prior to joining the county. His final assignment in the army was as the Commander and District Engineer of Seattle District, US Army Corps of Engineers, where he oversaw civil and military projects worth over \$2B. He was also instrumental in the completion of emergency repairs to the Howard Hanson Dam on the Green River, and flood response activities throughout the northwest.

Project	Project Value	Delivery Method	Tasks Performed	Time Involved
Harborview Maleng Single Patient Rooms	\$78M	PDB	Owner- Exec. Dir.	2021 - 2023
Clark Children and Family Justice Center	\$240M	DB	Owner- Exec. Dir.	2014-2019
Malmstrom AFB Nuclear Weapons Maintenance Facility	\$120M	DB	District Engineer	2009-2011
Howard Hanson Dam Emergency Repairs	\$30M	DBB	District Engineer	2009-2010
Fairchild AFB Hospital Renovation	\$35M	DB	District Engineer	2008-2010
JBLM Brigade Maintenance Facilities	\$200M	DB	District Engineer	2008-2011
JBLM 3 <sup>rd</sup> Brigade Barracks Complex	\$175M	DB	District Engineer	2008-2011



Project	Project Value	Delivery Method	Tasks Performed	Time Involved
Chief Joseph Dam Turbine Runner Replacement	\$85M	DB	District Engineer	2008-2011
JBLM C-17 Simulator	\$45M	DB	District Engineer	2008-2010
Malmstrom AFB Family Housing	\$25M	DB	District Engineer	2008-2010

**Leslie Harper-Miles - King County Facilities Management Division (KCFMD), Harborview Bond Program Administrator**

Leslie Harper-Miles has served as the owner's representative on major capital projects at Harborview Medical Center during the past 30 years. Serving as the Deputy Project Director during the construction of the West Hospital and the West Clinic through to her current role as Program Administrator for the \$1.74 billion capital bond program, Leslie's experience encompasses managing all facets of project development from planning through occupancy, using traditional and alternative project delivery methods. Leslie manages dedicated teams of staff, consultants, and contractors, leading work and information flow amongst the various businesses, and stakeholders. Leslie incorporates a strong commitment to equity, social justice, and community engagement in all project areas.

Leslie holds a master's degree in public administration and she, along with her entire team have completed the DBIA certification training. Having worked at the senior and executive levels for over three decades, Leslie brings experience with managing complex capital projects, using alternative delivery methods, in politically sensitive environments, across all lines of business. The following table lists recent and relevant projects for Leslie:

Project	Project Value	Delivery Method	Tasks Performed	Tenure
Harborview Bond Program Planning (New Tower, Essential Services)	\$1.74 Billion	PDB	Owner - Program Administrator	2019 - Present
Harborview Maleng Single Patient Rooms	\$78 Million	PDB	Owner - Program Administrator	2021 - Present
Harborview Hall Adaptive Reuse (deferred)	\$128 million	DB Developer	Owner - Program Manager	2012 - 2016
Harborview Ninth & Jefferson Building - High Rise Medical Bldg.	\$180 Million	DB Developer	Owner - Program Manager	2000 - 2009
Harborview Maleng Building Inpatient Tower and campus renovations	\$220 Million	GCCM	Owner - Program Manager	2000 - 2008
Harborview West Hospital and West Clinic and campus renovations	\$180 Million	Design-Bid-Build	Owner - Deputy Director	1992 -1998

**Garrett Farrell, PE, Associate DBIA – Project Manager (King County Facilities Management Division (KCFMD))– King County**

Garrett will provide leadership, coordination, and project management for the Harborview Bond Team. He is the Project Representative (PR) for the Vanir contract with King County and the upcoming design build effort. Garrett brings over thirty years' experience leading planning, design, permitting, construction, and project engineering for private, institutional, government and public clients. Garrett has served as contractor, designer and owner performing negotiated private and publicly bid work from 200K to 200M dollar value. Originally AGC trained in DB, he has delivered a diverse range of work for

private clients, Port of Seattle, Federal Government, University of Washington, and the City of Seattle using a variety of delivery methods. While working for N.G. Jacobson Consulting Engineers (1993-1998), Garrett served in design and owner roles on complex negotiated specialty work in Alaska, Utah, and Washington. From 1998-2003, Garrett returned to his contractor /engineer role for a \$35M design build of a private residence with Seattle contractor Krekow-Jennings. Garrett has been in public service since 2003 with over twenty years' experience delivering work as a public owner. His broad experience and belief in Alternative Project Delivery allowed him to smoothly transition into an interim stewardship of the HMC Maleng Project shortly after his arrival at King County. Garrett continues that work as we grow and shape the Harborview Bond Team. The following table lists recent and relevant projects for Garrett:

<b>Project</b>	<b>Project Value</b>	<b>Delivery Method</b>	<b>Tasks Performed</b>	<b>Time Involved</b>
Harborview Maleng Single Patient Rooms	\$78M	PDB	Owner – PR/PM	2022 - 2023
Pioneer Square Pavilion	\$15M	DB	Owner - PM	2019-2021

**Ted Klainer - Harborview Medical Center (HMC), Sr. Director Capital Development**

Ted’s role is to ensure that capital projects are designed and built to meet the clinical programmatic needs of HMC’s patients and healthcare providers. Ted has worked extensively at Harborview Medical Center for over 20 years serving in several different capacities, currently leading as Sr. Director of Capital Development. Ted works on a wide array of projects at HMC, including large capital construction projects, interior renovation, and various system upgrades. Some of the larger campus projects include the design and construction of the Pat Steel Building and the Ninth & Jefferson Building, both medical office buildings utilizing design-build methodology. Ted was also involved in PDB/PDB delivery of the Maleng Building, an inpatient tower on the east edge of campus. Many of these projects include elements of outpatient clinics, inpatient space, advanced imaging, and IT/security system throughout. Ted’s campus knowledge and thorough understanding of HMC operations enables him to contribute significantly at all stages of planning and implementation. The following table lists recent and relevant projects for Ted:

<b>Project</b>	<b>Project Value</b>	<b>Delivery Method</b>	<b>Tasks Performed</b>	<b>Time Involved</b>
Harborview NJB Outpatient OR's	\$37M	PDB	Owner - Director	2023 - current
Harborview Maleng Single Patient Rooms	\$78M	PDB	Owner - Director	2021 - current
Harborview Ninth & Jefferson Bldg.	\$180M	DB	Owner — PM	2009
Harborview Maleng Inpatient Tower	\$165M	GCCM	Owner — PM	2007

**Dave Reeves - Harborview Medical Center (HMC), Director Capital Development**

Dave provides HMC team leadership and direction during the planning, procurement, design, and construction of complex capital projects. For 30 years Dave has led multidisciplinary teams spanning several different industries within the US and Canada. A former advertising executive and business owner, Dave pursued an additional life passion in the built environment. Upon receiving a second degree in Construction Management, he was employed by a national general contractor focusing specifically on healthcare. His unique background provides the ability to navigate operational and design challenges yet offering technical and project delivery perspective throughout.

