

November 20, 2008

Subject: Pre-Proposal Conference for Master Architect, CMAR, and Program Controls Manager

Regarding: New Parkland Hospital Construction Program

These questions and answers were exchanged at the pre-proposal conference in the Central Jury Room at the George Allen Court House on November 19, 2008.

Q1. Will the Master Architect be involved in the selection of the other Architects?

A1. Yes, the Master Architect in all likelihood will be a member on any selection committees formed to determine the architects of record for design of the office and clinic complexes, or parking garages.

Q2. When will the Commissioning RFP come out?

A2. Our preference is to put an RFP for Commissioning Services out sooner rather than later so that the commissioning agent can be involved in design review at the schematic design stage.

Q3. Tell us more about the proposal process for the Master Architect.

A3. The proposal process for the Master Architect RFQ follows a qualifications-based selection process in accordance with Texas Government Code Chapter 2254 which is similar to Brooks Act-type selection procedures the federal government employs to select their professional services consultants. We're using a 2-step selection process. In step 1, a Parkland Selection Committee will evaluate and score the written proposals against the criteria in the RFQ with the aim of short listing three organizations for step 2 presentations. In step 2, the short-listed organizations will be given a new set of criteria, and another selection committee will evaluate and rank the presentations. Negotiations will occur with the top-ranked firm to establish the fee. If these negotiations fail, then negotiations with No. 1 will end and negotiations with No. 2 will start, and this will be repeated until an acceptable fee has been determined. Our goal in step 1 is to short-list only three organizations, but we have reserved our right in the RFQ to short-list more than three organizations.

Q4. Please speak to MWBE requirements.

A4. Parkland's MWBE goals for the new hospital program are 25% for goods and services and 30% for construction. These goals are overarching for the whole program, and there is no set goal for any particular procurement. Therefore, if one organization's MWBE performance in the program is below the program goal, then all of the other organizations in the program will need to exceed the program goal so that the overall goals are met.

There is an MWBE criterion in each procurement with scoring that would give additional points to the organizations that present the best and most concerted effort to involve MWBEs in the program.

Q5. In step I, in the Master Architect proposal, will the Vendor need to name their entire team?

A5. No. The entire team need not be named in the Step 1 submission. Naming of team members will be requested from short-listed companies in their step 2 submissions.

Q6. Speak to the constituents that will comprise the Selection Committee.

A6. Most of the voting members on the first selection committee will be Senior Vice Presidents at Parkland who are also members of the "New Hospital Steering Committee". They will also fill voting positions on

the selection committee for evaluation of step 2 presentations. The Chief Financial Officer and Chief Operating Officer and some board members may observe the presentations and monitor the fairness of the selection process. Some technical and healthcare experts from outside of Parkland may also be added to the committee in voting or advisory capacities. Overall, the voting panel on the final selection committee will probably number 10 to 12.

- Q7. Expand on how teams will augment how much staff participation will be in Project Management?
- A7. Parkland is approaching program management as a series of functions that need to take place to run the program and we are in the process of determining exactly which functions we will contract and this will be partially dependent on the experience and capabilities of any people we might hire inhouse – hiring which is currently underway.. A slide in the pre-proposal conference briefing lists some of the functions we expect to procure as augment services.**
- Q8. Criterion 1 in the RFQ for Master Architect states, “If a joint venture is proposed, describe the joint venture and provide the size, resources, staffing, expertise, and workload for each joint venture partner. Does “joint venture” mean the legal entity”
- A8. No. The term, “joint venture” should be changed to “organization”. The intent of the criterion was to allow for any organization or combination of organizations to submit a proposal. The legal arrangement for the entity will be addressed with the short-listed companies in step2.**
- Q9. Will we be able to get a copy of sign-in sheet?
- A9. The sign-in sheet will be posted on the Parkland website along with these questions and answers and the pre-proposal presentation.**
- Q10. Will operational and Facilities Programmer, Karlsberger Healthcare Consulting, be available throughout the design?
- A10. Karlsberger Healthcare Consulting Inc, our facilities programmer, will be made available to impart the facilities program to the design team and also to review the design for Parkland. The exact arrangement is still to be determined but involves a dozen or more two or three day engagements. This can be adjusted up or down based upon the design team’s need for their services, or synergy that Karlsberger might deliver to the design team.**
- Q11. Do we have a specific goal for the % of locally owned business? No
- A11. No. There is no specific goal in the County Code for the use of local businesses. Competition and quality of work remains the ultimate "yardstick" in selecting contractors, subcontractors, vendors, services, professional services, and suppliers. Our hope is that the local businesses will win the work by virtue of their competitiveness and quality of work.**
- Q12. Will the facilities program that is being developed by Karlsberger be available to everyone?
- A12. The facilities program will be posted or distributed to the short-listed organizations for use in developing step 2 presentations.**
- Q13. Is there a possibility for a separate RFP for just engineering?
- A13. The engineering for the new hospital will be in the Master Architect’s scope of services. We plan to post a separate RFP for development of a utilities master plan in mid-December. There’s also the possibility of an engineer-led design effort for a central power plant if the plant is remote from the hospital.. Bridges and tunnels may also be engineer-led projects.**
- Q14. How far are you into planning to co-locate the team?

A14. Parkland has been looking at commercial spaces for possible lease. Any decisions on co-locating will be made in concert with the chosen Architect and CMAR.

Q15. Will the Utility master planner and technology consultant work for owner?

A15. Yes. Parkland will contract separately for the utilities master planner and technology consultant.

Q16. Will the parent company for the firm that is performing program management be able to propose on the Master Architect RFP?

A16. The parent company for Karlsberger Healthcare Consulting, Inc., is not excluded from competing for Master Architect.

Q17. In criteria 3, do we submit a resume for only one member and no other team members?

A17. Yes. Parkland will ask for resumes of other key personnel in step 2.

Q18. Interiors. If you win the Master Architect engagement, do you automatically win Interior Design as well?

A18. The interior designer will work under the Master Architect.

Q19. Individual Program Manager, how do you go about soliciting individual program managers.

A19. We will solicit individual program management functions by posting RFPs under “Business Opportunities” on our website.

Q20. Can we post contact information for the minority councils?

A20. Yes. We will post contact information and links to minority council contact information as we receive it.

Q21. When can we anticipate the RFP for central plant?

A21. The timeframe for the RFP for the central plant is yet to be determined, but it’s not likely to be advertised before the utilities master plan is completed and pad location has been set for the plant by the Master Architect.

Q22. Is the Civil Engineer going to be a separate procurement? Who will he be under?

Q23. This is yet to be determined.

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