REQUEST FOR QUALIFICATIONS FOR SERVICE PROVIDER FOR INSTITUTIONAL MASTER PLAN 2020

MD ANDERSON CANCER CENTER

RFQ No.: 548609/BD

PRE-PROPOSAL CONFERENCE:

February 15, 2013
10:00 AM Local Time
The University of Texas MD Anderson Cancer Center
Dan L. Duncan Building (CPB) (Cancer Prevention Building)
1155 Pressler Street
CPB 8 Rooms 5 & 6
Houston, Texas 77030-3721

SUBMITTAL DUE DATE: March 1, 2013, 2:00 PM Local Time

THE UNIVERSITY OF TEXAS



Making Cancer History®

Prepared By:
MD Anderson Cancer Center
Sourcing & Contract Management
7007 Bertner Avenue, Suite 10.3212
Houston, Texas 77030
713-792-4278/745-8300

TABLE OF CONTENTS

Section 1 - General Information & Requirements		3.4	Respondent's Performance on Past Representative Projects
1.1	General Information	3.5	Respondent's Performance on Past Projects
1.2	Public Information	3.3	Utilizing Metrics for Institutional Facilities Planning
1.3	Type of Contract		
1.4	Clarifications and Interpretations	3.6	Respondent's General Understanding of the Draft
1.5	Submission of Qualifications	Agreement	
1.6	Point-Of-Contact	3.7	Respondent's Compliance with the Project
1.7	Evaluation of Qualifications	2.0	Description and Scope
1.8	Owner's Reservation of Rights	3.8	Respondent's Knowledge of Best Practices
1.9	Acceptance of Evaluation Methodology	3.9	Respondent's Ability to Identify and Resolve Problems on Past Projects
1.10	No Reimbursement for Costs	3.10	Execution of Offer
1.11	Pre-Proposal Conference	3.10	
1.12	Eligible Respondents		
1.13	Historically Underutilized Businesses' Submittal Requirements – Please note the HUB Goal for	Section 4 - Format for Statement of Qualifications	
		4.1	General Instructions
1 14	this project	4.2	Page Size, Binding, Dividers and Tabs
1.14	Certain Proposal and Contract Prohibited	4.3	Table of Contents
1.15	Sales and Use Taxes	4.4	Pagination
1.16	Certification of Franchise Tax Status		
1.17	Required Notices of Worker's Compensation Insurance Coverage	Section 5 - Attachments to the RFQ	
1.18	Prevailing Wage Rate Determination	5.1	Attachment A - Draft Agreement Between the
1.19	Delinquency in Paying Child Support		Owner and the Service Provider
1.20	State Registration of Architectural Firms	5.2	Attachment B - Rider 1 to the Agreement
1.21	State Registration of Engineering Firms	5.3	Attachment C – Rider 104; Policy on Utilization Historically Underutilized Businesses
Section 2 - Executive Summary		5.4	Attachment D - Rider 105; Vendor Affirmation
2.1	Historical Background	5.5	Attachment E – Rider 106; Premises Rules
2.2	Mission Statement	5.6	Attachment F – Rider 107; Travel Policy
2.3	Project Description and Scope	5.7	Attachment H – Rider 117; Compliance with
2.4	Facilities Program	5.7	Institutional Policies
2.5	Project Planning Schedule	5.8	Attachment I – Request for Information
		5.9	Attachment J – Sales Tax Exemption Certificate
Section 3 - Requirements for Statement of Qualifications		5.10	Attachment K - Master Plan 2015
3.1	Respondent's Statement of Qualifications and Availability to Undertake the Project		
3.2	Prime Firm's Ability to Provide Services		
3.3	Project Team's Ability to Provide Comprehensive Facilities Master Planning Services		

