



## **King County**

### **Facilities Management Division**

#### **Anthony Wright, Division Director**

Department of Executive Services

500 Fourth Avenue, Room 800

Seattle, WA 98104

Phone: (206) 477-9352

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April 20, 2021

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: Harborview Medical Center Maleng Building Single Patient Room Project,  
Application for Project Approval (Design-Build)

Dear PRC Members,

King County is pleased to submit the attached Application for Project Approval for the Harborview Medical Center Maleng Building Single Patient Room project.

Harborview Medical Center (HMC) is one of the nation's leading academic medical centers, and the only Level 1 Trauma Center serving a 4-state region (Alaska, Idaho, Montana, and Washington). 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 Harborview Maleng Building Single Patient Room project will convert two 18,000 square foot floors currently used for outpatient clinic into inpatient units, providing up to 40 new single patient rooms. The first phase of the project will renovate two vacated floors (21,000 sf each) in the nearby HMC Ninth and Jefferson Building, which will allow the Maleng outpatient clinics to vacate the two floors in the Maleng Building. The second phase will convert the two Maleng clinic floors into single patient room inpatient units. Funding has been approved and the project is ready to proceed with planning, design, and construction.

Given the specialized nature of this project (working in an operating 24/7 acute care hospital), we feel it is an ideal candidate and meets all the criteria for a progressive design-build alternative public works delivery. Reasons include:

- A design-build approach is critical for developing the highly specialized construction activities that will be required for working within an operating acute care hospital to prevent impacts to ongoing operations and to insure implementation of effective infection control measures.
- The project 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 with hospital staff.
- Significant savings in project time can be realized through implementing the Ninth and Jefferson Building improvements while careful planning and design for the Maleng Building improvements are underway.

As project manager I bring the skills attained through 24 years of managing capital projects for King County Facilities Management Division to this project, including two previous projects at Harborview. Assisting me will be Ted Klainer, Director of Capital Projects for Harborview Medical Center, as well as the highly experienced staff at OAC Consultants, who have managed numerous design-build projects and contracts. We look forward to insuring a cooperative and collaborative team-based approach, one based on a shared commitment, trust and mutual respect among all members.

We would like to thank each of you for taking the time to review our application, and we look forward to our presentation and answering any questions you may have at the May 27, 2021 PRC meeting.

Sincerely,



Joe Hicker  
Capital Projects Manager  
King County Facilities Management Division  
500 4<sup>th</sup> Avenue, Ste. 820  
Seattle, WA 98104  
(206) 477-9370  
[joe.hicker@kingcounty.gov](mailto:joe.hicker@kingcounty.gov)

STATE OF WASHINGTON  
CAPITAL PROJECTS ADVISORY REVIEW BOARD (CPARB)  
PROJECT REVIEW COMMITTEE (PRC)

**APPLICATION FOR PROJECT APPROVAL**  
*To Use the Design-Build (DB)*  
*Alternative Contracting Procedure*

The CPARB 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) Address: **500 Fourth Avenue, Ste 820, Seattle, WA 98104**
- c) Contact Person Name: **Joe Hicker** Title: **Capital Projects Manager**
- d) Phone Number: **(206) 477-9370** E-mail: **joe.hicker@kingcounty.gov**

**1. Brief Description of Proposed Project**

- a) Name of Project: **HMC Maleng Building Single Patient Room Project**
- b) County of Project Location: **King**
- c) Please describe the project in no more than two short paragraphs. (*See Attachment A for an example.*)

Harborview Medical Center (HMC) is one of the nation's leading academic medical centers, and the only Level 1 Trauma Center serving a 4-state region (Alaska, Idaho, Montana, and Washington). 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.

This project will convert two existing 18,000sf outpatient clinic floors in HMC's Maleng building into inpatient units, providing up to 40 new single patient rooms. The first phase of the project will be to renovate two 21,000sf floors in the nearby HMC Ninth and Jefferson Building (NJB) to allow relocation of the existing Maleng outpatient clinics to the Ninth and Jefferson Building. The second phase will be to convert the two Maleng clinic floors into single patient room inpatient units.

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

**A. Project Budget**

Costs for Professional Services (A/E, Legal etc.)	\$ 5,408,759
Estimated project construction costs ( <i>including construction contingencies</i> ):	\$ 52,264,609
Equipment and furnishing costs	\$ 336,548
Off-site costs	\$ 0
Contract administration costs (Owner, CM, etc.)	\$ 4,376,102
Contingencies (Owner)	\$ 6,751,176
Other related project costs (KC 1% Art Program)	\$ 737,068
Sales Tax	\$ 5,125,738
<b>TOTAL</b>	<b>\$ 75,000,000</b>

**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 project was funded in the Harborview Medical Center 2021 Capital Improvement Program Annual Budget, adopted by the King County Council in Ordinance 19163 and approved on 9/25/20.

**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.

Project Design and Construction Schedule - Tasks	Status/Duration
<b>Procure Project Management Consultant</b>	<b>Completed</b>
<b>PRC Approval</b>	<b>May 27, 2021</b>
<b>PDB RFQ Advertisement #1</b>	<b>June 2, 2021</b>
<b>PDB RFQ Advertisement #2</b>	<b>June 9, 2021</b>
<b>Pre-Proposal Meeting</b>	<b>June 11, 2021</b>
<b>PDB SOQ Due</b>	<b>June 24, 2021</b>
<b>Select/Notify Finalists</b>	<b>June 30, 2021</b>
<b>Issue RFP to Shortlisted PDB Firms</b>	<b>July 2, 2021</b>
<b>Questions, Contract Comments, Addendums</b>	<b>July 1 – July 30, 2021</b>
<b>PDB Proprietary Meetings</b>	<b>July 23 – July 26, 2021</b>
<b>PDB Proposals Due (Management Plans, Fee)</b>	<b>Aug 5, 2021</b>
<b>Management Plan Review, Fee Opening, Total Scoring</b>	<b>Aug 6 – Aug 12, 2021</b>
<b>Notify Apparent Successful PDB Proposer</b>	<b>Aug 13, 2021</b>
<b>Contracting Period</b>	<b>Aug 2021 – Oct 2021</b>
<b>Design and GMP</b>	<b>Oct 2021 – Mar 2022</b>
<b>Final Design and Permitting</b>	<b>Mar 2022 – Dec 2022</b>
<b>Construction NJB</b>	<b>Dec 2022 – Oct 2023</b>
<b>Construction Maleng</b>	<b>Oct 2023 – Oct 2024</b>
<b>Closeout Phase</b>	<b>Nov 2024 – Apr 2025</b>

