AGENDA
PLANNING COMMITTEE MEETING
Monday, June 3, 2019 - 7:00 a.m.
Bartlett Regional Hospital – BRH Boardroom

Mission Statement
Bartlett Regional Hospital provides its community with quality, patient-centered care in a sustainable manner.

CALL TO ORDER

APPROVAL OF THE MINUTES – April 22, 2019

Public Comment

Old Business

A. Sleep Off Status
B. Campus Plan RFP
C. Mental Health Trust Grant and Crisis Stabilization Plan
D. Ophthalmology Updates

Future Agenda Items

Next meeting

Comments

Adjourn
COMMITTEE AND BOARD MEMBERS PRESENT:
Marshal Kendziorek  Kenny Solomon-Gross  Rosemary Hagevig
Mark Johnson  Brenda Knapp

ALSO PRESENT:
Chuck Bill, CEO  Bradley Grigg, CBHO  Megan Costello, CLO
Rose Lawhorne, Asst. CCO  Dallas Hargrave, HR Director  Suzette Nelson, Executive Assistant

CALL TO ORDER - Planning Committee meeting was called to order at 7:01 a.m. by Marshal Kendziorek, Committee Chair.

APPROVAL OF THE MINUTES – Mr. Solomon-Gross made a motion to approve the January 28, 2019 minutes. Ms. Knapp seconded. There being no objection, they were approved.

PUBLIC COMMENT - None

OLD BUSINESS

A. Sleep Off Status – Continued dialogue with the CBJ Assembly regarding the transition of Sleep Off services from Bartlett to CCFR. Next Committee of the whole is Monday, April 29, where further budgetary and programmatic details will be discussed in hopes the Assembly votes to move forward with the transition.

B. Campus Plan RFP – Design RFP for this new facility is scheduled to post on or before May 15, 2019. In the interim, Bartlett is providing Crisis Intervention Services in a designated “safe room” on its Medical Unit. Services include psychiatric treatment, therapeutic services and case management. Since January 1, 2019, 15 youth have benefitted from this service.

C. Mental Health Trust Grant and Crisis Stabilization Plan – Bartlett Outpatient Psychiatric Services (“BOPS”) continues to expand to meet the need of children, adolescents, and adults seeking outpatient treatment. FY19 (7/1/18 through 3/31/19), BOPS seen over 200 patients, 87 of whom are under the age of 18. 2 full time providers and 2 part-time providers are providing outpatient services. In addition, there are 3 full time licensed therapists providing clinical services, 2 of whom are child and adolescent focused. BOPS recently expanded its hours to 7pm on Mondays and Wednesdays to accommodate work and school schedules for families.

D. Ophthalmology Updates – Mr. Bill is actively in communication with the potential Ophthalmologists. He has finished his backup credentials and is working out his commitments in his community and will touch base regarding his availability. The committee requested to get an update with his local contract to confirm he is able to fulfill our community needs.
E. SEARHC Collaboration SWAT Analysis – Mr. Bill has started conversations with SEARHC to improve collaboration with their organization.

F. Restricted Funds Update (Discussed at Finance) – This issue was taken through the Finance committee. The recommendations to the Board have been identified to a more appropriate title.

FUTURE AGENDA ITEMS

- Proposal for campus plan
- Timeline for SEARHC Analysts
- St. Vincent Update

Next meeting – Tuesday, June 4, 2019

Comments – None

Adjournment – Meeting adjourned at 7:49 am
May 2, 2019

RE: Bartlett Regional Hospital Facilities Master Plan RFP No. 19-195

Shelly Klawonn, Senior Buyer
City and Borough of Juneau Purchasing Division
105 Municipal Way, Room 300
Juneau, Alaska 99801

Dear Ms. Klawonn and Selection Committee Members:

Thank you for the opportunity to present our qualifications for Facility Master Planning Services for Bartlett Regional Hospital. We have been anticipating this project, knowing it would be the important next step in moving BRH forward into the future, and have been preparing our response to this Request for Proposals for some time. We have been pleased to be your partner in many past projects—including the previous 2011 Master Plan—and we have assembled a team and a process which we believe meshes well with your Vision and project goals.

We understand that the Facilities Master Plan will be an important guiding document for the next 10+ years of development on the Campus. The Plan will start from clearly defining your overall Vision for BRH and work through to describing detailed individual construction projects which can be undertaken in the next decade to help support that Vision. The process must be thorough to investigate all opportunities and needs of your complex facility and organization.

The process of the Master Plan will be of equal, if not greater, importance as the final document. Your Planning team needs to develop consensus and agreement among all BRH stakeholders so that the suggested projects can move forward into successful constructed reality.

- Jensen Yorba Lott, a local architectural firm and familiar face at BRH, has assembled a team which can provide the required plan and process both efficiently and at the highest professional level. Our team includes the same specialized healthcare design professionals who worked on the 2011 Master Plan Project for BRH. These respected experts—including HOK Healthcare Planners, PDC Engineers, PND Engineers, and Haight and Associates Engineers—are already intimately familiar with the complexities of BRH, eliminating the need for a long costly start-up process. We believe our team will provide the best healthcare planning analysis available while still being grounded in local values and priorities.

We have selected this team in order to offer you:

- **Local Project Management:** JYL will be the project manager and will be in charge of all services rendered. We have long relationships with the people of Bartlett Regional Hospital and, being just 8 minutes away, offer face-to-face accountability. Corey Wall will be the JYL Project Manager and is authorized to represent the company.

- **Extensive Healthcare Project Experience with Bartlett Regional Hospital:** JYL has provided architectural services for a vast number of projects at BRH, including the 2011 Facility Master Plan. Currently, we are working with you on the Pharmacy Renovation project and Rainforest Recovery Center Detox Addition. Our knowledge of the existing facility and campus is unparalleled.

- **Leading National Healthcare Facility Planning Expertise:** To supplement our extensive regional medical experience, we have teamed with HOK—a preeminent healthcare design firm. The Planners from HOK’s San Francisco office proposed for this project are the same JYL successfully teamed with to provide the 2011 Plan.
• **Alaskan-Based Engineering**: PDC, PND and H&A Engineers are leaders in regional healthcare projects and have extensive recent BRH project experience.

• **Proven Responsiveness to Project Schedule and Budgets**: We have a long-term commitment to Bartlett Regional Hospital and to the entire community. We consider BRH to be one of our most important clients and have continued to refine our practice to offer you the services and staff you require.

Thank you again for the opportunity to work with you so extensively in the past and we look forward to teaming with you on this major next step.

We acknowledge two addendum.

Jensen Yorba Lott, Inc. has maintained their sole office in downtown Juneau since 1935 and qualifies for the Juneau Proposer Preference.

Sincerely,

Authorized Representative of JYL
Corey Wall, Vice President
**Jensen Yorba Lott, Inc.**
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c_wall@jensenyorbalott.com

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The Master Plan will provide a Vision context for development that ensures that each incremental project is a step toward a coherent, strategic whole.

The ultimate purpose of a Healthcare Master Plan is to provide a long-term visioning framework document that closely coordinates and guides Bartlett Regional Hospital’s project needs over the next 10+ years. The master plan is an invaluable decision-making tool for guiding capital budgeting, project implementation, and asset management. The Master Plan affords unique opportunities to re-examine service lines, care delivery models, and relationships between departments to enhance long-term operational and financial effectiveness.

We view your facility resources as ‘mission enablers’, physical infrastructure which supports organizational goals, work processes, and productivity. Facilities, like people, are assets that function best if they are invested in over time. As the specific use of the facility—such as healthcare delivery systems—undergo continual change over time, the facilities themselves must also be modified and upgraded. Because construction projects require substantial investments, the importance of a well-considered Facilities Master Plan is essential to the strategic success of the projects, and therefore to the success of the institution itself.

The main physical deliverable of this Master Planning project will be a concise written report outlining the major Vision of the Senior Leadership Team for Bartlett Regional Hospital and describing a number of individual improvement construction projects needed to support that Vision. The report will be clearly written with visuals such as key-plans, colored site diagrams, and conceptual drawings of potential project options to precisely outline the next 10+ years of development at BRH.

Perhaps more importantly, however, the process deliverable of the project will be to unite the Leadership team and Stakeholders in developing and supporting the conclusions of the Master Plan. The best Plan in the world is useless if it simply sits on a shelf, unused. Our team will work diligently to ensure a deeply collaborative process where you, the users and experts about BRH, determine the major needs at BRH. Using our project knowledge and Leadership’s understanding about practical realities and limitations, we will together develop a clear road map of physical improvement projects which can, and will, be implemented over the coming decade.

The Master Plan project will be complete in 4 months, as detailed in the schedule at the end of this section.

General Master Plan Approach

JYL’s approach to master planning is based on our commitment to create an atmosphere of partnership and leadership that responds to each organization’s unique vision, mission, and goals.

Throughout the process our objective is:

- To understand who you are and what you need—you are the best experts
- To collaborate with you—combining our architectural/planning expertise with your deep understanding of needs, challenges, and opportunities—so together we develop a clear and supported Master Plan
- To deliver the actual solutions in a way which creates the highest and best possible fit within your facilities and the community you serve

JYL’s approach to master planning is:

1. A Holistic Approach that is Oriented to the Big Picture

We start every Plan with clearly delineating the overall Goals and Visions of the organization as a whole and document them clearly. Throughout the rest of the project, we constantly refer back to this foundation document to make sure every individual recommendation supports the Vision.

2. Collaborative from Inception

The process of collaboration includes you. Our method of planning and consensus-building depends on your active participation. We will engage people within your organization in the planning process in Leadership Summits and Work Sessions where issues are reviewed, possibilities are brainstormed, alternatives evaluated, and conclusions reached.

3. Direct and Logical

Based on your priorities, we maintain an organized hierarchy of issues and decisions. We clearly outline our process, breaking big problems down into workable components. For any issue, we clearly identify objective standards by which the alternatives can be evaluated so decision making is simplified.
3.3 UNDERSTANDING & METHODOLOGY

4. Innovative and Stimulating
   In today’s world of rapid innovations, keeping current with ideas and technology is key. We bring the extensive resources of nationally-recognized experts in healthcare design, together with the deep local knowledge of our Juneau-based leadership to develop the right solutions for projects in our unique region.