Since 2010, Dave has managed public and private projects in healthcare, corporate, education and retail. He holds certifications in both LEED and DBIA, leading many alternative delivery projects throughout his career. Dave transitioned from contractor to Owner in 2021 where he now focuses solely on directing and managing teams in delivering healthcare projects for Harborview Medical Center. The following table lists recent and relevant projects for Dave:

Project	Project Value	Delivery Method	Tasks Performed	Time Involved
Harborview NJB Outpatient OR's	\$37M	PDB	Owner - Director	2023 - current
Harborview Maleng Single Patient Rooms	\$78M	PDB	Owner - Director	2021 - current
Seattle Public Schools Northgate Elementary	\$47M	GCCM	GC – SPM	2020 - 2021
Mt Vernon School District Capital Bond Program	\$160M	GCCM	GC – SPM	2018 - 2021
Steelcase Corporate IT Ampersand	\$21M	DB	GC - PM	2017 - 2018
Steelcase Innovation Center	\$28M	DB	GC - PM	2016 - 2018
Spectrum Health Interventional Radiology	\$32M	DB	GC - PM	2015 - 2017
Spectrum Health Endoscopy	\$12M	DB	GC - PM	2015
Metro Health Urgent Care & Outpatient Surgery Center	\$57M	DB	GC - PM	2014 - 2016
Spectrum Health Adult Blood & Marrow Transplant Center	\$26M	GCCM	GC - PM	2011 - 2013

**April Harr, RA, LEED AP, DBIA - Capital Project Manager (Harborview Medical Center (HMC), (client/end-user))**

April, a licensed Architect in the State of WA, has over 29 years of design and construction experience; 20 focused on healthcare architecture and medical planning. In 2015, she was hired by Harborview Medical Center to manage major capital improvement projects. April received DBIA certification in September of 2023. Her extensive healthcare experience has included all phases of design through construction and closeout. She has been engaged in key roles as Architect, Medical Planner, Designer, Owner's representative, and advisor on countless projects ranging in cost from less than \$100,000 to in excess of \$210M.

Her projects have included a new inpatient hospital tower, numerous clinics, operating room, imaging, Emergency department, pharmacy, kitchen remodels and complex equipment replacement projects in acute care, 24/7 environments. Her experience also includes various delivery methods, including GCCM, Design-Bid-Build, Design-Build (private non-healthcare sector), and Progressive Design-Build projects. April will serve as Harborview's end-user liaison and Architectural, healthcare code, and life safety expert. She will also assist with programmatic requirements and represent staff and patient needs through the design phase of the project. The following table lists recent and relevant projects for April:

Project	Project Value	Delivery Method	Tasks Performed	Time Involved
Harborview Maleng Building Single Patient Room	\$78M	PDB	Owner's Rep/PM	20212021 - current
Harborview 2MB Cart Washer	\$4.2M	PDB	Owner's Rep/PM	20172017-2019
Harborview Radiology Upgrades	\$4.8M	PDB	Owner's Rep/PM	20172017-2019
Harborview Neuro Hybrid OR	\$5M	PDB	Owner's Rep/PM	20172017-2020
UWMC Expansion Project – Phase 2	\$130M	GCCM	Healthcare Architect/ Medical Planner	20122012-2015
UWMC Expansion Project -Phase 1	\$210M	GCCM	Healthcare Architect/ Medical Planner	20082008-2012

**LaDrena Dansby - Project Director (Vanir)**

LaDrena will provide Design-Build program management oversight to the team on this project. LaDrena is a licensed engineer, a DBIA professional, and is a DBIA Chapter Board Member. She has over 28

years of healthcare experience in the design and construction industry. She has delivered more than \$2.2B in California healthcare projects utilizing design-build, GC/CM, design assist, and design-bid-build delivery methods. Healthcare projects have included new construction, additions, demolition, central utility plants, seismic upgrades, tenant improvements, coordination with existing and planned operations, and cooperative interactions with Authorities Having Jurisdiction.

LaDrena's exceptional ability to foster cooperative stakeholder relationships enhances the seamless execution of projects. She has extensive experience delivering public healthcare projects in an academic teaching hospital environment. LaDrena provides strategic guidance and leadership to teams with the responsibility for managing project scope, schedule, and budget. Her direct experience includes working with client's legal counsel to develop contracts and she has authored General Requirements for the projects. Her leadership responsibilities include managing architects for the development of Basis of Design and Construction Documents thru plan approval. She has authored RFQ/ RFP for Design build and GC/CM solicitations and managed builders for phasing, logistics, schedule, coordinating with existing operations, site utility investigations, hazardous materials abatement, and reporting. She oversees FF&E and IT & security equipment procurement and integration and provides overall management of Program budget and schedule. The following table lists recent and relevant projects for LaDrena:

Project	Project Value	Delivery Method	Tasks Performed	Time Involved
Outposted Therapeutic Housing Units	\$407M	GCCM	Program Manager	2021-2024
Design-Build Programmatic Advisor	various	DB	DB Advisor	2021-2022
Comprehensive Modernization, Technical	\$24B	GCCM	Strategic Advisor	2021-2022
Borough-Based Jail Program	\$8.1B	DB	DB Oversight	2021-2022
Harbor-UCLA Master Plan Implementation Program	\$1.9B	DB	Program Director	2019-2021
Acute Care Tower Replacement	\$668M	DB	Project Director	2014-2019
USC Hospital Seismic Upgrades and Research Laboratories (multiple projects)	Various	Design Assist	Owner Sr construction Project Manager	2011-2014
UCLA Santa Monica Orthopedic Hospital	\$377M	D-B-B	Construction Manager	2009-2011
Marian Medical Center	\$218M	Design Assist	Project Manager	2007-2009
UCLA Ronald Reagan Medical Center	\$950M	D-B-B	Construction Manager	2000-2007