King County (KC) has hired OAC Services, Inc. (OAC) for project management of this Progressive Design-Build procurement. OAC will provide support and expertise on alternative delivery as well as healthcare delivery. OAC Services may also sub-consult with Buffalo Design, Keithly Barber Associates, ROEN Associates, and ProDims for additional King-County requested support.

**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:

4.1 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?

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

The design and implementation of single patient rooms in the Maleng Building will need to be carefully planned, phased, and orchestrated as construction will be occurring in an occupied hospital. This will require a highly specialized and integrated team of professionals that will work closely with KC and Harborview Medical Center staff. The design, investigation, and construction in active, 24/7 acute care environments requires special training, enhanced communication, pre-planning, detailed scheduling, and disruption avoidance practices. This project will require the ability to collaboratively apply technology throughout design phases with the full project team.

A PDB approach increases the opportunity for King County participation, allowing for a higher level of integration between KC/HMC, contractor, and designer within the programming and planning process. In addition, a PDB approach is an effective project delivery method if limited scope and cost information are available, or difficult to ascertain at the time of DB team selection. By utilizing a PDB approach, we can refine the budget to scope requirements continuously with all key team members.

This project meets all the required criteria for PDB delivery.

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

This project will require the ability to collaboratively apply technology throughout design phases with the full project team. Efficiencies through technology may arise through use of collaborative virtual tools and shared spaces among the Design-Builder, King County, and Harborview hospital staff. Pre-planning disruption mitigation activities and utility shut-down procedures are critical to maintaining patient care. Early investigations and coordination with materials management may reveal that pre-fabrication, manufacturing innovations, and just-in-time delivery present a variety of challenges and opportunities throughout the design and construction process. It is a benefit to the hospital staff, patients, and community to engage with a Design-Builder for planning, phasing, and sequencing.

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

The ability to investigate spaces during design and utilize technologies for photo/video capture will result in better awareness of existing systems which can be planned and designed around in advance, resulting in more informed design and budgets early in the process. Integrating the design and construction team will allow King County/Harborview to early-procure important and long-lead equipment. Design-Build team selection based on qualification and price allows for a reduced design schedule over traditional Design-Bid-Build. It also allows for reduced contractor ramp up time and gives the Design-Builder an opportunity to engage in the partnering and goal setting process with the complete team. This is highly desirable in an active acute care project with multiple stakeholders.

## **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:

**5.1 How this contracting method provides a substantial fiscal benefit; or**

Design-Build delivery provides substantial fiscal benefit to the County by reducing cost escalation, speeding up overall delivery, confirming the budget early in design, and increasing the predictability of outcomes. Using a best value selection process to facilitate procurement, the Owner team will begin exploring budget and schedule options during the Progressive DB procurement and confirming construction costs with the selected DB as early in the design process as possible. The Owner team anticipates efficiencies to be realized by leveraging one design and construction team and the sharing of knowledge and management processes across all work to be performed. Progressive DB procurement allows the Owner to work with the DB team to plan sequencing and phasing of work, including bid packaging and timing most efficiently for locking in the overall GMP for cost predictability, with minimal impact to critical ongoing operations. Maintaining exceptional and ongoing patient care is a benefit to the community and public interest.

5.2 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.

In traditional Design-Bid-Build (DBB) procurement, the owner could expect greater challenges with phasing and sequencing. We would lose the ability to engage the contractor in design, sequencing, planning, risk mitigation strategies, and ongoing operational support. This could result in a significantly longer overall schedule, negative impact to ongoing Harborview operations, and increased cost to the taxpayer.

Progressive Design-Build affords higher project success rate in quality, time, and cost certainty as an integrated team can manage and resolve risks in a more effective manner than in traditional DBB method. Improved coordination, predictability, and efficient phasing associated with ongoing patient care are hallmarks that are difficult to achieve in DBB procurement. Design-Bid-Build often results in higher rate of change, risks and claims than that of integrated teams.

## 6. Public Body Qualifications

Please provide:

6.1 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. Joe Hicker has attended the AGC Education Foundation ‘2020 Design-Build Workshop’ and many of the staff in the Capital Projects Section of the King County Facilities Management Division (FMD) have also taken DBIA training and are familiar with Design-Build procurement. King County FMD is also in the final stage of completing its first Design-Build project, the Children and Family Justice Center (CFJC). OAC Services, an industry leader in alternative project delivery, will support the County from procurement to close out on this project.

The County’s Procurement & Payables (P&P) section, managed by David Malone, Chief Procurement Officer, is the central contracting authority for all architecture and engineering services and public works contracts. P&P staff have experience procuring alternative public works, including design-build and general contractor/construction manager methodologies. Tina Davis, the Architecture & Engineering Services team lead will serve as the Contract Specialist, managing the procurement process and providing expertise to the project team. Tina has over 15 years of A&E and construction contracting experience in the public sector, including two alternative public works contracts, the Maintenance of Way Design-Build and Capitol Hill Light Rail Station GC/CM contracts at Sound Transit. Trisha Roth, Construction Services Team Lead holds an Assoc DBIA certification and is currently administering Metro Transit’s Progressive Design-Build for the Interim Base Electrification project.