5. Able to Overcome Inherent Challenges
   Creating a Facilities Master Plan for a large and diverse organization like Bartlett Regional Hospital always has a few challenges. The Plan will need to balance the needs of many different Departments, along with the desires of many different individuals. Desired improvements will need to be balanced with the realities of funding and construction on a constrained site. To overcome these challenges, the JYL team offers specialized tools and techniques:
   - Confirm the overall Vision at project start. Refer back to the Vision at every decision point.
   - Clearly describe options with visual plans and 3D models. Distill the pros and cons of every option with concise decision matrices.
   - Ensure all voices are heard and the Planning Team is responsive to feedback.
   - Keep the hard realities of budget and phasing in the forefront of any design discussion.
   - Document all key decisions and keep the process moving forward to an actionable Implementation Plan.

Specific Master Plan Approach for the Bartlett Regional Hospital Facilities Master Plan

In 2011, JYL led a comprehensive Master Plan effort for Bartlett Regional Hospital. The project, which took 6 months and cost over $100,000, heavily involved HOK, a nationally-recognized leader in healthcare facilities and planning, along with a slew of other engineers, experts, and cost estimators. The process included 4 intensive multi-day workshops with BRH Leadership as well as in-depth meetings, surveys, walk-throughs, and questionnaires with individual departments.

Importantly, the 2011 Master Plan took place after the major addition/reconstruction phases of Project 2005 were complete. Although many small projects have taken place since the Master Plan was written, no significant infrastructure changes have taken place on the BRH Campus which would invalidate the Plan.

Although the physical campus is much the same, there have obviously been changes in BRH Leadership, Vision, and priorities since the plan was developed. In general, healthcare has moved toward a more patient-centered delivery model, with integrated care a strong component of service line development. Additionally, changes in the overall medical field, along with shifts in regional healthcare providers, will require a fresh look at the Master Plan conclusions and suggested project options.

Because of all this background, JYL is suggesting a streamlined “refreshing” of the 2011 Master Plan rather than a complete, expensive, and time-consuming fresh start. We propose using the same team of design experts, again headed by Medical Architect Joann Lott, to guide the process. We have all the CAD drawings of the campus, including department keyplans, campus plans, and site utility/parking plans coordinated and ready for the new Master Plan efforts. The comprehensive background documents, including exhaustive area calculations and projections for all departments, are clearly organized in our electronic files and immediately accessible to our team. This will result in considerable time and money savings for BRH while still providing the highest quality plan.

As shown in our Proposed Scope of Work below, we are suggesting the current Master Plan efforts be focused on confirming/rewriting the general conclusions of the 2011 and, importantly, building consensus on moving future improvement projects forward to completion. Although our team includes all the nationally-recognized healthcare experts and technical engineers whose work formed the basis of the 2011 Plan, we are proposing much more limited roles for these sub-consultants in this refreshing effort. Throughout the Tasks listed below, we suggest Alternate approaches which include more sub-consultant involvement if, during the Planning process, more in-depth work from these specialties is desired by BRH Leadership.

Proposed Scope of Work


Purpose: Set the stage for the project by establishing the process and expected outcomes. Begin with the end in mind!

Using this Proposal as well as the 2011 Master Plan as an outline, we will meet with BRH Leadership to confirm and finalize our approach to the project. We will discuss Task Deliverable dates as well as begin to establish specific meet-
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ing schedules. If desired, this meeting can be combined with the Senior Leadership Visioning Workshop outlined below.

**Deliverable: A refined Scope of Services and Project Schedule**

**Task 2: Senior Leadership Visioning Workshop, Individual Department Interviews**

**Purpose:** Establish the Vision for Bartlett Regional Hospital Master Plan. Begin to discuss individual department goals and projects which will move BRH towards the Vision.

**A) Kick-Off Session / Visioning Workshop**

The Vision element will focus on identifying common values and priorities necessary to create and support favorable clinical and patient experiences that produce desired outcomes and promote safety.

The first task is to understand Bartlett Regional Hospital mission and how it relates to the Vision of the organization. JYL will facilitate a discussion with Senior Leadership centered on your Vision and how this overall Master Plan may help develop specific, actionable Goals consisting of objectives and projects. These Visions and specific Goals will be documented and serve as a filter through which all Master Plan conclusions will be evaluated. This will ensure that the identified Vision will be at the forefront of all pertinent decisions made throughout the process. Some of the questions to be answered include:

- What is the strategic direction that supports and enhances your mission?
- Where are the future opportunities in your strategic plan that should be recognized in the facility plan?
- What do you see as challenges or opportunities for future development?
- What are the limitations to be aware of? How can future projects help mitigate these limitations?
- What are the concerns and opportunities within your specific department?

**Deliverable: Refined Mission and Vision Statement, Updated Guiding Principles and Strategic Goals**

**B) Department Stakeholder Interviews**

Conduct one-on-one interviews with key stakeholders of each of the 10 Departments to identify existing operational and facility issues. We understand that the day-to-day users of the facilities are going to have the best insight into limitations and opportunities provided by the physical infrastructure, so it will be our task to create meaningful, in-depth discussions. In addition to the face-to-face meetings, we will create opportunities for stakeholders to contact us with further feedback throughout the Master Plan process via written and web-based comment opportunities.

Stakeholders will be encouraged to share the challenges and opportunities they face in implementing the Visions developed by Senior Leadership. Findings will be summarized in a concise Departmental Vision and Goals Summary for each department. Input from various stakeholders will include the following:

- What works well with your current facilities?
- Where are the opportunities for improvement?
- What changes – operational or physical – would positively affect utilization?
- How will technology affect how you deliver care?
- What are the changes that may impact how you deliver care?

**Deliverable: Updated and confirmed Departmental Vision and Goals Summary**

**Task 3: Review Regional Information & Impacts**

**Purpose:** Develop a complete understanding of the existing and anticipated regional impacts to BRH’s Lines of Service and facility needs.

Through conversations with BRH Leadership, the Planning Team will refresh our understanding of current and anticipated regional trends and their impacts to the facility. We will discuss demographic trends, the impact of potential political decisions, and anticipated effect of other healthcare service providers in the region. We will create a strategic framework in the form of a Strategic Growth Summary document to inform the future space needs portions of the 2011 Space Program based on the new information.

**Deliverable: Strategic Growth Summary**

**Task 3 – ALTERNATE APPROACH: Develop and Analyze Regional Information & Impacts**

If desired, our expert Healthcare Planning sub-consultants at HOK are available to assist BRH Leadership in a fresh-start look at current and future regional information, as well as providing a perspective on national healthcare trends. Much of this in-depth analysis was done for the 2011 Plan and, from our understanding, BRH has done a commendable job keeping the information current. However, if desired, our Team can supply additional expertise to supplement BRH’s efforts, including an analysis of de-
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mographic and population data of your service area to see how any shifts or changes may impact the hospital’s space needs and its strategic plan for expansion over time. The following questions will be assessed:

- Where are patients being drawn from?
- Are there anticipated changes in the demographic makeup of the area?
- How will any given shift in population impact space needs over the next 10-30 years?
- What are the likely changes in other healthcare providers in the region and how will these different services impact BRH?

Task 4: Review Functional & Operational Information

Purpose: Analyze volume, space, models of care, and operations of all departments within BRH in order to provide the basis for the Plan recommendations.

BRH Leadership will update the JYL Team with their current and anticipated utilization rates of the facility along with any anticipated operational changes. We will refine the “Potential Expansion of Services” and “Critical Campus Issues” portions of the 2011 plan with the new information which may result in modified Project Recommendations.

With current data supplied by BRH staff, the JYL Team will update the 2011 Campus Space Program which listed all the spaces on the campus by building and department along with projected 6-year growth rates. Comparing the actual 2019 data to the anticipated numbers will allow us to check/adjust our assumptions as well as efficiently develop space need projections for the next 10+ years. Deficits between needed and existing spaces now and into the future will be quantified and highlighted.

Deliverable: Updated Campus Space Program with growth needs projected to 2029.

Task 4 – ALTERNATE APPROACH: Develop and Analyze Functional & Operational Information

As noted in Task 3 ALTERNATE, the 2011 Master Plan utilized national Healthcare Planning experts to assist in developing Functional and Operation Information for BRH, and we believe that Leadership has kept the information current. However, our expert Healthcare Planning sub-consultants at HOK are available to assist BRH Leadership in a deep analysis of utilization rates if a blank-page approach is desired. Such work could include:

1) Review and analyze existing operational data from

BRH. The JYL Team will develop a data list of information needed to accomplish this task. This task will bring all the information together and report department by department:

- Existing Operational Practices
- Benchmark Comparisons
- Opportunities for Improvement
- Identification of “Red Flags”

2) We will build upon data you have already compiled that provides volume information over days-of-the-week and by time-of-day. This will give us a snapshot of utilization in four dimensions, and it is not uncommon to find uneven utilization during different times. Volume information will then be overlaid onto the existing amount and quality of space. We will calculate utilization factors in order to compare with national industry benchmarks.

3) We will also identify key facility limitations that contribute to inefficient care delivery. Overall, the functional and space analysis will address potential opportunities to improve operational efficiency of departments and services through layout and adjacency modifications. The information from these tasks will generate operational options/ideas for the future such as:

- Improved departmental adjacencies
- Improved departmental and systems organizations and operations
- Potential locations for new and existing programs

4) Using our in-depth knowledge of national trends, we can advise you on potential missed opportunities and efficiencies in your Lines of Service. Additional programs or consolidated and modified departments may lead to increased clinical and patient satisfaction.

Task 5: Maintenance/Update Facility and Site Assessment

Purpose: Assess existing facility and site conditions to determine the current state of the physical infrastructure.

A small team of the same architects and lead mechanical, and electrical engineers from the 2011 Master Plan project will walk every building, road, and parking lot on the campus with BRH facilities personnel. By using the same authors of the 2011 report, we will be able to efficiently update that comprehensive Building Condition Survey to reflect current conditions. Mechanical and Electrical systems will be evaluated with regard to occupant comfort problems, energy efficiency deficits, code compliance issues, and expected life spans remaining. Opportunities will also
be evaluated as some systems are known to be over-sized for current uses and could support additional spaces.

Results of the campus Facility and Site Analysis will be documented with an updated Building Condition Survey complete with photos and keyed plans for easy reference during future work. The color-coded Utility, Parking and Circulation Site Diagrams will be confirmed and updated.

