



RFP No. 20191202 Request for Proposal for Program Management Services for the JPS 2018 Capital Improvement Program

Addendum #1

December 18th, 2019

Response to Pre-Proposal Questions

Question #1: Is there some benchmark information for the respondents to consider in the development of their proposals?

Answer #1: Yes, there is a list of reference materials intended for that use found on page 49 of the RFP. The benchmarking and foundational information for the program may be found within the materials and references provided.

Question #2: Will there be opportunities for academic partnerships?

Answer #2: Yes, JPS is an academic medical center with 12 residency programs and 3 fellowship programs, including the nation's largest Family Medicine residency program (RFP-pg5). We are looking for the respondents to provide guidance that will help the District continue to prioritize and advance its mission to provide excellence in academic medical training as a teaching hospital (RFP-pg24). In addition, we are looking for the respondent to not only limit partnerships to academics in nature; we are seeking assistance with the formation of strategic partnerships with community health partners to improve/optimize resources and care delivery within Tarrant County (RFP-pg23) such as P3 opportunities, assessment and development of owned real estate, etc.

Question #3: Will there be additional funding available if needed?

Answer #3: There currently is \$800 million approved for bond issue and JPS is currently anticipated adding \$400 million to the program. We are seeking the IPMO to provide creative solutions and alternatives to economic constraints during the development of the Final Report to include, but not limited to, the partnerships listed within question #2 (above).



Question #4: Will subconsultants to the prime program management firm be contracted directly with JPS Health Network or with the prime firm, with expectations to comply with the JPS contract terms and conditions?

Answer #4: Subconsultants to the prime program management firm will be contracted directly with the Prime Firm.

Question #5: If we need to utilize the services of Architectural, Engineering or Estimating firms on our project team, are these firms prohibited from being able to submit on future RFP's related to the implementation on any future projects?

Answer #5: Upon the successful completion of the Initial Program Management Services and acceptance of the Final Report by the Commissioners Court, any service provider working under the Program Management Firm providing a professional service will be allowed to submit on the implementation of future projects in the program.

Question #6: Can you confirm that the "special consultants" listed on p. 17 C 2 would not be precluded from the future projects that are a part of the 2018 Capital Improvement Program?

Answer #6: Confirmed

Question #7: Please confirm it would be acceptable to use smaller than 12-point font in areas such as graphics, tables and the organizational chart, so long as it is legible?

Answer #7: Confirmed. A minimum of 8 pt will be permitted for graphics, tables, and the organizational chart.

Question #8: Please confirm it would be acceptable to include one (1) introductory page for the following sections: Tab 3 Individual Resumes, Tab 4 Firm Resumes, and Tab 9 HUB/SMWBE/DOBE Participation?

Answer #8: Not accepted. Please submit responses complying to the submittal format prescribed.

Question #9: The RFP states "The IPMO will be responsible for the management of all un-started CIP projects". Are there additional projects outside of the listed Program that are to be included?

Answer #9: Additional projects outside of the listed Program are not to be included within respondents price. Page 13 of the RFP reads: The projects in the program are a list that are to be used as a basis for the Respondent to provide a price. During the first 9 months of this engagement, once the analysis of options, project scopes and costs are complete, the program time and budget are likely



to be adjusted. Also, referencing the Preliminary Program Management Service Agreement; page 7 of 34 reads: During the development of the PIP, the parties contemplate that the facilities and improvements may be revised, deleted, enhanced or otherwise adapted, as determined in the development of the plan. Program Manager shall submit to Owner a draft PIP within 3 months of the notice to proceed. Program manager shall submit a final PIP for adoption by the Owner within 9 months of the date of the notice to proceed. Changes in scope required may warrant a change in the Program Managers Continuing Fee Schedule and Staffing Plan that will be negotiated at the time of acceptance of the Final Report developed during the Initial Program Management Services.

Question #10: Please confirm that the work to date has already identified much of what is requested under “(g) Provide specific input and guidance necessary for District to drive the Strategic Planning Program,” and that the work effort for the IPMO centers around assimilating and validating completed work.

Answer #10: As highlighted at the Pre-Proposal Conference, the work effort for the IPMO centers around much more than assimilating and validating completed work. Please refer to Scope of Services beginning on page 10 of the RFP. Particularly, (Referencing page 10 of the RFP) It reads: The IPMO will be responsible for identifying, validating and implementing the specific projects within the strategic capital program to advance the organization’s mission, vision and ability to meet community needs in a manner that is both financially and operationally sustainable to the organization. (Referencing page 11 of the RFP) It reads: IPMO will function as the creative convener for redesigning and constructing a future patient and healthcare consumer experience that is highly customized, coordinated, conveniently accessible and both financially and operationally sustainable to the organization. JPS desires to contract for IPMO services including and not limited to: program management; strategic and program planning; health services delivery planning; master site planning; operational design planning; information and clinical technology planning; ; capital expenditure planning; budgetary impact analysis; and project controls. This will be more than a building program, this will be a program that requires buildings in transforming the care of health for the community of Tarrant County and its residents.

Question #11: We presume that work steps 4, 5, 10 and 12 will be completed, possibly, by others after the 9-month Special Consultation Services are complete. If that is not correct, please explain how and to what degree these activities should be incorporated into the Special Consultation Services phase.

Answer #11: Please refer to response provided to question #10 (above).

Question #12: For both pricing and staffing purposes – please provide additional detail on what the requirements would be for “Backfill and Renovations scope of work”. This is a substantial part of the



overall schedule (May 2028 through June 2032 - a period of nearly four and a half years) and would have a large impact on the pricing without additional information to work off of in regards to the potential scope, program, complexity, etc. As an alternative, could this portion of work be excluded from the pricing until additional information is known to allow for a fair pricing exercise to be completed?

Answer #12: For pricing purposes the Backfill Renovations is defined to be roughly 165,000 DGSF of backfill renovations. It is requested respondents place the anticipated resources and expenses to be reasonably anticipated to be encountered to perform the program management services requested within the RFP for such renovations. Please refer to Owners Preliminary Milestone Schedule for durations. Changes in scope required may warrant a change in the Program Managers Continuing Fee Schedule and Staffing Plan that will be negotiated at the time of acceptance of the Final Report developed during the Initial Program Management Services.

Question #13: Please confirm it would be acceptable to defer the inclusion of any costs for potential office space and/or a Big Room until after the schedule is finalized and an analysis of existing options and properties on-campus is completed.

Answer #13: Please refer to the definition of IPMO (Page of the RFP, Page 3 of 34 of the Preliminary PM Services Agreement) The Program Manager's Fee is to include the cost of the IPMO including space rental and other office expenses as well as its staffing. If a "Big Room" concept is implemented in the PIP, it will be co-located with the IPMO's office space. Its costs will be agreed upon and added to the Program Manager's contract.

Question #14: Is it possible to provide additional information on who will make up the joint County / JPS Short Listing Committee?

Answer #14: No

Question #15: Please include "Program" and its definition within Section VII for clarity.

Answer #15: Please refer to definition #13 on page 2 of 34 listed in the Preliminary Program Management Services Agreement. Program is defined as follows: Projects identified in RFP 20191202 related to the JPS 2018 Bond Referendum. The Program and associated Projects may be changed as required in the successful development of the PIP or as Owner deems appropriate.