**Bryan Hall – Program Manager (Vanir)**

Bryan will be providing Program Management Services in support of the Harborview Bond Program during design and construction. Bryan is a Program/Project Manager with Vanir. He has over 39 years of experience in the design and construction industry and a strong background in healthcare project delivery. Prior to joining Vanir, Bryan spent twenty-three years representing owners on large design and construction projects in healthcare and research. Before that, Bryan spent 15 years practicing as a licensed landscape architect/urban planner. The following is a table of Bryan's recent and relevant project experience:

Project	Project Value	Delivery Method	Role	Time Involved
St Michael Medical Center, Silverdale, WA	\$500M	Integrated Project Delivery	Sr Project Manager	2018-2021
UW Medicine Phase 3.2, South Lake Union, Seattle, WA	\$145M	D/B/B	Sr Project Manager	2015-2018
Swedish Edmonds Ambulatory Care Center, Edmonds, WA	\$64M	D/B/B	Sr Project Manager	2013-2015

Project	Project Value	Delivery Method	Role	Time Involved
MultiCare Rainier Pavilion Expansion, Tacoma, WA	\$150M	D/B/B	Sr Project Manager	2011-2013
MultiCare Good Samaritan Patient Care Tower, Puyallup, WA	\$400M	D/B/B	Sr Project Manager	2009-2011

**Jim Dugan – APD Advisor (Parametrix)**

Jim will provide a PDB advisory support role to the King County/Harborview team on this project. Jim has long-standing experience with owner's representative, PM, CM, program management, and design, including a focus in APD for public works projects. His experience includes 19 years managing DB projects as a contractor, 9 years managing design teams as a consultant, and 14 years in an owners' representative role. While working for The Austin Company (1978-1998), Jim had significant Design-Build experience managing the design, engineering, and construction of commercial and industrial projects ranging from 23,000 to 3 million square feet, and from \$1 million to \$300 million in value. Jim has intimate, working knowledge of the statutory requirements of RCW 39.10 and the associated processes, procedures and best practices related to both PDB and GC/CM alternative delivery methods. In 2016, he was appointed to a 3-year term on the State of Washington PRC; in 2018, he was elected to the role of PRC vice chairman; and from July 2019 to July 2020, he served as the PRC chairman. Following his chairmanship, Jim returned to the PRC, representing construction managers for another 3-year commitment. Jim is sought out by agencies and organizations statewide for his expertise in APD delivery (GC/CM and PDB) and is frequently called to teach and present on APD delivery at regional and national conferences. The following table lists recent and relevant PDB projects for Jim:

Project	Project Value	Delivery Method	Role	Time Involved
CCPUD Substation Bundle	\$61.9M	PDB	PIC, PDB Advisor	2023-current
CCPUD Transmission Line Bundle	\$44.6M	PDB	PIC, PDB Advisor	2023-current
Tacoma Water Warehouse & Shops	\$24.0M	PDB	PIC, PDB Advisor	2023-current
TPS Jennie Reed ES Additions	\$7.8M	PDB	PIC, Prog Mgr, PDB Advisor	2023-current
TPS Roofs Bundle	\$5.0M	PDB	PIC, Prog Mgr, PDB Advisor	2023-current
TPS & Port of Tacoma Maritime Center	\$72.0M	PDB	PIC, Prog Mgr, PDB Advisor	2023-current
Snoqualmie Community Center Expansion	\$26.0M	PDB	PIC, PDB Advisor	2022-current
TPS Oakland HS Historic Modernization	\$32M	PDB	PIC, Prog Mgr, PDB Advisor	2022-current
City of Shoreline Parks Bundle	\$29M	PDB	PIC, PDB Advisor	2022-current
TPS Safety & Security Bundle – Ph 2	\$20.0M	PDB	PIC, Prog Mgr, PDB Advisor	2022-current
TPS Bryant Montessori	\$47.9M	PDB	PIC, Prog Mgr, PDB Advisor	2021-current
TPS Willie Stewart Academy TI	\$4.7M	PDB	PIC, Prog Mgr, PDB Advisor	2021-2023
TPS Tacoma Online Learning TI	\$7.5M	PDB	PIC, Prog Mgr, PDB Advisor	2021-2022
TPS Indoor Air Quality Upgrades – Multiple Schools	\$17.5M	PDB	PIC, Prog Mgr, PDB Advisor	2021-current
Mt. Vernon SD Laventure MS Add/Mod	\$9.6M	PDB	PIC, Prog Mgr, PDB Advisor	2021-current

Project	Project Value	Delivery Method	Role	Time Involved
TPS Swimming Pools Upgrade Bundle	\$5M	PDB	PIC, Prog Mgr, PDB Advisor	2021-current
TPS Safety & Security Bundle – Ph 1	\$8.5M	PDB	PIC, Prog Mgr, PDB Advisor	2021-2023
TPS Synthetic Fields Bundle	\$26.3M	PDB	PIC, Prog Mgr, PDB Advisor	2020-current
TPS Fawcett ES Replacement	\$35.9M	PDB	PIC, Prog Mgr, PDB Advisor	2020-2023
Chelan County PUD Rock Island Dam – Generator Leads Replacement	\$6.4M	PDB	PIC, PDB Advisor	2020-current
Chelan County PUD Rock Island Dam – Draft Tube Gates Upgrades	\$7.0M	PDB	PIC, PDB Advisor	2020-current

**Dan Cody, RA, Assoc. DBIA – PRC Approval, PDB Procurement and PM/CM (Parametrix)**

Dan will lead the PRC approval and support the PDB procurement process for the project on behalf of the King County/Harborview team. Dan is a Senior Construction Manager/Project Manager with Parametrix. A registered architect, he has over 36 years of experience in the design and construction industry. Prior to joining Parametrix he has amassed extensive experience in public-sector projects, providing design and construction services on numerous projects throughout western Washington.