**Deliverable:** Updated Building Condition Survey, updated Utility, Parking and Circulation Site Diagrams.

**Task 5 – ALTERNATE APPROACH: Full Facility and Site Assessment**

After reviewing the 11-page Building Condition Survey completed in August 2011, we believe that it is more than adequate to form the basis of the systems evaluation for the new Master Plan efforts. Although there have been several small projects during the intervening years, there has not been a major systems renovation at BRH which invalidates or even greatly changes the original findings.

However, JYL’s team of architects and structural, civil, mechanical, and electrical engineers are available for a more comprehensive full-campus analysis and evaluation if desired by BRH Leadership. Some possible tasks could include:

- **Mechanical and Electrical systems:**
  - Full inspection of all current conditions, including detailed system reports
  - Calculations of building systems which have excess (or are currently at/over) capacity
  - Identification of opportunities for increased efficiency / lower operating costs

- **Structural configurations:**
  - Seismic evaluation and calculations

- **Site and Civil Infrastructure**
  - Traffic and Circulation vehicular counts (private vehicles, public / mass transportation and pedestrian)
  - Parking reconfiguration and disbursement assessments
  - Fresh evaluation of opportunities for campus expansion based on LIDAR site contour maps

**Task 6: Close Visioning Summit**

**Purpose:** Conduct Close Visioning Summit so Senior Leadership can refine master planning efforts.

At the completion of Tasks 1-5, we will conduct a Close Visioning Summit and review of our work and progress. We will present highlights of our preliminary findings and solicit suggestions for refinement, modification and focus for the remainder of the Plan from Leadership.

JYL will compile the information we’ve collected into a clear **Space Needs Matrix** of identified issues summarizing the information collected in the first Tasks. We will then present clear **Initial Project Diagrams**, including broad-brush color-coded Conceptual Building, and Site Plans which describe an array of alternative program distribution and development scenarios. These summary documents will help highlight and clearly communicate the needs which can be addressed by the master Plan Projects List.

The Planning Team will delineate how each scenario meets the hospital’s Vision through the following guiding principles:

- Aligns community and hospital needs
- Supports incremental investment/phased development opportunity toward final solution
- Leverages existing investments/assets
- Provides opportunities for future growth and flexibility; does not preclude future options
- Supports operational efficiency
- Improves patient care

By the end of Tasks 1-5, the Planning Team will have compiled a great deal of data. The list of possible maintenance, renovation or new projects will also likely be quite large at this stage. The Close Visioning Summit will allow the Senior Leadership to hear about all the information compiled from the various walk-throughs and Department meetings. The Goal of the Summit will be for Leadership and the Planning Team to focus the final planning efforts down to those which most closely match the Visions and Goals established at the project start. All the concerns and suggestions compiled during the previous tasks will be evaluated and possible implementation strategies will be discussed.

The result of the meeting will be a focused **Plan Project List** of specific improvement projects to be explored in the Draft Plan.

**Deliverable:** **Space Needs Matrix and Initial Project Diagrams for Summit.** **Focused Plan Project List after Summit.**
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Task 7: Draft Implementation Plan

*Purpose:* Combine all data to identify specific facility expansion / renovation scenarios

**A) Draft Implementation Plan**

During this stage, the Planning Team will focus on exploring Concepts Options for the specific projects selected in the Close Visioning Summit. Knowing the current needs at BRH, along with the realities of funding, phasing and other practical considerations, we believe it likely the Plan will present three major Projects, a Site Reorganization Project, and several Minor Projects. Each Option will show 2 or 3 different ways the Major and Site projects could be approached.

The Concept Options will detail how current facilities could be improved or modified to meet patient and staff needs now and into the future. Both quantity and quality of space will be considered. Space projections and expansion recommendations will be made based on utilization data, benchmark analysis, population projections and strategic goals. Rough-order-of-magnitude construction costs based on previous professional cost estimation work and recent actual construction bids will be clearly shown for comparison of each Option. As an alternative approach, professional cost estimation of some of the Options could be developed.

To assist in evaluation of the projects, the Concept Options will be more detailed visual representations including colored Building and Site Concept Plans as well as 3D Sketch Models of the building massing to clearly communicate the possibilities. Given the constrained site and limited facility size, Phasing opportunity / constraints will be a major consideration, detailed into the key and site plans. Accompanying summaries comparing program mix, facility needs, capital costs and operational considerations will be included with each Option.

**B) Presentation Workshop**

The JYL Planning Team will compile all the information into a Draft Facilities Master Plan and present it to BRH Leadership and the Board. The focus of the meeting will be to compare Plan conclusions and recommendations back to the Visions established at the start of the Process. Critical information from all Tasks, summarized in the report, will be reviewed for final confirmation. Review comments will be encouraged and recorded.

*Deliverable:* Detailed Concept Options, Draft Facilities Master Plan.

Task 8: Finalize Report, Implementation Plan

*Purpose:* Provide Final Plan with clear road map moving forward to implementation. Ensure the Implementation Plan matches the original Vision—End with the beginning in mind!

The Facilities Master Plan will be finalized, incorporating comments from the Presentation Workshop. The Plan will clearly provide a phased growth strategy described in terms of:

- Patient volumes by type of service
- Provider/staff projections
- Space needs
- Facility to site needs
- Capital Costs / Cash Flow
- Operating Plan / Cost Impacts

As described in our general approach, the major goal of the JYL Team is more than developing a beautiful, written Master Plan. Through our heavily interactive approach with Leadership and Stakeholders, expertise in facility project development, and clear presentation of ideas and intent, our process will develop consensus and approval between all members. Our interaction with Leadership will allow the suggested Major / Site Projects to be organized into a clear Design and Construction Schedule for the coming decade, with the Concept Options refined into a single suggested solution for each Project. We will end our process with a specific, actionable Implementation Plan fully supported by BRH Leadership. By the time of the next Master Plan Update in 2029, the specific projects of this plan will have been constructed, moving BRH ever closer to meeting its desired Vision.

*Deliverable:* Final Facilities Master Plan with actionable Implementation Plan.
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3.4 MANAGEMENT PLAN

“Bartlett Regional Hospital will be the best community hospital in Alaska”
-Vision Statement from the 2011 BRH Facilities Master Plan

Bartlett Regional Hospital is looking for a team which can provide an updated Facilities Master Plan so it can continue to pursue its mission and vision. The challenges to success are not insignificant—BRH has a complicated role in a complicated region, the campus is constrained by topography and adjacent development, and state-of-the-art services and facilities are needed on limited budgets in a demanding construction environment. Some past projects on the campus have not been able to move out of design and into construction because of these difficulties. All of this magnifies the importance of selecting an experienced planning team with a strong management plan.

Jensen Yorba Lott is pleased to provide you a team which will see the Facilities Master Plan through to a successful conclusion. We will ensure that the Plan is comprehensive, aspirational and realistic. Strict management of the process will result in a clear path forward to successfully completed construction projects. Most importantly, we will strive at every decision point to ensure the final Plan is deeply supported by Leadership and stakeholders whose consensus will be vital for success.

Our team management plan is:

- Efficient, but responsive to your needs and desires
- Clear, with single points of contact and responsibility
- Organized, with date-specific milestones and clearly outlined deliverables
- Responsive, with constant internal monitoring of schedule and scope, and regular updates to the BRH Leadership Team

Team Framework Summary

To assist in pursuit of their vision and mission, Bartlett Regional Hospital is looking for a team to update their Facilities Master Plan. Jensen Yorba Lott, Inc. will be the prime consultant for the Bartlett Regional Hospital Facilities Master Plan project. This will provide you with a local single point-of-contact throughout the project. Our team will be headed by Medical Architect Joann Lott and Principal Corey Wall. Joann has years of experience with healthcare projects throughout the region as well as an extensive history with BRH. Recently, Joann sold her ownership stake in JYL to Corey Wall so she could focus less on firm leadership and more on design. Corey and Joann will work together with Corey taking the primary role in team management and Joann leading the healthcare design and planning.

a. Organizational Chart

Corey Wall, Principal, $170/hour
Joann Lott, Medical Architect, $170/hour
JYL Staff Architect: $110/hour
Peter Grandine, Healthcare Planner, HOK, $280/hour
Doug Murray, Lead Mechanical Engineer, PDC, $195/hour
Ben Haight, Lead Electrical Engineer, H&A, $190/hour
Jessie Gobeli, Lead Structural Engineer, PND, $195/hour
Ehsan Mughal, Cost Estimator $190/hour
3.4 MANAGEMENT PLAN

b. Lines of Authority

Since the established firm of Jensen Yorba Lott, Inc. will be the Prime Contractor, the contractual relationship will be a simple one between JYL and BRH. JYL anticipates a standard CBJ contractual agreement with BRH. JYL will then engage the rest of the planning team with binding contracts based on the AIA C401 Architect Consultant Agreement. JYL Principal, Corey Wall, will be directly responsible to the BRH Project Manager for all fee negotiation, scope definition and team project management. The lines of authority will then extend from Corey to the Principals of the sub-consultants. The contracts will include the Fee and Deliverables as attachments, so the scope and schedule will be binding.

Through many years of experience, we have found that this single-point-of-contact simplifies management from the Owner’s perspective. However, we deeply value the collaborative process and open communication between all team members. We will facilitate the project to ensure direct contact between the relevant staff of BRH and the rest of the planning team. Because of the technical nature of some of the discussions—particularly the Task 5 Facility and Site Assessment—a key role for JYL will be as a facilitator between the Owner’s groups and our team of technical experts.

c. Individuals Responsible & Accountable

Corey Wall and Joann Lott will work together as Project Manager and Medical Architect to lead the Planning Team and the master planning effort. Corey will take the lead in decision making and be accountable for completion of the work. As in the 2011 Master Plan project, Medical Architect Joann Lott will take on the role of functional lead of the Planning Team through. She will use her experience and deep knowledge of BRH to help guide the planning project efficiently towards the Implementation Plan. She will lead the design discussions, Workshops and individual Department Interviews. Joann is rapidly completing her two current major projects—the Bartlett Pharmacy Renovation and the Petersburg Medical Center Pharmacy Renovation—and has no other major projects at this time. The BRH Facilities Master Plan project will be Joann’s only major project throughout the entire project schedule and she will be available to BRH staff at any level required.