KC has retained OAC Services, Inc. for comprehensive PM/CM services, including management and support through best-value DB procurement, design, cost & schedule verification, value engineering, constructability review, construction management and observation reporting, FF&E, and project close out. OAC’s Principals, Dan Chandler and Derek Rae, will play a part in this program, especially the initial phases of procurement, to ensure King County’s Progressive Design-Build project is set up for success. Program oversight will be provided by Melissa Teichman, Senior Director, with Kim Johnson, Project Manager, providing day-to-day project management. Kim Johnson will lead Design-Build contract administration. Kim has recent experience working with KC and understands the systems and processes. OAC will leverage the breadth of other staff to support the project as specific needs arise. OAC’s widespread reach, combined with KC Procurement, will support attracting local competitors in this busy market. Other OAC team members include Dave Jobs, Stacy Shewell, Krista Lutz, and Kirsten Smids. All OAC team members have worked together on prior projects including PDB, DB and/or GC/CM.

As one of the region’s most experienced alternative delivery project management consultants, OAC 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.

6.2 A project organizational chart, showing all existing or planned staff and consultant roles.

*Note: The organizational chart must show the level of involvement and main responsibilities anticipated for each position throughout the project (for example, full-time project manager). If acronyms are used, a key should be provided. (See Attachment C for an example.)*

## **Refer to Attachment A**

### **6.3 Staff and consultant short biographies that demonstrate experience with DB contracting and projects (not complete résumés).**

#### **Joe Hicker, King County Project Manager**

Joe Hicker has over 20 years of experience managing capital projects for King County's Facilities Management Division. His work includes a wide variety of project types for numerous County agencies including Roads, Parks, Natural Resources, Superior and District Courts, the Sheriff's Office, Detention, and Harborview. Joe has experience with initial project planning and budget development through procurement and management of design and construction services. While most of his projects have been delivered through traditional Design-Bid-Build, ESCO, and JOC contracts, Joe was part of the team for King County's Children and Family Justice Center project, which was FMD's first Design-Build project. Joe has successfully managed two previous projects at Harborview, including the BEH Endovascular Operating Room project (2013) and the Supply Fans 36/37 & Condenser Water Loop (2016) ESCO project in 2016.

#### **Thomas Kuffel, King County Senior Deputy Prosecuting Attorney**

Thomas is a senior deputy prosecuting attorney in the Civil Division of the King County Prosecuting Attorney's Office, where he supervises the Contracts, Finance and Court Services Section. Thomas has been with the prosecutor's office since 1993. He has assisted county agencies on a wide variety of legal matters involving the drafting, procurement, and administration of public contracts. His experience covers professional services, traditional Design-Bid-Build contracts, and alternative public works contracts, such as the Brightwater Treatment Plant Project, the King County Children and Family Justice Center Project and the King County Marine Division Pier 50 Float Replacement Project.

#### **Tina Davis, King County, Architectural & Engineering Services Team Lead**

Tina Davis brings more than 15 years of capital project procurement experience in the public sector, including design-bid-build construction, architectural and engineering services, general contractor/construction manager, design-build, and job order contracting. Tina managed the Maintenance of Way Design-Build and Capitol Hill Light Rail Station GC/CM procurements at Sound Transit. In addition, Tina has completed the following Design-Build courses: Fundamentals of Project Delivery, Principles of Design-Build Project Delivery, Design-Build Contract and Risk Management, and Post Award Design Build.

#### **Ted Klainer, Harborview Medical Center Director of Capital Development (client/end-user)**

Ted Klainer has worked as a Capital Project Manager for over 18 years at Harborview Medical Center and has recently assumed the role of Director of Capital Development. Ted has worked on a wide array of projects at Harborview which include large capital construction work, interior renovation projects, and systems upgrades. The large capital projects include the design and construction of the Pat Steel Building (2004) and the Ninth and Jefferson Building (2009), both medical office buildings. Ted was also involved in the construction the Maleng Building (2007), an inpatient tower. These projects and the interior renovation work included outpatient clinics, inpatient spaces, imaging, IT and security system upgrades. These projects were delivered using both Design-Bid-Build and Design-Build delivery methods. The Pat Steel Building and the Ninth and Jefferson Building projects both used Design-Build delivery. Ted's role is to ensure that Harborview Capital projects are designed and built to meet clinical programmatic needs of their patients and healthcare providers.

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

April Harr, licensed Architect in the State of WA, has over 27 years of design and construction experience; 18 focused on healthcare architecture and medical planning. In 2015, she was hired by Harborview Medical Center to manage major capital improvement projects. Her experience has included design and construction administration of Montlake Tower at UWMC, 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), and 3 Progressive Design-Build projects for Harborview--executed in the last 5 years. April will serve as Harborview's end-user liaison

and Architectural, healthcare code, and life safety expert. She will also assist with programmatic and equipment related requirements and represent staff and patient needs through the life of the project.

The OAC Services project team includes the following individuals:

**Dan Chandler, OAC Services Principal, Sr. Vice President, PE, AIA**

OAC's most experienced practitioner and leader in Alternative Project Delivery, Dan has provided guidance in every one of OAC's 47 GC/CM and 27 Design-Build projects dating to 2004. Bringing 40 years of industry experience, including 25 years with OAC, Dan is a leader in improving project delivery. He served four years on the Project Review Committee, beginning with its founding in 2007 and serving as Chair in 2011. In addition to Design-Build and GC/CM in Washington, Dan has alternative delivery projects in Montana and CM at Risk projects in Alaska. He has testified to the Washington Legislature, written and spoken extensively on the topic of improving project delivery for public clients. Dan's role on this project is OAC lead PDB Advisor.