Since joining Parametrix in 2015, Dan has been instrumental in PRC application/approval and APD procurement efforts for many clients in the public sector. He's well versed in the requirements of RCW 39.10 and has successfully spearheaded and managed the Project Review Committee (PRC) process on more than 45 applications and the APD procurement process for more than 35 projects utilizing both GC/CM and PDB delivery methods. Dan has successfully completed industry trainings in both GC/CM and D/B project delivery and is a certified DBIA Associate. The following table lists recent and relevant PDB projects for Dan:

Project	Project Value	Delivery Method	Role	Time Involved
CCPUD Substation Bundle	\$61.9M	PDB	PRC, PDB Procure	2023-current
CCPUD Transmission Line Bundle	\$44.6M	PDB	PRC, PDB Procure	2023-current
Tacoma Water Warehouse & Shops	\$24.0M	PDB	PRC, PDB Procure	2023-current
TPS Jennie Reed ES Additions	\$7.8M	PDB	PDB Procurement	2023-2024
TPS Roofs Bundle	\$5.0M	PDB	PDB Procurement	2023
TPS & Port of Tacoma Maritime Center	\$72.0M	PDB	PRC, PDB Procure, PM/CM	2023
Snoqualmie Community Center Expansion	\$26.0M	PDB	PRC, PDB Procurement	2022-2023
TPS Oakland HS Historic Modernization	\$32M	PDB	PDB Procurement	2022-2023
City of Shoreline Parks Bundle	\$29M	PDB	PRC, PDB Procure	2022
TPS Safety & Security Bundle – Ph 2	\$20.0M	PDB	PDB Procurement	2022
TPS Bryant Montessori	\$47.9M	PDB	PDB Procurement	2021-2022
TPS Willie Stewart Academy TI	\$4.7M	PDB	PDB Procurement	2021-2022
TPS Tacoma Online Learning TI	\$7.5M	PDB	PDB Procurement	2021
TPS Indoor Air Quality Upgrades – Multiple Schools	\$17.5M	PDB	PDB Procurement	2021
Mt. Vernon SD Laventure MS Add/Mod	\$9.6M	PDB	PRC, PDB Procure	2021

Project	Project Value	Delivery Method	Role	Time Involved
TPS Swimming Pools Upgrade Bundle	\$5M	PDB	PDB Procurement	2021
TPS Safety & Security Bundle – Ph 1	\$8.5M	PDB	PDB Procurement	2021
TPS Synthetic Fields Bundle	\$26.3M	PDB	PRC, PDB Procure	2020-2021
TPS Fawcett ES Replacement	\$35.9M	PDB	PRC, PDB Procure	2020-2021
Chelan County PUD Rock Island Dam – Generator Leads Replacement	\$6.4M	PDB	PRC, PDB Procure, PDB Advisory	2020-current
Chelan County PUD Rock Island Dam – Draft Tube Gates Upgrades	\$7.0M	PDB	PRC, PDB Procure, PDB Advisory	2020-current

- Provide the ***experience and role on previous DB projects*** delivered under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the proposed project. (See Attachment D for an example. The applicant shall use the abbreviations as identified in the example in the attachment.)

Please refer to the project experience tables included with the key team member and consultant biographies above.

- The qualifications of the existing or planned project manager and consultants.

*Note: For Design-Build projects, you must have personnel who are independent of the Design-Build team, knowledgeable in the Design-Build process, and able to oversee and administer the contract.*

Please refer to the project experience tables included with the consultant biographies above.

- If the project manager is interim until your organization has employed staff or hired a consultant as the project manager indicate whether sufficient funds are available for this purpose and how long, it is anticipated the interim project manager will serve.

Not applicable.

- A brief summary of the construction experience of your organization’s project management team that is relevant to the project.

Please refer to the information provided in the staff and consultant biographies above.

- A description of the controls your organization will have in place to ensure that the project is adequately managed.

King County (KC) will implement project control procedures that address all aspects of the project from pre-design through closeout. A Project Management Plan is being developed that addresses the goals, the overall project management plan, authority, responsibility, and communication protocols. This plan will be periodically modified as necessary to address new team members. Detailed project control procedures that address the request for qualification (RFQ) and request for proposal (RFP) solicitations, validation, design development and reviews, scheduling, cost control and quality assurance will be established. A Risk Register will be developed to identify and mitigate risks. The Risk Register will be periodically updated throughout the Project and proper contingencies will be established to address those risks.

The Vanir/Parametrix team will also work closely with KC and its legal counsel to ensure that RCW 39.10 requirements are followed, including the governing processes for securing statements of qualifications (SOQ's) and proposals. All public notices will have approval by legal and procurement prior to publication.

An initial project scope/program definition will be developed in order to ensure the Progressive Design-Build (PDB) teams have enough information to provide SOQ's and Proposals. KC and Vanir/Parametrix will work to ensure compliance with RCW 39.10.330 Design-Build Contract Award Process and industry best practices.

During the design phase the KC will implement design reviews and design logs to ensure the project goals, criteria, and refinements during the validation period are secured. Field quality assurance will be a combined team effort. KC's document and project controls best practices will be followed throughout the project. At the completion of the project, Vanir Team will prepare a project close-out report, which will capture all pertinent project data and lessons learned.

This project will be managed through a cross-functional team from KC Facilities Management Division (FMD) the Owner's APD Advisory Consultant, Vanir/Parametrix and external legal counsel. Refer to the Organization Chart (Attachment A) for the team reporting structure.

The following high-level summaries articulate our organizational controls:

#### Project Management and Decision Making

- Authority and decision-making responsibility will be provided by King County through its Project Manager with advice and recommendations provided by the project team including representation from Vanir/Parametrix, UW/Harborview and King County agencies.
- The Alternative Project Delivery Consultant, Vanir/Parametrix, will meet weekly with KC Project Manager, Garrett Farrell, to discuss and manage project needs, milestones, develop strategy recommendations and courses of action for implementing the project.
- For Vanir/Parametrix, LaDrena Dansby will be the Project Manager and primary point of contact with KC and the PDB team on project related issues during design and construction.