REQUEST FOR QUALIFICATIONS FOR SERVICE PROVIDER

MD ANDERSON CANCER CENTER INSTITUTIONAL MASTER PLAN 2020

RFQ No.: 548609/BD

SECTION 1 – GENERAL INFORMATION & REQUIREMENTS

- 1.1 <u>GENERAL INFORMATION</u>: The University of Texas MD Anderson Cancer Center ("Owner") is soliciting statements of qualifications ("Qualifications"), under the authority of Chapter 73.115 of the Texas Education Code Acquisition of Goods and Services, for the selection of a consulting firm for the Institutional Master Plan 2020 ("Project"), in accordance with the terms, conditions, and requirements set forth in this Request for Qualifications. This Request for Qualifications ("RFQ") provides Respondents with the information necessary to prepare and submit Qualifications for consideration by Owner.
 - 1.1.1 This Request for Qualifications ("RFQ") is the first step in a TWO step process for selecting a consultant firm. The RFQ provides the information necessary to prepare and submit Qualifications for consideration and initial ranking by the Owner. Based on the initial ranking, the Owner may select a number of the top ranked qualified respondents to attend Interviews in the final step of the process.
 - 1.1.2 In the final step of the process, Interviews, the "most qualified" respondents may be requested to attend an interview with the Owner to confirm the Qualification submittal and answer additional questions. The Owner will then rank the remaining respondents in order to determine a "most qualified" respondent.
- 1.2 <u>PUBLIC INFORMATION:</u> All information, documentation, and other materials submitted in response to this solicitation are considered non-confidential and/or non-proprietary and are subject to public disclosure under the Texas Public Information Act (*Texas Government Code*, Chapter 552.001, *et seq.*) after the solicitation is completed.
 - 1.2.1 The Owner strictly complies with all statutes, court decisions, and opinions of the Texas Attorney General with respect to disclosure of RFQ information.
- 1.3 <u>TYPE OF CONTRACT:</u> Any contract resulting from this solicitation will be in the form of the Owner's draft Agreement shown as Attachment A, copy of which is attached to this RFQ.
- 1.4 <u>CLARIFICATIONS AND INTERPRETATIONS</u>: Any clarifications or interpretations of this RFQ that materially affect or change its requirements will be posted by the Owner as an addendum on the Owner's web site (http://www2.mdanderson.org/app/procurement/bids/). It is the responsibility of all respondents to obtain this information in a timely manner. All such addenda issued by the Owner before the proposals are due as part of the RFQ, and respondents shall acknowledge receipt of and incorporate each addendum in its Qualifications.
 - 1.4.1 Respondents shall consider only those clarifications and interpretations that the Owner issues by addenda three (3) calendar days prior to the submittal deadline. Interpretations or clarifications in any other form, including oral statements, will not be binding on the Owner and should not be relied on in preparing Qualifications.

1.5 SUBMISSION OF QUALIFICATIONS:

1.5.1 DEADLINE AND LOCATION: The Owner will receive Qualifications at the time and

location described below:

March 1, 2013, 2:00 PM LOCAL TIME

Physical Address for Courier Delivery:
The University of Texas MD Anderson Cancer Center
Supply Chain Management

Mid Campus One Building (1MC) 7007 Bertner Ave, Suite 10.3212

Houston, Texas 77030

Attn: Bryan Dawson

- 1.5.2 Submit thirteen (13) identical copies of the Qualifications. An original signature must be included on the "Respondent's Statement of Qualifications and Ability to Undertake the Project" document submitted with each copy.
 - 1.5.2.1 Respondent must submit thirteen (13) virus free, exact copies of the RFQ on CD's. The CD's must be submitted in a SEALED envelope apart from the other bid documents and must be submitted at the same time the hard copy sealed documents are submitted. The envelope containing the CD's must clearly be labeled "RFQ" and have the name of the submitting firm, the project name, and the RFQ number on both the sealed envelope and on the CD.
- 1.5.3 Submit the HUB Subcontracting Plan (HSP) as described in Section 4.1.2 of this RFQ. All HUB Subcontracting Plans should be submitted by the bid closing date in a SEALED envelope within the sealed response.
- 1.5.4 Late received Qualifications will be returned to the respondent unopened.
- 1.5.5 The Owner will not acknowledge or receive Qualifications that are delivered by telephone, facsimile (fax), or electronic mail (e-mail).
- 1.5.6 Properly submitted Qualifications <u>will not</u> be returned to respondents.
- 1.5.7 Qualifications materials must be enclosed in a sealed envelope (box or container) addressed to the Point-of-Contact person; the package must clearly identify the submittal deadline, the RFQ number, and the name and return address of the respondent.
- 1.6 POINT-OF-CONTACT: The Owner designates the following person as the representative and sole Point-of-Contact for this RFQ. Respondents shall restrict all contact with the Owner and direct ALL questions regarding this RFQ, to the Point-of-Contact person identified in Section 1.6 only. RESPONDENTS SHALL NOT CONTACT ANY OTHER OWNER REPRESENTATIVE AT ANY TIME FOR ANY REASON. ALL QUESTIONS MUST BE IN WRITING AND SUBMITTED IN ACCORDANCE WITH THE RFI SUBMISSION TIMELINE ESTABLISHED IN THIS RFQ.

Bryan Dawson The University of Texas MD Anderson Cancer Center Sourcing & Contract Management