**Derek Rae, OAC Services Principal, Sr. Vice President**

Derek has over 25 years of construction experience, with personal involvement in GC/CM projects, over the last 10 years, totaling more than \$170 million. He has helped two hospitals achieve GC/CM Certification. Derek will serve as the Principal-In-Charge (PIC) of the OAC project team and has a direct line of communication to the OAC and King County teams. He will advise and consult with King County during the project. As a respected and seasoned alternative delivery practitioner, Derek's role is to support King County and OAC staff during the PRC application, selection process, through contract negotiation phases, and during construction. His background includes extensive experience in construction delivery methods including GC/CM, integrated project delivery, and Design-Bid-Build projects in the public and private sectors.

**Melissa Teichman, OAC Services Senior Director, Associate DBIA**

Melissa has more than 18 years' experience managing large, complex healthcare projects from concept through design, construction, commissioning, and move-in/activation. Melissa's career encompasses design and construction at EvergreenHealth, Providence St. Joseph Health, Swedish, University of Washington, Kaiser Permanente, and Skagit Regional Health. Whether ground-up or tenant improvements, Melissa's experience includes complex projects, heavily phased, in operational acute environments, requiring significant coordination between the design team and owner stakeholders. Melissa has experience in public and private alternative delivery. Melissa will serve as Preconstruction lead, working together with Kim Johnson, Joe Hicker, and the HMC end-users.

**Kim Johnson, OAC Services Project Manager, Associate DBIA**

Kim has dedicated the last 5 years providing Design-Build services to King County for the Children and Family Justice Center project. She has over 30 years of experience providing accounting and administrative support within the vertical transportation, property management, and mobile telephone industries. Her 14 years of experience as an operations manager with an elevator consulting firm, managing both internal and external contracts, and providing project management means she can meet expected schedules for client deliverables. Many of these projects operated 24/7 in occupied settings. Kim has experience in acute care hospitals where it was critical to keep elevator out-of-service schedules to a minimum, reducing impacts to patients, staff, and visitors.

**Louise Wackerman, Buffalo Design, Architectural Design Review Lead**

Louise has nearly 20 years' experience in the planning, design, and implementation of acute healthcare environments. She is focused on delivering technically accurate, pragmatic design, interdisciplinary engineering coordination, and construction phase oversight. Louise has significant experience in construction administration of complex public projects with strict schedule constraints. Her ability to clearly communicate with stakeholders and fellow project team members supports Buffalo Design's reputation for attention to detail, collaboration, and responsiveness. Louise's career encompasses the design and construction administration of complex healthcare renovations in publicly owned hospitals, including Harborview Medical Center and the UW Medical Center.

**Ryan Hay, Keithly Barber Assoc, Inc, Mechanical/Electrical Design Review Lead**

With approximately 26 years of mechanical and electrical systems experience, from his time spent as an HVAC tradesman, a controls designer and installer, and a system design engineer, Ryan brings a broad base to his professional practice. Ryan's background has provided him with expertise in design,



installation, and maintenance of a wide range of systems including electrical, power distribution, emergency power distribution, HVAC, automation/controls, lighting, data/communication, and integrated security. During his 16 years as a Commissioning (Cx) specialist at KBA, Ryan has performed design and construction phase Cx activities for both new and existing systems, including O&M data, plumbing, heating and ventilation systems and components, and central building automation systems. Ryan is Chief of Operations at KBA's Mountain West Division in Boulder, Colorado.

#### **Matt Wiggins, Roen Associates, Cost Estimator**

With over 16 years of experience working in the construction industry, Matt has a well-rounded level of experience in estimating, general contractor field management, and self-performed work management. Prior to Roen Associates, Matt worked for two large national commercial building general contractors and a large glazing system subcontractor. Since joining Roen Associates, Matt has accurately estimated projects in every region of the Pacific Northwest, some over \$100M in total cost. He was promoted to Director of the Seattle office in 2017.

#### **Bob Wirth, ProDims, Scheduler**

Bob has 32 years of construction and project controls experience. He has developed schedules for design, permitting, procurement, preconstruction, testing, and commissioning projects. Bob has developed program management best practices to effectively manage schedule baseline, statement of work, change control and risk. Bob's experience with highly technical, heavily phased schedules will lend itself well to the acute care healthcare environment.

- 6.4 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.)

#### **Refer to Attachment B**

- 6.5 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.*

#### **Refer to Attachment B and 6.3.**

- 6.6 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**

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

#### **Refer to 6.1 and Attachment B**

The Capital Projects Section (CPS) of King County's Facilities Management Division (FMD) has over three decades of experience managing thousands of capital projects for County agencies and Harborview Medical Center. While the core of the group's projects are located within 32 building groups managed by the Division, FMD project managers are often tasked with managing projects in other facilities through leases and other arrangements.

FMD capital projects range from major maintenance and tenant improvements to major remodels and new construction, including office buildings, parking garages, court and detention facilities, maintenance headquarters, public health and medical clinics. While most projects are delivered through traditional Design-Bid-Build methods, FMD has also utilized Job Order Contracting, ESCO agreements, GC/CM, and 63-20 bond-financed lease-back projects. FMD is nearing completion of its first Design-Build project, the Children and Family Justice Center.

At Harborview Medical Center, King County and the University of Washington share capital project management responsibilities in accordance with the *Hospital Services Agreement* between King County and UW Regents. Under this agreement, King County manages capital projects exceeding \$5M in value and the University of Washington manages projects below that value.

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

KC will implement project control procedures that address all aspects of the project from pre-design through closeout. A Project Management Plan has been 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.

OAC's 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 DB teams have enough information to provide SOQ's and proposals. KC will work to ensure compliance with RCW 39.10.330 Design-Build Contract Award Process.