#### Selection Committee

- The PDB Selection Committee will include KC staff, HMC staff, and other leadership, administrative or consultant personnel with procurement, design or construction knowledge and experience.
- The Selection Committee will review the PDB Team SOQs and proposal and make recommendations of the scoring and shortlisting of PDB proposers.
- The Selection Committee will make the recommendation for PDB selection to Anthony Wright, Director of Facilities Management Division.
- Vanir/Parametrix will plan, facilitate, and monitor the selection process but will not be a scoring member of the Selection Committee.

#### Communications

- KC will use a variety of well-established formal and informal tools to provide effective communications with all of those involved in the project.
- At the appropriate time, KC will advertise the RFQ and post the RFQ on the KC's website. During the RFQ phase, PDB proposers will be encouraged to submit questions that may be addressed by addendum. In addition to the written RFQ, KC will hold a Pre-submittal Meeting and site tour during the RFQ procurement phase.
- During the RFP phase, the Selection Committee will meet with the shortlisted teams in PDB-led proprietary meetings to discuss project objectives, project approach, project procedures and project specific ideas that will allow the PDB team to complete their Proposal. The Selection Committee will provide appropriate input and feedback to the PDB teams during the proprietary meetings.
- Once a "most qualified" PDB team is selected and under contract, the KC and Vanir will meet with the PDB team at regularly scheduled meetings during the design and construction phases and partake in interim reviews of the program, design, costs, and schedule to ensure that KC's expectations and vision of the finished project are achieved.



## Project Progress

- Progress will be reported weekly by the PDB team to the KC Project Manager who will report to the King County Bond Program Administrator and the Director of Facilities Management Division and shared with the bond program team.

Formal reports will be sent regularly to the Capital Projects Oversight Committee (CPOC) represented by the King County Executive's Office and King County Council, the Harborview Board of Trustees and HMC Administration.

Formal reports will be made publicly available on the King County website @ [www.kingcounty.gov/harborview](http://www.kingcounty.gov/harborview)

- The KC bond team will be managing and tracking the program finances and weighing the cost estimates against budget on a regular basis throughout the project.
- Financial reporting will be provided on a regular basis to the KC Project Manager, the KC Program Administrator, and the Vanir Project Director. Financial reporting will be shared with the Bond Program team on a regular basis.
- KC will maintain its own project contingency and reserves to address any Owner-driven scope changes, changes resulting from unforeseen/latent conditions related to sitework or demolition and appropriate resultant change orders.

## Schedule

- The proposed project milestone schedule will be provided in the PDB RFQ/RFP documents.
- Successful PDB team will work with the KC project team to produce a more detailed project schedule that will show subcategories for design, permitting, phasing, bidding, and construction.
- Weekly Project Progress Meetings will include 3-week look-ahead schedule forecasts of activities.
- Monthly PDB construction progress updates with a narrative will be a project requirement.

The King County Project Manager will review the baseline construction schedule and advise on monthly construction schedule updates.

- A brief description of your planned DB procurement process.

This will be a King County led procurement that will follow all King County rules and protocols established for this process. King County/Harborview intends to utilize our PM/CM Consultant, their PDB Sub-consultant, Parametrix, and external legal counsel, (TBD), as external consultants who are highly knowledgeable in PDB project delivery to advise us in the DB selection and contracting process. Our DB procurement/selection criteria will be based primarily on a number of DB firm and team member qualifications, experience, past performance, and project-specific approach factors plus a minor pricing factor. Due to the qualifications-based selection, design efforts by the Proposers will be discouraged.

Our procurement process will include the following:

- Outreach to potential PDB contractors and design teams to make them aware that the project is being planned and the anticipated timing of the RFQ release.
- Publish an advanced notice advertisement to notify potential PDB contractors and design teams that the project is being planned so that they can begin to form their teams in anticipation of the RFQ.
- Publicly advertise and issue the RFQ to solicit Statements of Qualifications (SOQ) from potential PDB teams. The RFQ will identify scoring criteria and weighting that will be used in evaluating the SOQs that are received.

- Review/score SOQs received from submitters to arrive at a shortlist up to 3 of the highest ranked submitters who will be identified as Finalists.
- Notify all proposers of the selection short-listed PDB Finalists who will be invited to submit a Proposal in response to the Final PDB RFP.
- After waiting two days from the date of notification of Finalists, issue that will solicit their written Proposal that will include project specific approach information and pricing factors. The RFP will identify scoring criteria and weighting that will be used in evaluating the Proposals that are received.
- Conduct PDB team led Proprietary Meetings with each Finalist to answer questions that will help them complete their Proposals.
- Receive and review Proposals. (With the exception of Price Factors which will be held confidential and will be opened after scoring of the other proposal information.)
- Conduct King County/Harborview led Interviews of the PDB Finalists to help the review and scoring team to better understand the qualifications and intended approach of each PDB Finalist.
- Score Interviews and Final Proposals.
- Open and score Price Factors and finalize the cumulative score sheet for the procurement.
- Notify all proposers of the most highly qualified PDB team and provide a procurement process scoring summary to all proposers.
- After the statutorily required four-day waiting period has passed, negotiate Preconstruction fees and the terms and conditions of the DB Agreement with highest ranked PDB Finalist.
- Recommend award and obtain the approval of the selected PDB team, preconstruction fees and terms of the DB Agreement from Facilities Management Division.
- Execute DB Agreement and issue NTP.
- Make honorarium payment to the PDB Finalists who were not awarded a contract.

The SOQs and Proposals will be reviewed, evaluated, and scored by a team that may include, but not be limited to, King County Facilities & Project Management, Harborview Facilities, UW Facilities and Capital Development and other staff with construction and programming knowledge and experience.

The scoring utilized to determine the total points and most highly qualified DB Team will be cumulative and inclusive of the scores from the SOQs, the Interviews, and the Proposals, including the cost factors. The most highly qualified DB Team will be identified and invited to negotiate a DB Agreement. Vanir, Parametrix, and external legal counsel will facilitate and advise King County/Harborview during the entire DB procurement process.

Evaluation factors for the SOQs will include, but may not be limited to:

- Technical qualifications, competency, and experience of the firms,
- Technical qualifications, competency and experience of the key design and construction personnel,
- The proposer's capacity to perform the work,
- The proposer's past performance in utilization of disadvantaged business and small business entities,
- The proposer's ability to provide a performance and payment bond for the project.