Principal Corey Wall will be the individual in responsible charge of contractual issues, including scope and budget management. Corey will also take the lead in managing the sub-consultant team, each of who will have a Principal as their individual in responsible charge. Corey and Joann have used this management organization successfully in the past—most recently with the Rainforest Recovery Center (RRC) Detox Center Addition project just bid on April 30. Corey has just completed his major design project of the RRC Detox Center, which will be overseen during Construction by other JYL staff. As such, the BRH Facilities Master Plan would be his priority project, and he will be available to BRH at a minimum of 50% FTE.

d. JYL Organizational Structure and Workload

Jensen Yorba Lott currently has three Principals, each of which typically are overseeing and managing individual projects with design and production support from staff. The office is fairly small, and our culture is one of an open studio, so there is mutual support and discussion between the Principals on all projects, but we assign one Principal to each project for management purposes. By dividing the projects between the Principals, we ensure maximum attention from the most experienced project managers as well as complete accountability in a small-team environment.

The BRH Facilities Master Plan will be overseen and managed by Principal Corey Wall, and as described above, it will be his priority project. His other major project is moving into construction and he will focus on management of the BRH Plan. Uniquely, the “architectural support staff” for the BRH Project will consist of former partner Joann Lott. This means the BRH project will get the attention of two Partner-level experienced architects. Joann’s experience with BRH dates back to 1984. JYL’s workload has trended under our usual capacity through the current recession.

Although we have retained all our key staff and our and capacity has not significantly changed, our billings have decreased from 2015 to 2019. Staff on occasion have worked reduced hours to align with our reduced workload. All of this is to say that we could easily take on a project the size of the BRH Facilities Master Plan—or even much larger—and complete it on any schedule desired.

e. Management Approach to Contractual Disputes

Avoiding contractual disputes is our goal. The first step is to firmly establish scope, expectations, and budget at the start of a project. We developed contracts at the start of a project with the deliverables clearly defined as attachments. Throughout the design and construction project, we regularly update owners as to our progress and, on larger projects, even have regular Progress Meetings to keep the entire team informed of our progress. We always get full owner approval at milestones before moving to
the next stage. Open communication keeps the planning team and ownership group united in their understanding of the project and is key to avoiding misunderstandings and resulting actions. Another key to avoiding contractual disputes is to be proactive in addressing them. Face to face meetings - convened promptly when an issue arises - are usually the best tool to examine and clarify issues with the goal of a prompt resolution to keep the project on track. Further, JYL has worked in the same relatively narrow region of Alaska for the past 84 years. We understand how vital it is to keep our clients deeply satisfied because we will be looking to them to hire us for the next project! We believe our record of successful projects and long list of repeat clients—Bartlett Regional Hospital being a leading example—is a testament to our ability to fulfill our contractual obligations in a way that meets an owner’s needs.

Our management approach supports our commitment to responsible design services and is based on establishing a long-term partnership between the design team and owner.

f. Accountability System, Lines of Authority, Communication

The external lines of authority will flow from the BRH Project Manager to Corey, the JYL Principal. We will maintain communication with the Project Manager with formal reports once a month, and more informally through regular email contact whenever there is an item for discussion. Meetings with Leadership, Facilities personnel and Department Staff will be documented to summarize the findings regularly in formal memos and meeting minutes to ensure everyone is aware of all discussions.

Internally, we maintain an open studio-type of office where all staff regularly discusses projects and design issues with one another face-to-face. Corey and Joann sit less than 20’ apart and probably discuss issues once or twice an hour, so there will be no gap in knowledge between them. More formally, we have a regular Monday meeting with all staff attending. There we discuss project schedule, deliverables, and upcoming deadlines. Staff is then designated as required to meet our obligations.

JYL tracks all of our staff time on the Ajera accounting and project management software system. This robust system allows a Principal to regularly check hours expended on any project by phase with current information. We then regularly forward-project to determine how many staff and how many hours we will need to devote to various projects to meet the next deliverable deadline.

g. Ability to Provide Services within Budget

Because we set our deliverables and scope realistically at the start of the project, and then rigorously monitor our progress constantly during the project, we will deliver our services within budget and on schedule. This project will be no exception. We believe the references on our project list should be ample testimony on our behalf in this regard.
JYL Introduction and Experience

JENSEN YORBA LOTT, INC.

Prime Consultant
In 1935, H.B. Foss began his architectural practice in Juneau. Eighty-four years later, the descendent firm Jensen Yorba Lott is still providing the highest quality professional architectural design services available in our region. Over the past decades, JYL has established a wealth of experience in all manner of architectural planning and design with a particular specialization in maritime Alaskan institutional and healthcare projects.

In all of our work we strive to create facilities that embody the visions and goals of their communities and occupants. Because we live here too, we understand that community projects must be sustainable and successful long after the ribbon-cutting. We believe that a collaborative working relationship with our clients developed at the onset of a project enables us to achieve the project objectives.

We believe that our work speaks to the effectiveness of our design and management philosophy. In addition to the many successful local projects we’ve developed with the Bartlett Regional Hospital, we have perhaps the strongest healthcare portfolio in the region. JYL and HOK developed the 2011 BRH Master Plan. We have also provided much of the facility design work at BRH campuses, most recently the design of the Pharmacy Clean Room. We have completed a Master Plan and Concept Designs for the Petersburg Medical Center, along with many subsequent renovation and addition projects there. We are also currently working with the Kodiak Island Borough on a comprehensive condition survey and resulting rehabilitation projects for the Providence Kodiak Island Medical Center.

Staff Training. We currently have a staff of ten including four registered architects, a professional interior designer, a construction manager, and other design and support staff. We have continually invested in professional development and leading-edge hardware & software so that our staff is competitive across all fields of technical design and production. The majority of our projects are now completed in Revit, a Building Information Management (BIM)-based software system that requires a project to be fully visualized in three-dimensions from the earliest stages. We use the latest version of Revit, and all of our production staff is trained and fluent in its use.

We also have been investing in training and research on healthcare projects. For example, recently, we travelled with Bartlett Behavior Health personnel to Anchorage and Fairbanks to research the Crisis Care and Detox centers there because we knew those facilities would soon be required at BRH.

Team Introduction and Experience

JYL will manage a team of planners and engineers who will supplement our knowledge with technical expertise at key points. JYL and our consultant team have a long history of working together to deliver successful major projects. JYL and HOK first teamed up to provide the Facility Programming and Planning Bartlett Regional Hospital’s proposed Child Adolescent Mental Health Facility. A few years later, we worked together to provide Master Planning Services for the entire BRH campus in 2011. Through these projects, JYL developed a strong working relationship with HOK. Likewise, our team of technical engineers for the project is the same as we used on the 2011 project. Our long-term relationships, along with the team’s familiarity with BRH, made them natural choices for our team.

HOK - HEALTHCARE PLANNER

Peter Grandine is a Senior Medical Planner with over 30 years of space planning and programming experience. He has worked on projects from Schematic Design through Construction Administration on highly complex projects, many of which are major medical centers. His spatial awareness makes him very talented at problem solving and working around challenging spaces. Peter provides strong leadership and is able to build consensus during a critical part of planning – user group meetings. He is able to listen and respond to user needs and ultimately offers sound solutions that everyone can agree upon. Additionally, his experience as a Project Architect gives him a more in-depth understanding of the infrastructure of a medical facility and its relationship internally. HOK is a global provider of planning, design and delivery solutions for the built environment. Since the firm’s founding in 1955, HOK has developed into one of the world’s largest, most diverse and respected design practices. The firm employs more than 1,800 professionals linked across a global network of 23 offices on three continents.

HOK’s healthcare practice includes more than 400 professionals. Currently they have over $8 billion dollars worth of healthcare projects either in design or construction. Their healthcare projects have included a full range of facility types including: facility replacement projects, campus master planning and facility needs assessments, outpatient centers, both freestanding and hospital-based, and facility consolidation...
3.5 EXPERIENCE & QUALIFICATIONS

projects.

PDC -MECHANICAL ENGINEER
Doug Murray has 35 years of experience as a Mechanical Engineer. He is a Principal at PDC and leads the firm’s Juneau mechanical department. Doug has an extensive background in building mechanical systems in Southeast Alaska. He also has a strong background in adjusting, troubleshooting, and commissioning mechanical systems which help the owner see a complete picture of the mechanical systems choices including initial costs, servicing and operation, and life expectancy. Doug’s engineering experience ranges from public facilities to commercial offices, industrial facilities, airports, port facilities, public safety, police and fire stations, retail shops, elderly housing, schools, libraries, medical centers, hospitals, swimming pools, and industrial workshops in new and renovation projects.

Doug has worked on over 50 projects at Bartlett Regional Hospital including the 2011 Master Plan and over 75 hospital and medical center projects throughout Southeast Alaska. Doug’s value lies in his ability to bring his many years’ of dealing with design, renovation and troubleshooting mechanical systems in nearly every area of Bartlett Regional Hospital to produce a comprehensive mechanical systems Master Plan. Doug will serve as the lead Mechanical Engineer on the Bartlett Master Planning and provide overall quality control. He will ensure each mechanical element is technically accurate.

HAIGHT & ASSOCIATES (HAI) -ELECTRICAL ENGINEER
Ben Haight will serve as Lead Electrical Engineer. Haight & Associates brings vast experience with electrical systems for health care facilities such as clinics and hospitals. Their background includes involvement with power distribution, emergency and standby power systems, special lighting systems, lighting controls, network/communications systems, nurse call systems, Med/Gas alarm systems, fire detection and alarm systems, access control & security.

Specifically, at Bartlett Regional Hospital, HAI has provided design services to supplement and upgrade facilities to better meet the hospitals evolving programs. Many of the projects which have included their services are listed below. With these projects, their significant participation has included renovation of the power service and distribution system, the emergency/standby power system, the nurse call system, the data/communications network, the med-gas alarm system, and the fire detection and alarm system.

Some of HAI’s involvement has included work in rooms adjacent to the present OR suite. These projects included the construction of a new Short Stay facility, renovation of PACU and the Central Services, and the construction of an endoscopy room. They are currently working with Murray & Associates, PC to upgrade the ventilation system for the OR.