King County will lean on OAC Services to provide resources, knowledge, experience, and comprehensive PM/CM management support systems required to promote a successful outcome. Kim Johnson and Melissa Teichman will participate in regular meetings with Joe Hicker and the project stakeholders. They will be supported by Principals-in-Charge Dan Chandler and Derek Rae, and utilize administrative support from Kirsten Smids, Project Coordinator. Dan Chandler's alternative delivery expertise, combined with Derek Rae's extensive healthcare executive support, will provide leadership excellence on the project. OAC has additional resources for permitting, scheduling, and estimating that Kim and Melissa will engage when needed.

During the design phase the County 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, OAC will prepare a project close-out report, which will capture all pertinent project data and lessons learned.

## 6.9 A brief description of your planned DB procurement process.

KC intends to use the provision contained in RCW 39.10.330(1)(d)(ii) *that allows public agencies to select the design-builder based largely on qualifications, including "cost or price-related factors..."*. This provision of the statute enables the County to use a PDB approach. With a PDB approach, the County will conduct a streamlined selection process in which there will be no design competition. Rather, the County will select the DB team that demonstrates it will bring the best value to the project. The best value calculation will include the establishment of the Design-Builder's overhead and profit in the competitive selection environment.

KC intends to have a two-part procurement process for the DB team starting with a Request for Qualifications (RFQ) package. Once the Statement of Qualifications (SOQ) are submitted the County will review, score, and shortlist the finalists, estimated to be three firms. The shortlisted firms will receive a Request for Proposal (RFP) that will be scored and will include a cost component on the Design-Builder's fee proposal percentage. During the proposal period an interactive proprietary meeting will be held with each finalist. This meeting will also be scored. Once the proposals have been submitted, the County will score the packages. KC will then combine the scores of each finalist's SOQ, interactive proprietary meeting, and proposal. Notification of the highest scored finalist will be sent out. An honorarium will be provided to the finalists that were not awarded the contract.

King County's contract specialists, in collaboration with OAC Services, will establish Contract Documents that are RCW compliant and typical for a Progressive Design-Build approach. The "Preliminary Agreement Between Owner and Design-Builder" will start with funding to develop an agreed upon Project Work Plan (Work Plan). The Work Plan will include, but is not limited to, an overall project schedule, listing all tasks of the project with target milestones, listing responsible parties

(Design-Builder and Owner), as well as the estimated time and cost to administer and support the project.

When the Project Performance Criteria, Project Definition, and Design has developed enough for the DB team to submit a cost-plus-fee for a Guaranteed Maximum Price (GMP) exhibit, which will include a proposed GMP for the design and construction, a schedule date of substantial completion, and all other information necessary for the parties to enter into the "Agreement Between Owner and Design-Builder for the GMP," the initial sum for the preliminary agreement between the Owner and Design-Builder will be enhanced to compensate the DB team's efforts. Payments will be made monthly for its services based on actual time and expenses, but also under a not-to-exceed price. Currently, KC believes that team will be able to execute the GMP agreement between 30% and 60% design documents, however we will take the DB Work Plan into account when making this determination.

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

KC has a well-established procurement office/staff that is supported by KC Prosecuting Attorney's Office and contract specialists. Thomas Kuffel and Tina Davis are leading the development of the DB Contract Documents as well as development of the RFQ and RFP. Supporting this effort will also be OAC's team of experts to bring insights and lessons learned from other DB and PDB projects.

The contract terms will be RCW compliant, typical for a PDB approach, and will provide the County with the flexibility to establish reasonable commercial terms and perform early construction work while managing the maximum cost of the Project. Our goal is to have an exceptional set of RFQ, RFP, and Contract Documents in place and ready for public solicitation by June 2021.

**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

**Refer to Attachment C**

**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 Attachment D.** Includes some drawings and analysis from "Maleng Building Single Bed Inpatient Rooms Scoping Study", completed March 2018.

**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.

KC 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, women and minority-owned business participation.

King County is a national leader in strategic planning that promotes Equity and Social Justice innovations. A common area of interest is how to influence the spending of government dollars to enhance equity outcomes for small businesses.

King County will establish voluntary goals with mandatory Good Faith Efforts (GFE) requirements for the participation of Minority Business Enterprises (MBE), Women Business Enterprises (WBE), and Disadvantaged Business Enterprises (DBE), certified by the Washington State Office of Minority and Women Business Enterprises or a Unified Certification Program (UCP). The voluntary goals will be expressed as a percentage of the total contract value for performance by certified MBE and WBE firms. King County will require submission of an Equity and Social Justice Innovation Plan (the "Plan"). The Plan formalizes the proposer's approach and the specific actions to maximize work and growth opportunities for certified MBE and WBE firms on the project. The Plan provides a detailed narrative of how the proposer will implement outreach and engagement strategies, identify sub consultant and subcontractor work opportunities, remove barriers to small and diverse business participation, and provide information on mentoring opportunities, and tools and resources for use in providing technical assistance to certified MBE and WBE firms. The Plan content shall address how the proposer will monitor and measure its efforts to ensure achievement of the Plan objectives. King County will instruct the proposer to separately address inclusion strategies for design tasks, construction subcontracting, and equipment and supply purchases from state certified MBE and WBE firms. Upon contract execution, implementation of the plan shall be mandatory.

During contract performance, the selected proposer must submit monthly reports to the project team detailing the Plan activities for the prior month, and activities for the coming month. The awarded firm will be required to report monthly all subcontract awards, and all subcontractor/sub consultant/supplier payments into the County's Diversity Compliance Management System. If at any point the awarded firm falls short of the MBE or WBE utilization goals 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 the 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.