Evaluation factors for the Proposals will include, but may not be limited to:

- Project-specific technical approach information,
- The management plan to meet time and budget requirements,
- Summary of the proposer's accident prevention plan,

- The project-specific outreach and inclusion plan for small business entities and disadvantaged business entities,
- One or more price-related factors. (The weighting of the price-related factors will be minor in comparison to the weighting of the other evaluation factors.)

Pending approval by the PRC, we anticipate that the procurement process will begin with the advertising of the Request for Qualifications in 3<sup>rd</sup> quarter 2024 and will culminate with the identification of our "Most Qualified" DB contractor by December 2024. Once the most qualified PDB is identified, we will negotiate Preconstruction Services and the DB Contract terms with the intent to complete negotiations and take the Preconstruction Services scope/fees and DB Agreement with the King County Facilities Management Division. (Refer to Section 3 for additional schedule information.)

- Verification that your organization has already developed (or provide your plan to develop) specific DB contract terms.

King County has developed the PDB Contract Document templates that will be utilized for this project. The King County Prosecuting Attorney's Office and external legal counsel will assist the King County/Harborview team with preparation of the PDB Contract Documents and the specific terms and conditions for this project.

#### **7. Public Body (your organization) Construction History:**

Provide a matrix summary of your organization's construction activity for the past six years outlining project data in content and format per the attached sample provided: *(See Attachment E. The applicant shall use the abbreviations as identified in the example in the attachment.)*

- Project Number, Name, and Description
- Contracting method used
- Planned start and finish dates
- Actual start and finish dates
- Planned and actual budget amounts
- Reasons for budget or schedule overruns
- Small, minority-, women-, and veteran-owned business participation planned and actual utilization

Refer to Attachment B.

#### **8. Preliminary Concepts, sketches or plans depicting the project**

To assist the PRC with understanding your proposed project, please provide a combination of up to six concepts, drawings, sketches, diagrams, or plan/section documents which best depict your project. In electronic submissions these documents must be provided in a PDF or JPEG format for easy distribution. Some examples are included in attachments E1 thru E6. At a minimum, please try to include the following:

- An overview site plan *(indicating existing structure and new structures)*
- Plan or section views which show existing vs. renovation plans particularly for areas that will remain occupied during construction.

*Note: applicant may utilize photos to further depict project issues during their presentation to the PRC*

Refer to Attachments C and D for preliminary project information.

#### **9. Resolution of Audit Findings on Previous Public Works Projects**

If your organization had audit findings on any project identified in your response to Question 7, please specify the project, briefly state those findings, and describe how your organization resolved them.

King County has received no audit findings on any of the public works projects listed in response to Question 7.

#### **10. Subcontractor Outreach**

Please describe your subcontractor outreach and how the public body will encourage small, minority-, women-, and veteran-owned business participation.

King County is a national leader in strategic planning that promotes Equity and Social Justice (ESJ) innovation. A common area of interest is how to influence the spending of government dollars to enhance

equity outcomes for small businesses. The Bond Program has performed both general and targeted outreach to raise and maintain awareness of the upcoming work since 2022. In September of 2023 the Bond Team utilized the Associated General Contractors forum for both outreach and for the publication of a survey to collect feedback on the proposed bond work.

The County will establish a minimum required level for the participation of Small Business Enterprise (SBE) firms and Disadvantaged Business Enterprise (DBE) firms certified by the Washington State Office of Minority and Women Business Enterprises (OMWBE). The requirement will be expressed as a percentage of the total contract value to be performed by SBE and DBE firms. To ensure success at meeting the SBE & DBE utilization requirement, KC will also require submission of an Equity and Social Justice (ESJ) Innovation Plan. The ESJ innovation plan formalizes the proposer's approach and the specific actions that the proposer will take to maximize SBE and DBE participation on the project. The plan includes outreach and engagement strategies, identification of subconsultant and subcontractor work opportunities, potential barriers to small and diverse business participation, technical assistance, mentorship, as well as monitoring and performance measurements to ensure success of the plan. The proposer will be asked to separately address their inclusion strategies for design tasks, construction subcontracting, as well as equipment and supply purchases from SBE and DBE firms.

During contract performance, the awarded firm will be required to submit monthly reports to the project team detailing the ESJ Innovation Plan activities taken over the past month, as well as those activities planned for the coming month. Additionally, the awarded firm will be required to report all subcontract awards, and all subcontractor/subconsultant/supplier payments on a monthly basis into the County's Diversity Compliance Management System (DCMS). If at any point the awarded firm falls short of the SBE or DBE utilization requirement established for the contract, the County may require submittal of a corrective action plan.

**CAUTION TO APPLICANTS**

The definition of the project is at the applicant's discretion. The entire project, including all components, must meet the criteria of RCW 39.10.300 to be approved.

**SIGNATURE OF AUTHORIZED REPRESENTATIVE**

In submitting this application, you, as the authorized representative of your organization, understand that: (1) the PRC may request additional information about your organization, its construction history, and the proposed project; and (2) your organization is required to submit information requested by the PRC. You agree to submit this information in a timely manner and understand that failure to do so may delay action on your application.

The PRC strongly encourages all project team members to read the Design-Build Best Practices Guidelines as developed by CPARB and attend any relevant applicable training. If the PRC approves your request to use the DB contracting procedure, you also agree to provide additional information if requested.

The 2021 Legislature updated RCW 39.10.330(8) stating that Design-Build contracts must require the awarded firm to track and report to the public body and to the office of minority and women's business enterprises (OMWBE) its utilization of the OMWBE certified businesses and veteran certified businesses. By submitting this application, you agree to include these reporting requirements in project contracts.

I have carefully reviewed the information provided and attest that this is a complete, correct, and true application.