HAI is currently working on projects for SEARHC including the renovation of the ER wing of their hospital in Sitka. They are involved with the construction of a new dental clinic in Haines which is approaching completion this spring. They are in the midst of a design effort to modify the dental facility in Juneau to include pediatric dentistry.

PND -STRUCTURAL ENGINEER
Jesse Gobeli has 24 years of structural engineering experience, should structural services be determined to be beneficial to the project. Utilizing his experience with all types of building structural systems, including structural steel, light-gauge steel, cast-in-place, precast and post-tensioned concrete, masonry, and wood, he will be instrumental with the BRH project.

Jesse also provided structural design for a 21,000-square-foot, two-story building owned by Providence Health & Services Alaska. This fast-track, $6.3 million, design-build medical facility houses an imaging center, laboratory, physical therapy, home healthcare provider, and doctor offices.

Additional, structural design services for the South Peninsula Hospital Expansion and Renovation in Homer were provided.

HMS INC. - COST ESTIMATION
Serving as lead Cost Estimator, Ehsan Mughal has collaborated on more than 370 hospital and clinic projects, each with its own distinctive qualities. From small renovations and upgrades to additions and brand new facilities, Ehsan is well versed in the complexity of every stage of development of medical facilities and has served as cost estimator for a variety of BRH projects over the years, providing an insight into the building and its systems. Most recently, Ehsan provided cost estimating JYL on the Rainforest Recovery Center which successfully bid within budget on April 30th, 2019.

Previous Work Experience

Following are examples of projects of similar size and complexity to demonstrate our team’s experience with BRH facilities and well as healthcare facilities throughout SE Alaska, and in the case of HOK, throughout the lower 48. Resumes for key staff who will work as project managers for their respective disciplines are included at the end of this proposal.

Project managers will have decision making authority under the leadership of JYL with Corey serving as the primary contact between BRH and the design team.
BARTLETT REGIONAL HOSPITAL
MASTER PLANNING

Architect
Jensen Yorba Lott, Inc.
Project Architect: Joann Lott

Medical Planner
HOK
Medical Planner: Peter Grandine

Jensen Yorba Lott worked with HOK to provide targeted, specialized services for the master planning of the BRH Hospital in Juneau.

Master Plan Process: The master plan report details a program, facility, and site strategy for the Bartlett Regional Hospital. The intention of the master plan was to determine, a long-term development plan for the existing campus and identify near-term development projects. Several parties and perspectives were involved during the process: an architectural planning team with relevant sub-consultants, the BRH Senior Leadership Team and BRH Department Managers.

The master plan thoroughly examined a wide range of needs. Projects were prioritized as: major projects needing further study, and other areas needing further attention. The master plan then focused on identifying and quantifying major projects to meet the functional goals of the master plan. To this end three major projects were studied in greater detail:

Project I - Child Adolescent Behavioral Health Facility,

Project II – Same Day Surgery/OR renovation,
Project III - Medical Office Building and parking structure.

Design Considerations: During the master plan process, multiple planning considerations were identified to inform future development. Future design concepts should create clear relationships between the various campus programs. Establishing a sense of place through design is important. Similarly, it is critical for new buildings to relate to the existing buildings this may include fenestration type and rhythm materiality and color and open public spaces that address the existing facility.

In addition to visual relationships and place making, other considerations should influence design. The formal expression of the functional organization of the buildings is desirable, as it is considered a way finding tool. The entry, for each facility, should be prominent and identify each institution, but not overwhelming or monumental.

REFERENCE:
Marc Walker, Facilities Director
Bartlett Regional Hospital
3260 Hospital Dr | Juneau, AK 99801
Ph. 907-796-8888
mwalker@bartletthospital.org
The JYL design team provided facility planning, programming and concept designs for both a renovation of the existing facility and a new facility. The work began with a building condition assessment for the existing Petersburg Medical Center. The purpose of the condition assessment was to document the overall condition of the facility to assist Petersburg Medical Center in future facility planning and maintenance.

The assessment lists all major components of the facility and documents the age, expected life, condition, code compliance, and status in regard to current technology available. A recommendation for each component was provided. A cost assumption was provided for each recommendation and tallied in a separate spreadsheet.

The assessment included a thorough building walk through with facilities maintenance personnel. This was followed with individual close inspections of each area and system components. We also met with several department heads to discuss existing facility issues and needs as well as functional changes that could improve operation and service delivery.

This effort was followed by a series of meetings (both individual and group) with department heads and facility leadership to discuss current and future facility needs, service goals and delivery changes.

Those discussions formed the basis of a facility functional and space program which would guide future planning and development.

Concept Design: The functional and space program was used to develop concept designs for both existing facility renovation and a new facility.

REFERENCE:
Mike Boggs, Maintenance Director
Petersburg Medical Center
Ph. 907-772-4291
JYL assisted the Wrangell Medical Center with exploration of a new critical access hospital and long term care facility. The facility would be located on a new site owned by the City & Borough of Wrangell adjacent to an existing health clinic.

The facility will include 8 acute care beds and 18 - 20 long term care beds. The primary services of the facility include diagnostic imaging, laboratory services, emergency services, physical therapy, and specialty clinics.

JYL provided planning, programming, and conceptual plans and cost estimates to help Wrangel Medical Center define facility size and explore financial vehicles for project development. Services included development of a functional and space program, development of a concept design and preparation of a cost estimate and total project budget.

Program Development included full day work sessions with staff and community members. Functional Space Programs were developed based on work sessions.

Conceptual Design options identified goals, needs, and objectives that could be translated into costs for estimating purposes. Board Presentation: Outcomes of the planning effort (space program, concept design and cost estimates) were presented at a regular board meeting. Since this work effort, SEARHC has taken over management of the facility. The administrator as well as the board are no longer involved in the facility.

REFERENCE NOT AVAILABLE
3.5 EXPERIENCE & QUALIFICATIONS

Previous Work Experience

RAINFOREST RECOVERY CENTER 
DETOX ADDITION

Jensen Yorba Lott, Inc.
Architects: Corey Wall and Joann Lott

JYL just completed design on this 4,000 sf Detoxification addition to the existing Rainforest Recovery Center (RRC). The new addition creates 4 patient rooms, each with a private shower/RR, supervised by a new central nurse station. The addition was designed to be off the main circulation paths to the Center, providing security and privacy for the Detox facility while still maintaining a single entrance and main circulation hallway.

JYL worked closely with RRC staff to ensure the project met their requirements. Functional and programmatic changes were addressed, with a design focused on making the wood-framed addition cost effective and sympathetic to the existing building, while providing a new, easily-identifiable main entrance. Enhanced outdoor facilities were created with a new basketball area in the courtyard, screened from view from the BRH cafeteria across the parking lot.

The project successfully bid on-budget and construction will start in June.

REFERENCES:
Janell Meade, Nurse Manager
Rainforest Recover Center, Bartlett Regional Hospital
jmeade@bartlethospital.org
907-796-8635

Bradley F. Grigg, Chief Behavioral Health Officer
Bartlett Regional Hospital
bgrigg@bartlethospital.org
Office: 907.796.8583

PROVIDENCE KODIAK ISLAND MEDICAL CENTER
CONDITION ASSESSMENT

Jensen Yorba Lott, Inc.
Architect: Corey Wall

In the summer of 2018, Jensen Yorba Lott, Inc. (JYL) and our consultant team were selected for long-term project development at the Providence Kodiak Island Medical Center (PKIMC). The Borough was looking for assistance in overcoming a decade of deferred maintenance as well as developing Renewal and Replacement projects for the next 30 years.

The first step was a comprehensive Condition Survey of the entire campus to guide the future projects. A major concern was seismic stability, PND Engineers performed a complete structural analysis of the building including load calculations to determine if the building met current structural requirements.

The next step currently underway is to synthesize the findings of this Condition Survey into individual projects, including construction budgets and timelines. The Kodiak Borough has identified a rough budget target of around $1M per year for construction projects during the life of the 30 year lease plus an initial $7M +/- in deferred maintenance funds.

REFERENCE:
Dave Conrad, Assistant Director
Kodiak Island Borough
907-486-9213
dconrad@kodiakak.us
The City of Unalaska selected JYL to assist with an analysis of their Public Safety Department Building. The initial work consisted of a physical condition survey of all aspects of the building along with developing a Recommended Space Program for both the Police and Fire Departments.

The Condition Survey—including a complete structural analysis by PND Engineers—did not find major problems with the existing building. However the Recommended Space Program clearly indicated the existing building was dramatically undersized to meet the needs of both departments.

Unalaska then asked JYL to evaluate several different site options around town, complete with conceptual sketch options for new or expanded Police and Fire buildings in various configurations. Graphic representations of each option, along with qualitative site analysis and other information were presented in several public meetings.

The public meetings resulted in a consensus to develop a new Police Station on an empty lot and renovate the existing building to be a stand-alone Fire Station. Geotechnical investigation and schematic design is now proceeding.

REFERENCE:
Tom Cohenour, Public Works Director
City of Unalaska
907-581-1260
tcohenour@ci.unalaska.ak.us
BARTLETT REGIONAL HOSPITAL

VARIOUS PROJECTS

Architect
Jensen Yorba Lott, Inc.
Primary Project Architect: Joann Lott

Jensen Yorba Lott has a long-standing relationship with BRH providing design services for literally decades. Our firm designed the original building and several major additions including the Bob Valliant Office Building. Below is a brief description of some recent relevant projects for BRH.

BARTLETT REGIONAL HOSPITAL

PHARMACY CLEAN ROOM RENOVATION

Due to new safety regulations for infusion therapy drug compounding, JYL was hired to assist in design and construction of a USP 800 compliant pharmacy clean room. Through a collaborative process with BRH facilities and the Director of Pharmacy, the compliant facility will advertise for bid this month and be complete prior to the compliance deadline of December 1, 2019.

BRH TOMOSYNTHESIS RENOVATION

This project encompassed renovation of two mammography rooms into a tomosynthesis room and was developed through several meetings with facility staff and collaboration with equipment providers. JYL was hired to provide design, construction documents, bidding and construction services for the project. The work occurred in the occupied hospital under controlled construction schedule to minimize down time for the Mammography suite.

BRH CT SCAN RENOVATION

The project encompassed development of a new space for a CT scanner and associated control room within the existing Imaging department. The work occurred in the occupied hospital under controlled construction schedule to minimize impacts to the Imaging department.