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 understand that: (1) your organization is required to participate in brief, state-sponsored surveys at the beginning and the end of your approved project; and (2) the data collected in these surveys will be used in a study by the state to evaluate the effectiveness of the DB process. You also agree that your organization will complete these surveys within the time required by CPARB.

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

Signature: Joe Hicker

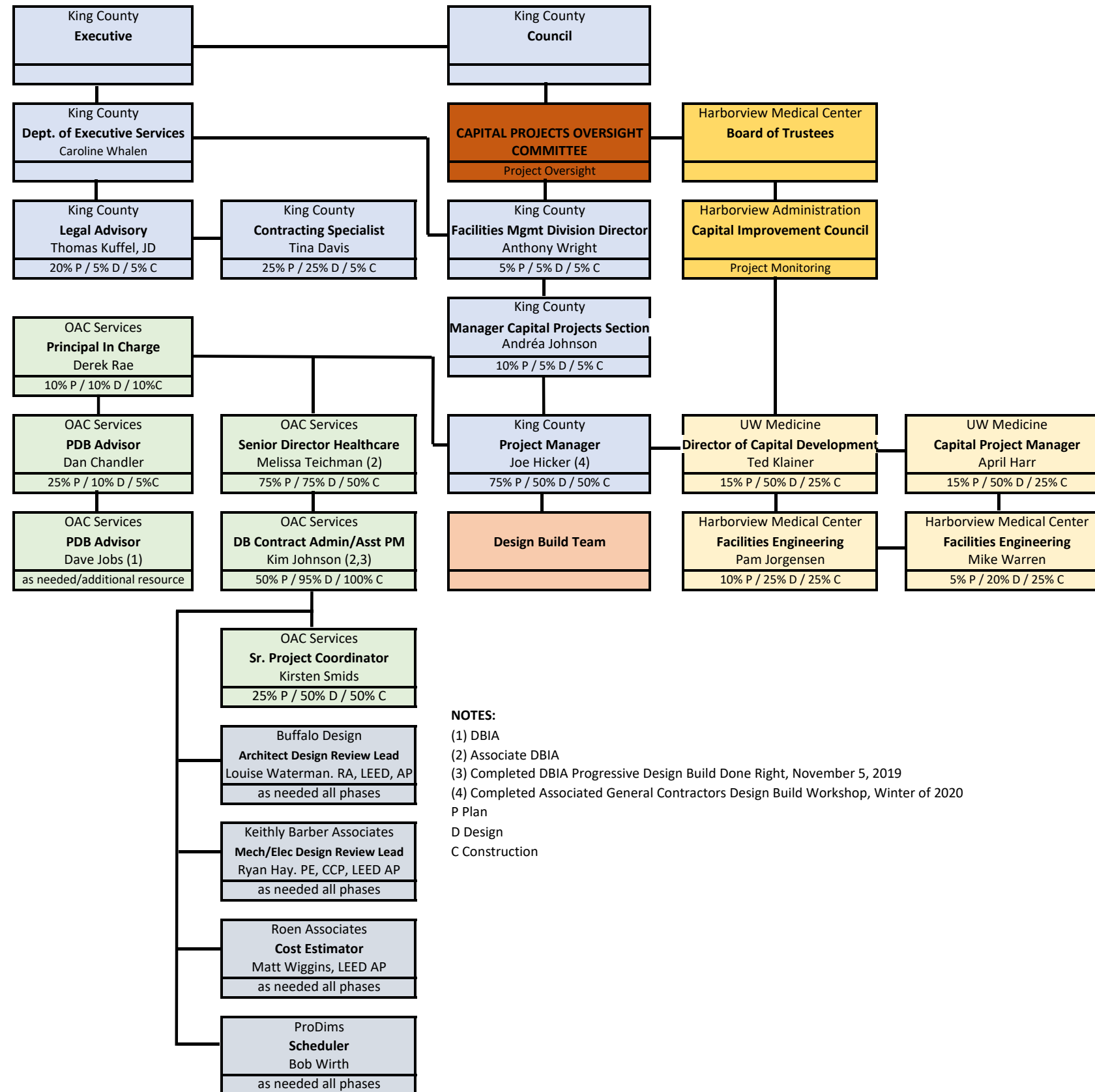
Name: (please print) Joe Hicker (public body personnel)

Title: Capital Projects Manager

Date: April 20th, 2021



HMC Maleng Single Patient Room Project



**NOTES:**  
 (1) DBIA  
 (2) Associate DBIA  
 (3) Completed DBIA Progressive Design Build Done Right, November 5, 2019  
 (4) Completed Associated General Contractors Design Build Workshop, Winter of 2020  
 P Plan  
 D Design  
 C Construction