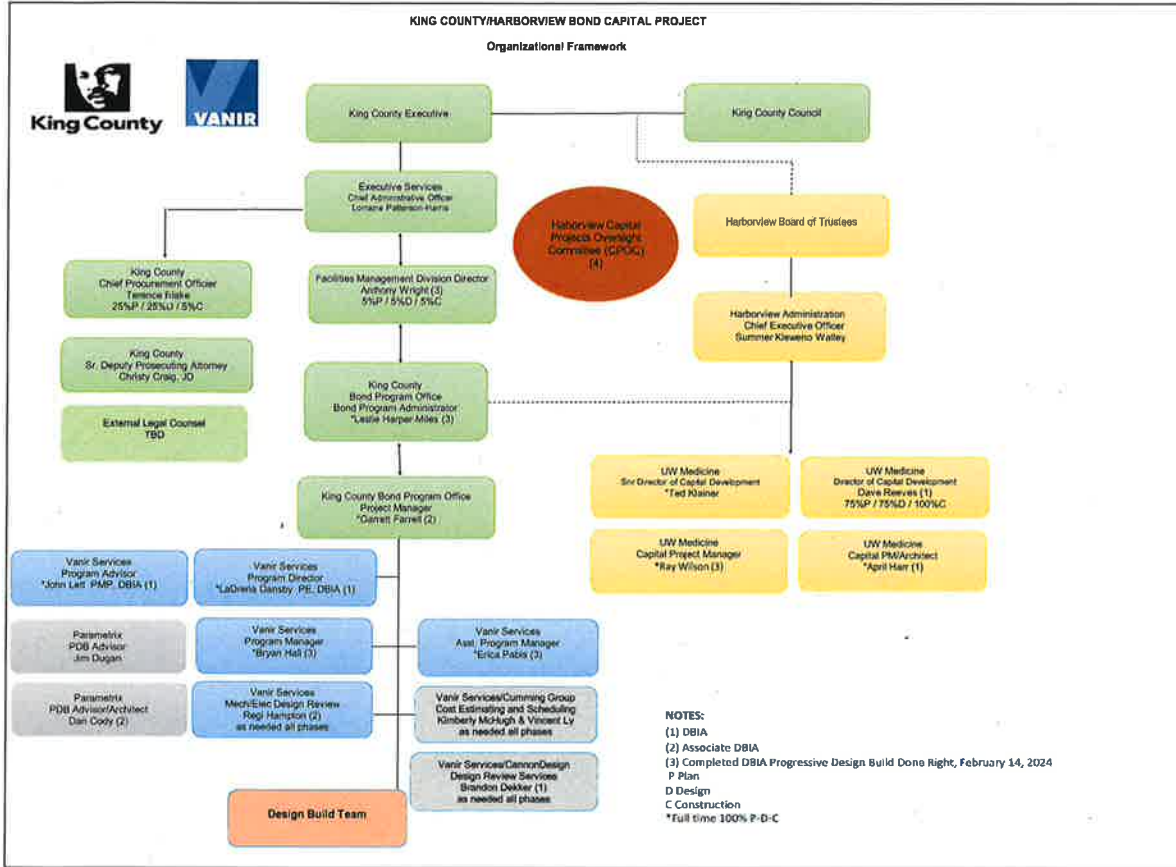
Signature: \_\_\_\_\_

Name: (please print) **Anthony O. Wright, Director** \_\_\_\_\_ (public body personnel)

Title: **Facilities Management Division** \_\_\_\_\_

Date: **2/10/2024** \_\_\_\_\_

Attachment A - Project Organizational Chart



**Attachment B - King County Construction History (6 years)**

Project #	Project Name	Project Description	Contracting Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for Budget or schedule overrun
1	Harborview Medical Center Maleng Building Single Patient Room Project	Convert two 18,000 square foot floors currently used for outpatient clinic into inpatient units, providing 40 new single patient rooms	D-B	Mar-15	Apr-20	Mar-15	ongoing	75M	75M	N/A
2	Children and Family Justice Center	Replace the youth services center	D-B	Mar-15	Apr-20	Mar-15		154M	186.8M	The schedule for the Children and Family Justice Center was extended primarily due to permitting delays resulting from legal challenges. Budget increases were driven by owner-requested changes, unforeseen conditions (soils), permitting delays, and changes in law.
3	NJB Electrical Repairs	Replacement of normal and emergency power electrical equipment	D-B-B	Sep-16	Mar-18	Sep-16	Dec-20	20M	13.1M	This was a Project Specific work order on an emergency basis to repair and replace a failing electrical system of unknown proportions. One work order was granted an extension past the expiration date of the Master Contract.
4	AFIS Lab Replacement	Develop a new latent fingerprint laboratory	D-B-B	Nov-18	Jul-19	Nov-18	Feb-20	6.2M	6.8M	Structural design omission for a rooftop HVAC unit was discovered midway through construction.
5	MRJC HVAC Repairs	HVAC system repairs in multiple jail pods to be completed in phases	D-B-B	Oct-19	Jan-21	Oct-19	Feb-21	1.6M	1.62M	This Project is still delayed/on hold due to COVID provisions.
6	MRJC Detention Roof Security	Repair Security Roof Grid on the detention portion of a secure facility	D-B-B	Nov-20	Feb-21	Nov-20	Feb-21	400K	400K	
7	800Mhz Radios	Installation of a distributed antennae system in the King County Courthouse	D-B-B	Sep-20	Apr-21	Sep-20		2.05M	2.05M	
8	Archives Tenant Improvements	Tis upgrade to south half of KC Archive building; including new HVAC and high efficiency lighting. Construct new office and public space within an occupied warehouse. Replace fire suppression system with pre-action system, install new fire service main. New exterior site improvements and accessible public entrance.	GC	Sep-20	Jan-21	Sep-20	N/A	1.9M	1.9M	Time Extension Change Order pending