BRH MENTAL HEALTH FINISHES

After completion of the BRH Adult Mental unit (designed by a Seattle firm) it was noted that the common areas of the facility were extremely loud due to installation of hard surfaces. JYL was hired to develop a design for new interior finishes that would reduce noise in the unit and offer a more calming environment. JYL hired an acoustician to assist in development of new interior surfaces that would absorb sound but also offer the abuse resistance and safety features needed in environments where people may be at risk of hurting themselves and others. The designed was carefully implemented to include tamper resistant material installation and abuse resistant materials.

CHILD ADOLESCENT MENTAL HEALTH UNIT (CAMHU)

JYL teamed with HOK Healthcare Facility Planners to assist BRH in developing a functional program, space program, conceptual plans and cost estimates for a 12 bed child adolescent mental health unit. At the time, BRH wanted to consolidate the new child adolescent facility with Bartlett Outpatient Psychiatric Services (BOPS) as well as the existing 16 bed Rainforest Recovery Center into one facility. This concept reduced the site footprint and explored the possibility of shared use spaces such as conference rooms, gymnasiums and project rooms. JYL worked with BRH representatives to establish program criteria Space Programming documents indicating required square footage as well as preferred lot size based on program parameters.

REFERENCE:
Marc Walker, Facilities Director
Bartlett Regional Hospital
3260 Hospital Dr | Juneau, AK 99801
Ph. 907-796-8888
mwalker@bartletthospital.org
Highland Hospital with Alameda County and GSA engaged HOK to provide planning, landscape architecture, and architectural services for its 14.5 acre campus situated in Oakland’s San Antonio District - a residential neighborhood consisting of primarily low-rise single-family homes. The Highland Hospital campus is a prominent landmark within its neighborhood due to the original 1920s hospital which stands atop a hillside.

This project represents a significant investment by Alameda County to respond to the State of California’s legislation - SB1953 - requiring structurally compromised inpatient facilities to be repaired or replaced. This project includes the Phase I Satellite Building - an outpatient facility housing clinics, executive offices, cafeteria, and parking as well as the new Main Entry.

The primary goals of the Master Plan were to:

- Integrate sustainable design and promote energy conservation.
- Provide a clear and identifiable entrance to the campus.
- Create a strong connection to nature and sunlight, and provide distinct outdoor spaces for patients, visitors, and staff.
- Execute clear and logical way-finding throughout the campus.
- Design a facility which accommodates visiting family members and recognizes that they are integral and vital to the healing process.
- Protect the existing older trees on site, design with the topography, and where ever possible, add new trees.

REFERENCE:
Ann Ludwig
County of Alameda, GSA Medical Facilities Director
510-208-9552
ann.ludwig@acgov.org
The Ventura County Medical Center Hospital Replacement Wing is designed to be a place of recovery and hope. It unifies a collection of existing buildings and creates a cohesive healthcare campus with a network of indoor-outdoor rooms, plazas and gardens. An enhanced Promenade serves as an organizing element to the campus and provides a framework for future expansion.

The new Hospital Replacement Wing nestles into the natural slope of the site, sheltering the loading dock and service yard from view and creating a unique three-dimensional experience, moving through the multi-storied lobby up to the tiered East Plaza. Surgery, Interventional Radiology, Imaging, and Sterile Processing form the Interventional Platform on the Ground Floor. The qualities of flexibility, modularity, standardization, and visibility infuse all the spaces, enhancing efficiency and safety. Staff amenities, such as a private surgeons entrance, promote recruitment and retention. Natural light is brought in wherever possible.

The goal for the Hospital interior is to create a building that is comfortable, safe, secure, and clean. To this end, infection control, accessibility, and ease of maintenance are built into an attractive solution that embodies simple and timeless design. Separation of patient and public circulation is maintained throughout the new Hospital.

REFERENCE:
Joan Araujo
Ventura County Medical Center
805-652-6293
Joan.Araujo@ventura.org

The original facility, which sits in a grove of mature Monterey pines overlooking the Pacific Ocean, was designed by Edward Durell Stone. Several additions over the years have maintained the original scale and character of Stone's design. Low, striking rooflines, sweeping views of the forest and ocean, along with numerous naturally-lit public spaces all lend themselves to the calm, healing environment at CHOMP.

The design team faced the challenge of incorporating the new facilities while the existing hospital remained operational. It also inserted the new facility into an environmentally-protected area, maintaining the character and integrity of the original design.

HOK worked with CHOMP to site the new wings to minimize intrusion into the forest and maintain existing view-shed corridors, while creating critical adjacencies to improve hospital functionality. HOK enhanced the elements of Edward Durrell Stone's architecture and re-energized his original vision. The new construction and remodeled existing facility expands the contextual character of the original campus to appear as if built all at once. The project was the first major OSHPD project delivered as Design/Build.
In addition to the central green space, the scope included development of a campus master plan, a seven-story, 149-bed replacement hospital of approximately 280,000 square feet, conversion of the existing hospital building to an outpatient facility, a central utility plant (CUP), a 525-stall parking structure, and site improvements.

Given the very tight site constraints, a compact design solution was necessary. The replacement hospital consists of two bed towers that form an external courtyard and sit on a diagnostic & treatment podium. As an important urban design aspect, the CUP and the parking structure are located south of the replacement hospital in order to better organize pedestrian and view corridors. This design solution architecturally emphasizes the use of natural light as both healing element and wayfinding device. In addition, the bed towers are arranged in a “slipped bar” scheme to maximize staffing efficiency.

A complex set of phasing plans were developed to allow existing hospital operations to remain intact throughout construction and allows a seamless transition. Polytech Associates is the associate architect.

REFERENCE:
Mark Srebnik
Team Manager, Kaiser Permanente
650-299-4919
Mark.R.Srebnik@kp.org

The new Prebys Cardiovascular Institute on the campus of Scripps Memorial Hospital is the region’s largest and most advanced center dedicated to cardiovascular care. The seven-story tower unites people and technology in one facility to advance innovative treatment options for patients with cardiovascular diseases.

Interior spaces support advanced medical treatment, patient care, research, clinical trials and graduate medical education within an environment that delivers patient-and family centered care.

The 167-bed institute includes 59 intensive care beds, four operating rooms, two hybrid operating rooms, six cardiac catheterization labs, diagnostic testing and digital imaging. All patient rooms feature a wall of floor-to ceiling windows to provide patients, visitors and staff with abundant natural light and expansive views. The facility represents the first phase of a 25-year master plan that is transforming Scripps Memorial Hospital’s La Jolla campus.

REFERENCE:
Kimberlee Roberts,MPH, FACHE
Senior Director Clinical Services
Scripps Memorial hospital La Jolla
9888 Genesee Ave LJ 101
La Jolla, ca 92037
O:858-824-6710
C:858-228-7560
### 3.6 Price Proposal

<table>
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<th>Task</th>
<th>Jensen Yorba Lott</th>
<th>HOK</th>
<th>PDC</th>
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#### Task 1: 2011 Plan Review, Confirm New Process

- Meeting Preparation: 1, 2, 2
- Meeting with Leadership: 2, 2, 2
- Refine Collection Method, Schedule & Timelines: 1, 1, 2

**Task Subtotal:** $680, $850, $660, $0, $0, $0, $0, $0, $2,190

#### Task 2: Visioning, Individual Dept. Interviews

- A) Kick-Off Session / Visioning Workshop: 2, 2, 2
- B) Department Stakeholder Interviews: 20, 20, 1
- Document Findings and Conclusions: 6, 12, 10

**Task Subtotal:** $5,100, $6,970, $1,980, $0, $0, $1,960, $0, $0, $16,010

#### Task 3: Review Regional Information & Impacts

- Current and Future Utilization Rates Meeting: 2, 2, 0
- Update Plan: 2, 4

**Task Subtotal:** $340, $680, $440, $0, $0, $560, $0, $0, $2,020

#### Task 4: Review Functional & Operational Info.

- Current and Future Utilization Rates Meeting: 2, 2, 2
- Update Plan: 2, 4
- Review Space Data from BRH: 2, 4
- Update Space Program: 2, 4

**Task Subtotal:** $340, $1,100, $1,100, $0, $0, $560, $0, $0, $3,360

#### Task 5: Update Facility and Site Assessment

- Meeting Preparation: 1, 1, 1, 1
- Site Visit and Walk-Through: 4, 4, 4, 4
- Research: Codes, Zoning, Previous Documentation: 2, 2, 2, 2
- Update Condition Report and Site Plans: 2, 4, 8, 8

**Task Subtotal:** $5,110, $1,530, $1,210, $760, $0, $0, $2,925, $2,850, $9,785

#### Task 6: Close Visioning Summit

- Meeting Preparation - Visual Plans and Matrix: 4, 4, 4, 8, 8, 2
- Close Visioning Summit: 4, 4, 4

**Task Subtotal:** $1,020, $1,020, $660, $760, $520, $560, $0, $0, $5,450

#### Task 7: Draft Implementation Plan

- Major Project 1 Conceptual Plan Options: 4, 8, 8, 8, 8, 2
- Major Project 2 Conceptual Plan Options: 4, 8, 8, 8, 8, 2
- Major Project 3 Conceptual Plan Options: 4, 8, 8, 8, 8, 2
- Site Plan Conceptual Plan Options: 4, 8, 8, 8, 8, 2
- Minor Projects Conceptual Plan Options: 2, 8, 4, 16
- Phasing Plan Options: 2, 4, 4, 4, 8
- Presentation Workshop: 2, 2, 2

**Task Subtotal:** $3,740, $7,820, $4,620, $3,420, $3,640, $2,240, $0, $0, $25,480

#### Task 8: Finalize Report, Implementation Plan

- Incorporate Comments, Finalize Plan: 4, 6, 6, 16, 16
- Final Presentations: 2, 2, 2

**Task Subtotal:** $5,100, $1,100, $580, $1,520, $1,040, $0, $0, $0, $5,820

**Total Facilities Master Plan Services Fee:** $69,205

**NOTE:** ‘Alternate Approach’ services and associated consultants are not listed above. These services if deemed beneficial by BRH, can be added by negotiation.
Joann has been providing professional design services in Alaska for over thirty years. In this time, Joann has established herself as a valuable resource in health care design. She has directed design solutions which depart from the “typical” institutional atmosphere, providing positive living, working and healing spaces. Her work endeavors to promote a sense of well-being through the use of natural light and materials; and through the development of spaces which promote human interaction and involvement. Joann has developed a deep portfolio of successful health care facilities appropriately designed for Southeast Alaska.