Consultant Team Experience

Name	Summary of Experience	Projects	Construction Budget	Procurement Type	Role During Project Phase		
					Pre-Design	Design	Construction
Dan Chandler	OAC Services, Principal in Charge (Alternative Delivery)	King County Children & Family Justice Center	\$242M	DB	PM	PM	PIC
		Issaquah School District	TBD	PDB	Advisor	Advisor	
		Snohomish County Courthouse	\$72M	GC/CM	PM	PM	PIC
		City of Mount Vernon - Feasibility Study	\$32M	TBD	PIC		
		North Sound Behavioral Health Treatment Center	\$10M	GC/CM	PM/PIC	PIC	
		Bellingham School District	\$52M	GC/CM	Advisor	Advisor	
		Shoreline Fire Department	\$21M	D/B/B		PE	CM
		Lake Washington School District, Energy Projects*	\$5M	DB	PM	PM	PM
		University Place School District, Energy Projects*	\$5M	DB	PM	PM	PM
Derek Rae	OAC Services, Principal in Charge (Healthcare)	Mason General Hospital - Campus Renewal Infrastructure Upgrades and Surgery Expansion	\$35M	GC/CM	PM	PIC	PIC
		Mason General Hospital - Medical Office Building	\$35M	GC/CM	PIC	PIC	PIC
		Asian Art Museum - Structural/Infrastructure Upgrades and Expansion	\$55M	GC/CM	PM	PM	PIC
		EvergreenHealth Aging Infrastructure and Seismic Improvements	\$50M	GC/CM	PIC	Advisor	Advisor
		EvergreenHealth Family Maternity Center/Obstetrics	\$25M	GC/CM	PIC		
		St. Michael Medical Center	\$500M	IPD			PIC
		Jones Pavilion - Various Projects including Infrastructure Upgrades	\$100M	GC/CM Private	PM	PM	PM
Melissa Teichman	OAC Services, Senior Director (Healthcare)	EvergreenHealth Aging Infrastructure and Seismic Improvements	\$50M	GC/CM	PM	PM	PM
		EvergreenHealth Family Maternity Center/Obstetrics	\$25M	GC/CM	PM	PM	PM
		University of Washington Benjamin Hall R&T LDF Lab*	\$2M	DB		PM	PM
		University of Washington Benjamin Hall R&T Hochberg Lab*	\$2M	DB		PM	PM
		Providence Regional Medical Center Everett	\$307M	GC/CM Private			PM
		Swedish Ballard Tallman MOB	\$25m	GC/CM Private	PM	PM	PM
		Kaiser Permanente Bellevue (formerly Group Health)	\$82m	GC/CM Private			PM
Kim Johnson	OAC Services, Project Manager	King County Children Family Justice Center	\$242M	DB		SR Project Coord.	PM
		King County Correctional Facility Pipe Replacement	\$24M	Emergency Repair		PM	PM
Louise Wackerman	Buffalo Design, Architectural Oversight	King County Automated Fingerprint Identification System Lab	\$8M	D/B/B	Project Arch	Project Arch	Proj Arch
		UWMC Regional Heart Center Cardiac Cath Labs	\$3M	D/B/B	Project Arch	Project Arch	Proj Arch
		Harborview Medical Center Radiology/Patient Care Renovations	\$3M	DB	Project Arch	Project Arch	Proj Arch
		VA Walla Walla Medical Center Ambulatory Care Renovation	\$22M	DB	Project Arch	Project Arch	
		CHI Franciscan Health Imaging Center Upgrades	\$5M	DB	Project Arch	Project Arch	Proj Arch
Ryan Hay	Keithly Barber Associates, Mechanical & Electrical Oversight	Seattle Children's Bellevue Clinic	\$40M	Toyota Lean	PM	PM	PM
		Genentech, Inc. Building 35	Confidential	DB	PE	PE	PE
		Central Washington University - Science II Building	\$45M	D/B/B	PM	PM	PM



Consultant Team Experience

Name	Summary of Experience	Projects	Construction Budget	Procurement Type	Role During Project Phase		
					Pre-Design	Design	Construction
		University of Idaho - Integrated Research and Innovation Center	\$43M	D/B/B	PM	PM	PM
		Highline Medical Center - Birch Wing NBCx and Central Plant ReCx	38M	D/B/B	PM	PM	PM
Matt Wiggins	Roen Associates, Cost Estimating	King County Children Family Justice Center	\$242M	DB	Lead Estimator	Lead Estimator	
		Clark County Fire Station #63	\$8M	D/B/B	Lead Estimator	Lead Estimator	
		Clark County Fire Station #62 Remodel	\$1.5M	D/B/B	Lead Estimator	Lead Estimator	
		Pasco Fire Station #83	\$7.7M	D/B/B	Lead Estimator	Lead Estimator	
		Pasco Fire Station #84	\$15.5M	D/B/B	Lead Estimator	Lead Estimator	
		Lake Stevens Fire Station #81	\$10.3M	D/B/B	Lead Estimator	Lead Estimator	
		City of Tacoma Port Fire Station #5	\$3.4M	D/B/B	Lead Estimator	Lead Estimator	
		Snohomish Co. Fire District #5 - Public Safety Center	\$6.4M	D/B/B	Lead Estimator	Lead Estimator	
		Tukwila Justice Center	\$35M	GC/CM	Lead Estimator	Lead Estimator	
Bob Wirth	ProDims, Scheduling	King County International Airport - LAP Airport Parking Project	\$20M	DB	Project Scheduler	Project Scheduler	Project Scheduler
		ADOT Arizona Dept of Transportation - Scheduling Consultant	\$80M	GC			Schedule Review
		Phoenix Sky Harbor Airport - RSAP Sound Program	\$90M	DB/GC	Project Scheduler	Project Scheduler	Project Scheduler
NOTES:	* non OAC project						
	** privately funded, following public process						

**Attachment C - 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	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.
2	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.
3	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
4	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.
5	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	
6	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	
7	Archives Tenant Improvements	TI's 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
8	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	



9	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.
10	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.
11	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.
12	Harborview Hall Homeless Shelter - Roof Repairs	1. New sealant on flashings; 2. Repair existing roofing - 3 locations; 3. New 20ft. 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	
13	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	
14	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	
15	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.
16	Blackriver Roofing and Cladding	Install new roof and, Repair and restore existing EIFS cladding	OMNIA/GC	Oct-17	Dec-17	Oct-17	Apr-18	870K	970K	
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

<b>20</b>	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.
<b>21</b>	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.
<b>22</b>	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.
<b>23</b>	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.
<b>24</b>	MRJC & Burien 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	

## CAMPUS MAP



The Ninth & Jefferson Building (NJB) and the Maleng Building are both existing, occupied structures.

### PROJECT OBJECTIVES

The primary objective of this project is to renovate the 4<sup>th</sup> and 7<sup>th</sup> floors of the Maleng Building into new inpatient units. Each renovated floor will provide approximately 20 single patient rooms and all required support spaces and services. Two floors in the Ninth and Jefferson Building (NJB) will be remodeled into outpatient clinic spaces so the Maleng Clinics can vacate their clinics on the 4<sup>th</sup> and 7<sup>th</sup> floors of the Maleng Building.