**Attachment C Public Body Experience**

**Attachment B - King County Construction History (6 years)**

Project #	Project Name	Project Description	Contracting Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for Budget or schedule overrun
9	KCCF Kitchen Hood Replacement	Based on full A/E contract drawings and specifications, Contractor will provide a fixed sum construction fee for fabrication and site implementation of the contract.	GC	Dec-20	May-21	Dec-20		1.3M	1.3M	
10	KCCF Emergency Water Pipes Replacement	Emergency water pipe replacement upgrades, tenant and safety improvements	GC	Dec-19	Dec-20	Dec-19		14M	15.5M	Full Construction Work Items were unknown at the time of execution of this contract.
11	MRJC Detention Roof Coverings	Replace exist roof coverings, copings, and upgrade thermal insulation to R-38	OMNIA/GC	May-20	Nov-20	May-20		1.4M	2.06M	Project delayed due to inclement weather.
12	Earlington Bldg. Second Floor Structural Repairs	Repair structural deficiencies to the 2nd floor structure of the Earlington Building	D-B-B	Sep-19	Jan-20	Sep-19	Jan-20	300K	310K	Additional work items added that were unknown at time of Contract execution.
13	Harborview Hall Homeless Shelter - Roof Repairs	1. New sealant on flashings; 2. Repair existing roofing - 3 locations; 3. New 20 ft. section of gutter; 4. Apply protective coating on existing roofing (primer & silver coat).	OMNIA/GC	May-18	Jun-18	May-18	Jul-18	23K	23K	
14	Harborview Hall Homeless Shelter - Roof Cleaning	At Harborview Hall, clean the auditorium roof and remove debris.	OMNIA/GC	Feb-18	Mar-18	Feb-18	Mar-18	7K	7K	
15	Admin Bldg. Heating and Cooling Units	Replace primary cooling coils and associated appurtenances.	D-B-B	Nov-18	Sep-19	Nov-18	Oct-19	800K	900K	
16	Yesler Roofing Repairs	Roofing repairs at the mechanical penthouse and rooftop.	OMNIA/GC	Nov-17	Dec-17	Nov-17	Feb-18	11K	11K	Time delays due to inclement weather.
17	Blackriver Roofing and Cladding	Install new roof, Repair and restore existing EIFS cladding	OMNIA/GC	Oct-17	Dec-17	Oct-17	Apr--18	870K	970K	

Attachment C Public Body Experience



**Attachment B - King County Construction History (6 years)**

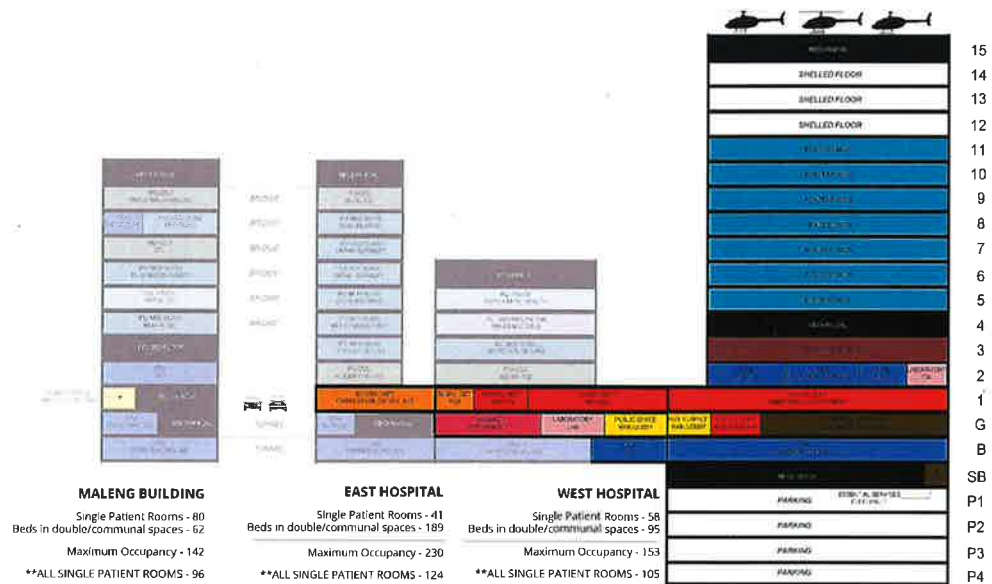
Project #	Project Name	Project Description	Contracting Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for Budget or schedule overrun
17	MRJC Walk-in Refrigeration Equipment Replacement	Replace refrigeration equipment and associated appurtenances.	D-B-B	Jan-18	Jul-18	Jan-18	Jul-18	680K	770K	Additional electrical work, Contractor missed some mark ups, painting, and demo work.
18	MRJC Detention Roof Coating	Apply a roof coating on the section of roof where the solar panel will be installed.	OMNIA/GC	Sep-16	Nov-16	Sep-16	Oct-16	133K	133K	
19	Meridian Center for Health - Redevelopment	Demolition and Parking expansion	D-B-B	Nov-15	Nov-16	Nov-15	Nov-16	900K	1M	Differing site conditions
20	MRJC Boiler Replacement	Demolish/remove two existing 20M Btuh boilers, Install four new 6M Btuh boilers, associated piping and system controls.	D-B-B	Apr-15	Oct-15	Apr-15	Nov-15	750K	800K	Additional safety and efficiency measures added to scope.
21	Chinook HVAC Repairs	Renovation of Chinook Building Phase 2 HVAC Improvements, Furnish and Install the energy saving measures, including any and all necessary ancillary equipment.	D-B-B	Jan-20	Sep-20	Jan-20	Mar-21	660K	450K	Reduction in cost due to reduction in improvements based on energy services proposal. Time added for unforeseen difficulty in accessing equipment to be improved.
22	Courthouse HVAC Improvements	Furnish and install the energy saving measures, including any and all necessary ancillary equipment.	D-B-B	May-20	Nov-20	May-20	Mar-21	300K	435K	Additional time and work for Condensate units clean out and installation of duct in restroom.
23	KCCF AHU Improvements	Furnish and install the energy saving measures, including any and all necessary ancillary equipment.	D-B-B	Apr-20	Feb-21	Apr-20	Feb-21	700K	735K	Addition of valves to the system and demo work added.
24	MRJC Detention Precinct HVAC and Windows Improvements	Furnish and install the energy saving measures, including any and all necessary ancillary equipment.	D-B-B	Jun-20	Apr-21	Jun-20		1.3M	1.3M	

Attachment C Public Body Experience

Attachment C – Aerial View of Harborview MC



**Attachment D – Conceptual Section Through New Harborview MC Hospital Tower**



**BASE TOWER SCENARIO WITH SHELLED FLOORS:**

**BUILD OUT TOWER PER 2019 HLG AND SHELL (3) BED FLOORS**

**JUNE 16, 2023**

\*SHELLED FLOORS CREATE FUTURE CAPACITY FOR 96 SINGLE PATIENT ROOMS  
 \*\* ALL DOUBLE ROOMS ARE CONVERTED TO SINGLE PATIENT ROOMS - NO CONSTRUCTION, JUST REMOVAL ADDITIONAL OF BED(S)

**Note: This is a conceptual blocking and stacking diagram**