Purpose: A good governance structure is critical for making defensible and timely decisions that allow the project to move forward expeditiously. In a complicated organization like a university or hospital, this requires a variety of perspectives to ensure the best interests are being served. An appropriate governance structure should balance the potential opportunity any new project represents with the long-term goals and realities of the institutions. The governance structure is developed at the very beginning of the project and remains in place throughout the predesign study. It is the project manager's responsibility to reinforce its role enabling the project to move forward. The governance structure includes the following individuals and entities:

Responsible Party – High level administrator responsible for ensuring that overall institutional objectives are met. This person is accountable for the overall success of the project. Monthly updates will be provided by the Executive Committee, including significant decisions. Any recommendations that may extend the project parameters must be made by the responsible party. Paul Hayes, Executive Director of Harborview Medical Center, will be the responsible party for this project, ensuring at a high level that all institutional objectives are met.

Project Executive Committee – All major project decisions, recommendations, and trade-offs within the established parameters of the project (site, budget, schedule, financing) will be made by the Project Executive Committee, a small, high-level committee representing broad perspectives as well as project-specific views. This group may also engage in collaborative design sessions with the Project Management Team and the Project Work Teams. The Committee will meet on a monthly basis. This committee includes the following members:

- Lisa Brandenburg, Chief Health System Officer, UW Medicine Health System
- Paul Hayes, Executive Director, Harborview Medical Center, UW Medicine Health System
- Michelle Reed, Executive Director, Capital and Space Management, UW Facilities
- Kera Dennis, Associate Administrator, Harborview Medical Center
- Jim Vollendroff, Director, Behavioral Health Institute
- Patrick Hamacher, Director of Legislative Analysis, Metropolitan King County Council
- Kelli Carroll, Director of Special Projects, Office of King County Executive Dow Constantine

Advisory Groups

These groups represent the vision of the project and provide expert guidance about the medical, clinical and academic project goals and objectives. The Project Executive Committee will consult regularly with this group and seek input regarding programmatic decisions.

- Harborview Board of Trustees Strategic Planning Committee
- Behavioral Health Institute Steering Committee
- Harborview Capital Planning Oversight Committee
• King County Harborview Leadership Group

**Project Management Team (PMT)** – Day-to-day decisions will be made by the Project Management Team, consisting of project managers from the UW Facilities, Harborview Medical Center, and the consultant team. This team will meet weekly throughout the development of the predesign.

- Ted Klainer, Capital Project Manager, Harborview Planning Department, HMC
- Tracey Andres, Account Manager, Capital & Space Management, UW Facilities
- Jim Vollendorff, Director, Behavior Health Institute, UW Medicine
- TBD, Predesign Consultant Manager

**Project Working Teams** – These subgroups focus on certain design aspects. These teams make recommendations to the PMT and the Project Executive Committee. Members of these teams include the project managers, consultants, and institution representatives. Members of these teams will also assist in identifying participants for focus groups to better inform the work of the teams. They will also integrate input from partners including Harborview administration, as well as other departments who will support the building operations.

**Working Teams**

1. **Operations and Functional Program**
   - Jim Vollendorff, Director, Behavior Health Institute, UW Medicine
   - TBD, Predesign Consultant Manager
   - King County representative

2. **Predesign**
   - Tracey Andres, Account Manager, Capital & Space Management, UW Facilities
   - TBD, Predesign Consultant Manager
   - King County representative

**Additional Focus Groups to be defined as needed** – Topic specific groups as identified by the working teams to provide technical expertise: clinical, academic, administrative and operations.