The 1<sup>st</sup> phase of the project will be to renovate two 21,000sf floors in NJB to allow relocation of the existing Maleng outpatient clinics to the Ninth and Jefferson.

The 2<sup>nd</sup> phase will be to convert the two Maleng clinic floors into single patient room inpatient units.

Harborview Medical Center provides the highest level of patient care in the region as the Level 1 Trauma Center. Harborview also serves as a teaching hospital for the University of Washington. Harborview provides services to all - regardless of their ability to pay. They are committed to patient care, teaching, research and community.

The campus is composed of various buildings. The program analysis portion of this study utilizes the buildings on campus that provide direct patient care.

HMC Patient Care	BGSF
Superblock	1,065,425
Maleng	261,673
Ninth & Jefferson	453,259
Pat Steel Building	286,426
<b>TOTAL SF</b>	<b>1,958,105 BGSF</b>

The "Superblock" on the campus includes the following buildings:

- East Hospital
- West Hospital
- Center Tower
- East Clinic
- West Clinic

The Maleng building currently provides both inpatient and outpatient services.

The Ninth & Jefferson buildings provides outpatient services in addition to administration and other support functions.

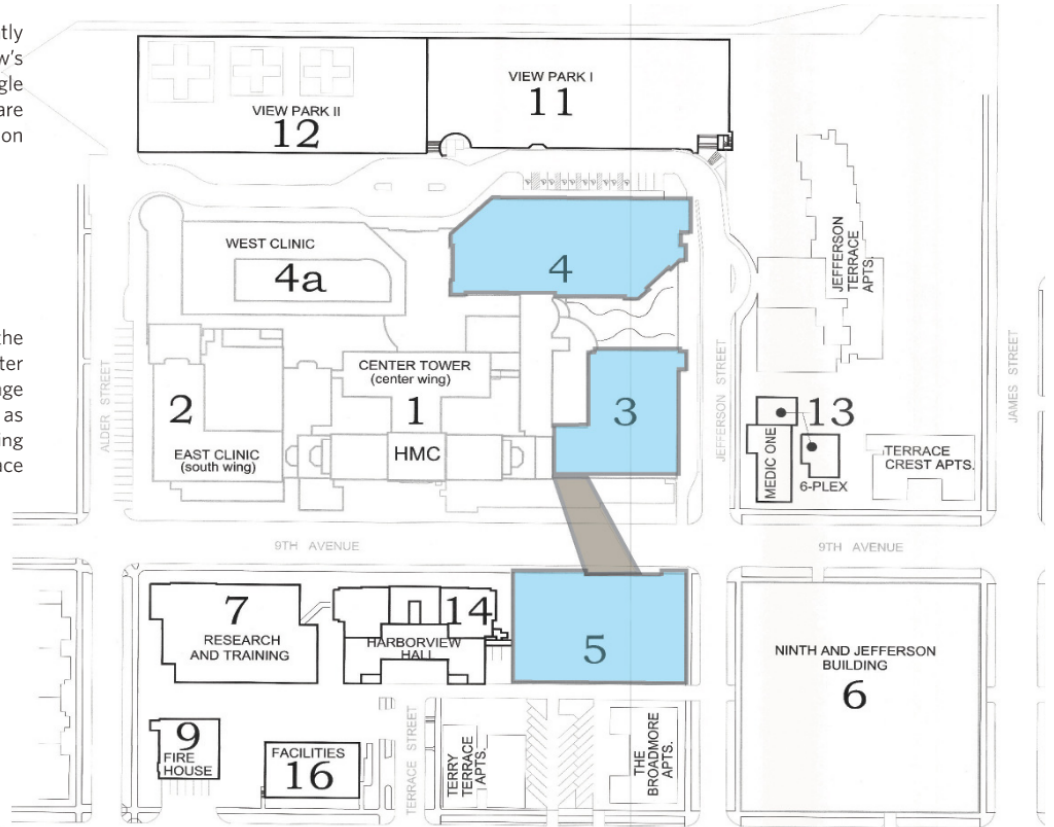
The Pat Steel building provides outpatient services and office functions.

HMC SERVICE LINES	BGSF
Emergency Department	24,072
Outpatient Care	325,157
Inpatient ICU & Acute	219,688
Rehab	27,924
Pysch Inpatient	50,972
Surgery	90,146
Procedural	23,077
Office/Research/Education	417,859
Mechanical	242,772
Leased	131,567
Support Spaces	404,871
<b>TOTAL SF</b>	<b>1,958,105 BGSF</b>

Licensed with 413 beds, many of them are currently operating in semi private rooms. Harborview's main mission is to maximize the number of single patient rooms on campus. The inpatient beds are located in the three buildings colored blue on campus plan to the right.

- 3 - East Hospital
- 4 - West Hospital
- 5 - Maleng Building

Other critical hospital - departments such as the pharmacy and laboratory are located in the Center Tower (1). While the Center Tower square footage total's 202,000 SF, only 99,000 SF serves as primary functions of the hospital. The remaining 103,000 SF is utilized as office and storage space for the campus.



**Inpatient beds on campus**

## EXISTING CONDITIONS

The Norm Maleng building is a nine-story building that is connected to Harborview's East Hospital by a six-story bridge building. It opened in 2008 and currently houses 73 critical and acute care beds, in private and semi-private layouts. The building also houses clinic space on 3 floors and visitor waiting areas in the bridge building.



# EXISTING CONDITIONS

The Maleng building has 11 floors and was constructed to provide more patient rooms on the campus. Currently levels 4, 7, & 8 of the building function as clinic space.