Joann’s healthcare design experience dates back to her arrival in Juneau in 1984, when she was hired to work on the Bartlett Hospital Renovation and Addition project. Since that time, Joann has assisted Bartlett and many other healthcare providers in expanding and improving their health care delivery. Experience for Bartlett Hospital includes leading the design for complex renovations such as the Outpatient Surgery, Cardiac Rehab and Central Services Renovation and the Food Service Modifications as well as new construction such as the Robert F. Valliant Center. Recent work includes design and construction of renovations for CT Scan & Tomosynthesis equipment, the Mental Health Acoustical Improvements and currently the Rainforest Recovery Center Detox Addition and Oncology Pharmacy. She has also provided programming and conceptual design for the Child Adolescent Behavioral Health facility and the BRH campus wide master plan.

Joann has also had the privilege of working on many Petersburg Medical Center Renovations over these years including PMC Kitchen, PMC DEXA and PMC Health Clinic Renovation and Expansion as well as the PMC Nurse Station Renovation. She has also provided a facility condition assessment and master planning and concept design for a full hospital renovation and a new hospital in Petersburg. Through this work, Joann has developed a unique understanding of the existing infrastructure at Petersburg Medical Center. Her involvement with PMC over a period of over 20 years gives her insight into the Petersburg Community and specifically the Medical Center needs and services.

**EDUCATION:**
Bachelor of Architecture
Washington State University

**PROFESSIONAL REGISTRATIONS/ AFFILIATIONS:**
American Institute of Architects, Member
Registered Architect, Alaska (A-7806)
Leadership in Energy & Environmental Design, Accredited Professional (LEED AP)
CBJ Building Code Advisory Board, Past Member
Juneau Gastineau Rotary Club, Member

**REFERENCES:**
Marc Walker, BRH Facilities Director, 907.796.8888
Mike Boggs, Plant Supervisor, Petersburg Medical Center, 907.772.4291 ext 5703
Ursula Iha, Pharmacy Director BRH, 907.796.8965
Bradley Grigg, Chief Behavioral Health Officer, 907.796.8583

**OTHER PROJECT EXPERIENCE:**
- Wrangell Medical Center Concept design
- SEARHC Ethel Lund Health Center
- SEARHC Hoonah Health Clinic
- SEARHC Hydaburg Clinic
- SEARHC Haines Health Clinic
- SEARHC Kluwan Health Clinic
- Annette Island Unit (AISU) Health Center, Metlakatla, AK
- Wildflower Court Longterm Care, Juneau, AK
Corey will serve as Principal to oversee the day-to-day design team management. Corey will work closely with hospital architect Joann Lott and design team members during stakeholder meetings; design team work sessions; and construction documents production to monitor quality control, schedule delivery and budget requirements are met throughout the project.

JYL’s newest partner, Corey has 17+ years of experience in institutional and commercial architecture throughout Alaska. Corey has particular expertise working with occupied facilities undergoing renovation/expansion, working as Project Manager and Project Architect for all phases of recent large and complex projects. He is comfortable organizing and managing large groups of technical consultants to ensure well-coordinated projects are delivered on-time and on-budget. Corey is also skilled at communicating clearly with Owner and Stakeholder groups through behind-the-scenes record-keeping and facilitation of public meetings. Recent projects as Project Manager / Project Architect include the $1.5M Rainforest Recovery Center Detox Addition, $3M Ketchikan Airport Remodel, the $13 million Mt. Eccles Elementary School Addition & Renovation, the $8 million Kodiak Library, and the $7M Petersburg Municipal Building Renovation.

**PROJECT EXPERIENCE:**

- Juneau Rainforest Recovery Center Addition / Renovation (BRH)
- Providence Kodiak Island Medical Center Survey / R&R Projects
- Unalaska Department of Public Safety Analysis / Conceptual Design
- Ketchikan Airport Remodel and Roof Renovation
- 410 Willoughby DEC Lease Renovation
- Sitka Against Family Violence Shelter Addition / Renovation
- Petersburg Municipal Building / Police Station Renovation
- Kodiak Public Library, Kodiak, AK
- UAS John Pugh Residence Hall, Juneau, AK
- Petersburg Borough Public Library, Petersburg, AK
- Mt. Eccles Elementary Renovation and Addition, Cordova, AK
- Harborview Elementary School Renovation
- Juneau Douglas High School Renovation
- Auke Bay Fire Station Exterior Upgrade, Juneau, AK

**EDUCATION:**

Bachelor of Arts  
Saint Olaf College

Masters of Architecture  
University of British Columbia

**PROFESSIONAL REGISTRATIONS/ AFFILIATIONS:**

American Institute of Architects, Member  
Current President

Registered Architect, Alaska (A-12834)

Juneau-Gastineau Rotary

**REFERENCES:**

Stephen Giesbrecht, Ptsbg Borough Manager,  
907.772.5402

Tom Cohenour, Unalaska Public Works Director  
907.581.1260

Dave Conrad, Kodiak Island Borough Assistant Public Works Director  
907.486.9213
DOUGLAS MURRAY, PE
Principal Mechanical Engineer
Mechanical Engineer, Alaska - ME 7870 | BS Mechanical Engineering, University of Alaska Fairbanks | 34 years of experience

Doug Murray has 35 years of experience as a Mechanical Engineer. He is a Principal at PDC and leads the firm’s Juneau mechanical department. Doug has an extensive background in building mechanical systems in Southeast Alaska. He also has a strong background in adjusting, troubleshooting, and commissioning mechanical systems which help the owner see a complete picture of the mechanical systems choices including initial costs, servicing and operation, and life expectancy. Doug's engineering experience ranges from public facilities to commercial offices, industrial facilities, airports, port facilities, public safety, police and fire stations, retail shops, elderly housing, schools, libraries, medical centers, hospitals, swimming pools, and industrial workshops in new and renovation projects.

Doug has worked on over 50 projects at Bartlett Regional Hospital including the 2011 Master Plan and over 75 hospital and medical center projects throughout Southeast Alaska. Doug's value lies in his ability to bring his many years' of dealing with design, renovation and trouble-shooting mechanical systems in nearly every area of Bartlett Regional Hospital to produce a comprehensive mechanical systems Master Plan.

Doug will serve as the lead Mechanical Engineer on the Bartlett Master Planning and provide overall quality control. He will ensure each mechanical element is technically accurate.

References: Marc Walker, Bartlett Regional Hospital Facilities Director, 907.796.8888; Steve Merkel, SEARCH-Facility Director, 907.966.8409; Steve Tada, Engineering Project Manager, CBJ, 907.586.0894.894

PDC RELEVANT PROJECTS:

Completed:

- BRH - Medical Arts Building Remodel
- BRH Orthopedic Addition Renovation
- BRH Administrative Offices Remodeling
- BRH Clinic, Salmon Creek Professional Building
- BRH Administrative Offices Remodeling
- BRH Addition, Juneau, Alaska
- BRH Laboratory Ventilation Addition, Juneau, Alaska
- BRH Administrative Office Building, Juneau, Alaska
- BRH Domestic Water System
- BRH EF-23 Replacement
- BRH Server Room Fire Suppression, Part 1 & 2
- BRH Tomosynthesis
- BRH Water Piping
- BRH Pharmacy Cleanroom Renovation

Non-Bartlett Hospital:

- Providence Kodiak Island Medical Center (PKIMC) Master Planning
- Providence Valdez Medical Center Master Planning Services
- ANTHC: Deep Look Surveys for multiple community healthcare facilities
- Unalaska Public Safety: condition survey
- Conoco Phillips Anchorage Campus: condition survey
- USCG Ketchikan: 6 building condition survey including medical clinic

Work-In-Progress:

- BRH ASU-1 Heating Fluid Upgrade
- BRH ASU-11 Supply Fan Upgrade
- BRH Chiller No. 2 Replacement
- BRH Endoscopy Wk Rm Ventilation Upgrades
- BRH Lab Ventilation/Cooling Upgrades
Benjamin C. Haight, P.E.
Principal Electrical Engineer
Haight & Associates Inc.
526 Main St. Juneau, AK 99801
907.586.9788

Relevant Experience
Mr. Haight founded Haight & Associates originally in 1980 as BC Haight, Consulting Engineers. He has over 45 years of electrical engineering experience, and has been practicing in Alaska since 1975. As the principal of HAI, Ben provides the staff with technical guidance, defines and ensures quality assurance, reviews contract document standards, and manages project scheduling.

Regarding electrical systems, Mr. Haight maintains involvement with the systems typically incorporated into health care facilities. Specifically, these include power distribution and generation, UPS equipment, lighting & lighting controls, data & communications networks, nurse call systems, and alarm systems.

Mr. Haight has maintained a presence on projects at Bartlett Regional Hospital since 1995. His participation has included all aspects of electrical systems for the hospital. He is currently involved with the 2011 master plan miscellaneous renovations and upgrades including Central Sterilization Region Equipment Upgrades, Rainforest recovery center connection to Bartlett’s Emergency Generator and Mechanical upgrades. He maintains familiarity with all codes, particularly NFPA 99, 110, and 70 with respect to the requirements for power service and emergency generation.

Mr. Haight maintains a presence and involvement with energy conservation. Most, if not all of his projects include attention toward minimizing energy consumption. He includes attention toward lighting sources and products, lighting controls, and equipment efficiencies, obtaining the best building system efficiencies economically feasible.

Representative Projects
Bartlett Regional Hospital Addition – 2005 Project
With this project, Mr. Haight collaborated with Sparling Engineers. His part of the work scope involved the development of the BRH campus utilities around the area of the addition; and the construction of temporary utility and generator facilities away from the project site. He provided design review and construction on-site inspections and equipment test observations. He was instrumental in defining work and work schedules to maintain hospital operation through the complete renovation of the power service, distribution, and emergency generator systems.

Bartlett Regional Hospital Renovation – 2005 Project
Upon completion of the 2005 addition to the hospital, Mr. Haight participated with the design team to develop construction documents to renovate much of the original facility. This work was a continuation of the systems constructed with the addition. He followed this work as an active participant observing installation and testing of the new electrical systems.

Bartlett Regional Hospital –Med Surgical Wing 2008-2014
With this project, renovation of the level 3 east wing double occupancy rooms into single occupancy rooms. Project was done in 3 phases to accommodate work without any interruptions to BRH patient care. Emergency power utilized for all equipment’s, equipment branch and life safety branch were utilized accordance to NFPA 99. Project scope also included Fire Alarm system, Nurse Call System, Public Announcement System and Wireless transceivers. Mr. Haight followed this work as an active participant observing installation and testing of the new electrical systems.

Short Stay Recovery/PACU/Central Services Renovation 2008-2014
With this project, surgery expansion of the short stay recovery and central services renovation. Project scope included power distribution with Critical, Life Safety and Equipment branch, lighting & controls, Speaker System, Public Announcement System, Wireless Transceivers System, Nurse Call code blue system, and Fire Alarm System. Mr. Haight followed this work as an active participant observing installation and testing of the new electrical systems.

References
Marc Walker, Bartlett Regional Hospital
907.796.8888
mwalker@bartlethospital.com

Steve Merkel, Deputy Facility Director, SEARHC 907.966.8888
stevenm@searhc.org

Keith Stephens, Facilities Manager, AK Health & Social Services, 907.465.1872
keith.stephens@alaska.gov

Education
B.S. Electrical Engineering; Washington State University; Pullman Washington; 1972

Registration
Professional Engineer, Alaska, No. EE4800, 1979

Affiliations
- National Society of Professional Engineers
- Institute of Electrical & Electronic Engineers
- Illuminating Engineers Society
- National Fire Protection Association
- National Society of Architectural Engineers
- Association of Energy Engineers
- US Green Building Council

Background
- BC Haight Consulting Engineers; 1980-1994
- USCG, 17th District, Juneau; 1975-1980
- US Bureau of Reclamation, Grand Coulee Dam, WA; 1973-1975
JESSE GOBELI, P.E. | Vice President | Principal Structural Engineer

Registration:
- Civil Engineer: Alaska #11082, 2004
- Structural Engineer: Alaska #13529, 2012

Education:
- B.S., Structural Engineering, University of California San Diego, 1994

Residency: Alaska Resident

Jesse Gobeli has 24 years of structural engineering experience. He began his career with the U.S. Navy Civil Engineer Corps (Seabees) before transitioning into the private sector. He has experience with all types of building structural systems, including structural steel, light-gauge steel, cast-in-place, precast and post-tensioned concrete, masonry, and wood. Jesse is highly experienced in performing structural investigations and inspections of existing facilities, and he specializes in structural retrofit and remodel projects. He is an enthusiastic proponent of the performance-based design standards of ASCE 41-13, Seismic Evaluation and Retrofit of Existing Facilities, for reuse of existing structure to the greatest extent possible. Jesse is LEED AP-certified and has completed several major LEED projects in Alaska. He also has extensive experience in design of critical seismic bracing for mechanical equipment and architectural components. Relevant projects include:

ANTHC Childcare and Education Center, Anchorage, AK. Lead Structural Engineer. Jesse provided structural design for a three-story, 50,000-square-foot facility on the Alaska Native Tribal Health Consortium campus, which houses a childcare facility, dental and healthcare training, exam rooms, and laboratory space. The building utilizes a structural steel frame with buckling-restrained braced frames. Jesse worked closely with the geotechnical consultant to develop shallow foundation design with ground improvements, saving substantial costs over traditional deep pile foundations. He also worked with the design team to develop additional cost-saving strategies, including reducing steel weight and developing structural details for large rooftop-mounted building mechanical modules.

Providence Health Care Center, Eagle River, AK. Structural Engineer. Jesse provided structural design for this 21,000-square-foot, two-story building owned by Providence Health & Services Alaska. This fast-track, $6.3 million, design-build medical facility houses an imaging center, laboratory, physical therapy, home healthcare provider, and doctor offices. The facility utilized a structural steel-braced frame with clerestory and mechanical space in a rooftop penthouse.

South Peninsula Hospital Expansion, Remodel, and Renovation, Homer, AK. Structural Engineer. Jesse provided structural design services for this joint project of the Kenai Peninsula Borough and South Peninsula Hospital in Homer. The scope of work included developing design construction documents based upon a previously completed master plan and schematic design. This $26 million project added approximately 25,000 square feet to the hospital and remodeled 11,000 square feet.

Juneau International Airport Expansion and Renovation, Juneau, AK. Structural Engineer. Jesse was the lead structural engineer for the 12,000-square-foot, two-story airport expansion and renovation project. The project provided a new baggage claim and tenant lease spaces for the airport. The building is a steel-framed structure with special steel moment frames and was seismically separated from the existing building. The project included tall glazing walls and outside canopies.

REFERENCES
Jeff Walden, Matanuska Susitna Borough, 907.861.7710
Chris Nall, Palmer Public Works Director, 907.745.3400
Catherine Fritz, Juneau Airport Architect, 907.586.0452
PETER GRANDINE
Principal | Senior Medical Planner

Peter is a Senior Medical Planner with over 30 years of space planning and programming experience. He has worked on projects from Schematic Design through Construction Administration on highly complex projects, many of which are major medical centers. His spatial awareness makes him very talented at problem solving and working around challenging spaces. Peter provides strong leadership and is able to build consensus during a critical part of planning – user group meetings. He is able to listen and respond to user needs and ultimately offers sound solutions that everyone can agree upon. Additionally, his experience as a Project Architect gives him a more in-depth understanding of the infrastructure of a medical facility and its relationship internally.

EXPERIENCE

Kaiser Permanente Riverside-Cirby Medical Office Building
Roseville, California
A new, 196,510 square foot, four-story medical office building consisting of primary care, pharmacy, radiology, optical sales, surgery and specialty services. LEED Gold anticipated.

Kaiser Permanente Redwood City Specialty Medical Office Building and Make Ready Projects
Redwood City, California
Based on the medical campus master plan completed by HOK, a new parking garage, and a multi-level specialty medical office building. The new 198,000 sq. ft. SMOB will provide two new MRI’s to the campus, an outpatient surgery and procedural platform and Neuroscience specialty clinics. LEED Gold Anticipated

Kaiser Permanente Baldwin Hills / Crenshaw Medical Office Building
Los Angeles, California
Based on HOK’s master plan, site will be developed in phases and the campus is ultimately expected to include three office buildings totaling 105,000 sq. ft. and two parking structures. LEED NC Platinum Anticipated
Zero Net Energy Design

Mount Elizabeth Novena Hospital
Novena, Singapore
Architectural and interior design for a 320-bed “hospital of the future” with 100 percent private rooms and patient floor balconies, gardens and rooftop landscape; 780,000 sq. ft., including a 200,000 sq. ft. outpatient clinic.

BJC Healthcare and Washington University School of Medicine Campus Renewal Project
St. Louis, Missouri
Phase I of a long-term project to renew the Kingshighway Boulevard medical center campus, which encompasses Barnes-Jewish Hospital, St. Louis Children’s Hospital and Washington University School of Medicine. More than 800,000 sq. ft. of new construction and renovation including 453 new beds, mother and infants, cancer, surgery, administration, education, research and parking.

Scripps Prebys Cardiovascular Institute (SPCI) Pharmacy Relocation
La Jolla, California
A new Pharmacy in approximately 8,300 square feet of existing shelled and General Storage space on the Lower Level of the Prebys Cardiovascular Institute at Scripps Memorial Hospital. The new Pharmacy includes a Pharmacy Work Area, Clean Room, Offices, Support and Circulation.

Scripps Prebys Cardiovascular Institute Emergency Department
La Jolla, California
A new Emergency Department (ED) in approximately 36,000 square feet of shelled space on the first floor of the new Prebys Cardiovascular Institute at Scripps Memorial Hospital. Replacing the ED currently housed in the existing building. The new ED will allow for added exam space, trauma bays and better proximity to necessary services, such
PROFESSIONAL QUALIFICATIONS

Member of Construction Specifications Institute
Member of Society of American Value Engineers
Member of American Association of Cost Engineers
Member of American Society of Professional Estimators

PROFILE

Ehsan Mughal will serve as the Construction Cost Consultant for the cost estimates needed for this contract. He will be the principal-in-charge/point of contact at HMS Inc. and will be responsible for overseeing all work done by the estimating staff. Ehsan will work closely with the project team to address any issues that may arrive. His continuing involvement will include performing detailed quantity surveys, developing labor rates, estimate preparation, quality control, and verifying the accuracy of the cost estimates.

Ehsan received his training and initial professional experience with firms of chartered quantity surveyors and large international construction companies in East Africa. He gained more than ten years’ experience on a broad range of projects where he was responsible for preparing Bills of Quantities and post contract cost control. He worked in Chicago for two years performing his duties on national and international projects, first for a construction company, then for a professional firm of cost estimators. Ehsan’s experience includes estimating in both U.S. and metric systems.

Ehsan co-founded HMS Inc. in 1980 and has estimated countless projects throughout the entire state of Alaska, including schools, offices, community centers, housing developments, and libraries, to name a few. His comprehensive knowledge and experience in providing realistic cost information is a valuable resource for his clients. Ehsan’s in-house quality control plan ensures quantities are accurate, prices reflect market conditions and all assumptions are logical. His experience enables him to advise his clients of different materials and systems which may be used in their facilities to keep the overall construction cost within the allocated budget. Ehsan confirms the consistency and soundness of each estimate.

Ehsan has collaborated on more than (370) hospital and clinic projects, each with its own distinctive qualities. From small renovations and upgrades to additions and brand new facilities, Ehsan is well versed in the complexity of every stage of development of medical facilities. Examples of projects at Bethel Regional Hospital include Medical/Surgical and Same Day Care Units Renovation, Orthopedic Center of Excellence, Behavioral Health Facility, Office Renocation, 1968 and 1977 Roof Replacement and Hospital Mechanical and Electrical Work.

REFERENCES

Scott Pexton, Dept of Environmental Conservation, 907.269.7680; Brad Richie, National Park Service, 907.644.3387; Anne Fore, U.S. Army Corps of Engineers, 907.753.5675