Telephone: 713-792-4278

Email: bdawson@mdanderson.org

- 1.7 <u>EVALUATION OF QUALIFICATIONS</u>: The evaluation of the Qualifications shall be based on the requirements described in this RFQ. All properly submitted Qualifications will be reviewed, evaluated, and ranked by the Owner. The top ranked respondents may be selected by the Owner to participate in step two of the selection process, interviews.
 - 1.7.1 Qualifications shall not include any information regarding respondent's fees, pricing, or other compensation.
- 1.8 OWNER'S RESERVATION OF RIGHTS: The Owner may evaluate the Qualifications based on the anticipated completion of all or any portion of the Project. The Owner reserves the right to divide the Project into multiple parts, to reject any and all Qualifications and re-solicit for new Qualifications, or to reject any and all Qualifications and temporarily or permanently abandon the Project. Owner makes no representations, written or oral, that it will enter into any form of agreement with any respondent to this RFQ for any project and no such representation is intended or should be construed by the issuance of this RFQ.
 - 1.8.1 Respondent understands and agrees that this RFQ and any subsequent Agreement ensuing from this RFQ is contingent upon approval by Owner. Respondent understands and agrees that Owner has made no representation, written or oral, that any such approvals will actually be obtained. If any such approvals are not obtained, Respondent understands and agrees that this RFQ and any subsequent Agreement ensuing from this RFQ will be null, void, and of no effect.
- 1.9 <u>ACCEPTANCE OF EVALUATION METHODOLOGY</u>: By submitting its Qualifications in response to this RFQ, respondent accepts the evaluation process and acknowledges and accepts that determination of the "most qualified" firm(s) will require subjective judgments by the Owner.
- 1.10 NO REIMBURSEMENT FOR COSTS: Respondent acknowledges and accepts that any costs incurred from the respondent's participation in this RFQ shall be at the sole risk and responsibility of the respondent.
- 1.11 PRE-SUBMITTAL CONFERENCE: A non-mandatory pre-submittal conference will be held at the time and location described below. Although not required, attendance is encouraged to allow firms an opportunity to hear Owner discuss the project and the bidding process.

February 15, 2013 at 10:00 AM local time

The University of Texas MD Anderson Cancer Center Dan L. Duncan Building (CPB) (Cancer Prevention Building) 1155 Pressler Street, CPB 8 Rooms 5 & 6 Houston, Texas 77030-3721

- 1.11.1 A guided tour of the project site will not be included as a part of the conference agenda, though some site maps will be reviewed for general orientation purposes. This may be the only opportunity for potential respondents to review the project before the submittal of Qualifications.
- 1.12 <u>ELIGIBLE RESPONDENTS</u>: Only individual firms or lawfully formed business organizations may apply. This does not preclude a respondent from using consultants. The Owner will contract only with the individual firm or formal organization that submits a Qualification.

1.13 HISTORICALLY UNDERUTILIZED BUSINESSES SUBMITTAL REQUIREMENTS: It is the policy of The University of Texas System and each of its component institutions, to promote and encourage contracting and subcontracting opportunities for Historically Underutilized Businesses (HUB) in all contracts. Accordingly, the Owner has adopted Rider 104, Policy on Utilization of Historically Underutilized Businesses (See attached). The Policy applies to all contracts with an expected value of \$100,000 or more. If Owner determines that subcontracting opportunities are probable, then a HUB Subcontracting Plan is a required element of the Qualifications. All HUB Subcontracting Plans should be submitted by the bid closing date separate from the bid response in a SEALED Envelope. Failure to submit a required HUB Subcontracting Plan will result in rejection of the Qualifications.

1.13.1 STATEMENT OF PROBABILITY

Owner has determined subcontracting opportunities are probable in connection with this procurement solicitation. Therefore, a HUB Subcontracting Plan (HSP) is required as a part of the respondent's Qualifications. The Respondent shall develop and administer a HSP as a part of the respondent's Qualifications in accordance with the Owner's Policy on Utilization of Historically Underutilized Businesses (HUB).

- 1.13.2 Not used.
- 1.13.3 All HUB Subcontracting Plans must be submitted by the bid closing date SEPARATE from the bid response in a SEALED Envelope.
- 1.13.4 Refer to Policy on Utilization, Historically Underutilized Business (attached) and the Summary of Requirements for a detailed list of attachments required with the Qualifications.
- 1.13.5 The "Statement of Probability" determines the probability for subcontracting opportunities. This determination will clarify which attachments, detailed in Figure 1, will be required to be completed and returned.
- 1.13.6 Submit the HUB Subcontracting Plan as stated in Section 4.1.2 of this RFQ.

1.14 NOT USED.

- SALES AND USE TAXES: Section 151.311, Tax Code, as amended effective October 1, 1993, permits the purchase free of state sales and use taxes of tangible personal property to be incorporated into realty in the performance of a contract for an improvement to realty for certain exempt entities that include The University of Texas System. The section further permits the purchase tax-free of tangible personal property (other than machinery or equipment and its accessories and repair and replacement parts) for use in the performance of such a contract if the property is "necessary and essential for the performance of the contract" and "completely consumed at the job site." In addition, the section permits the purchase tax-free of a tangible service for use in the performance of such a contract if the service is performed at the job site and if "the contract expressly requires the specific service to be provided or purchased by the person performing the contract" or "the service is integral to the performance of the contract."
- 1.16 <u>CERTIFICATION OF FRANCHISE TAX STATUS</u>: Respondents are advised that the successful respondent will be required to submit certification of franchise tax status as required by State Law (H.B. 175, Acts 70th Leg. R.S., 1987, Ch. 283, p. 3242). The contractor agrees that

each subcontractor and supplier under contract will also provide a certification of franchise tax status.

- 1.17 REQUIRED NOTICES OF WORKERS' COMPENSATION INSURANCE COVERAGE: The Texas Workers' Compensation Commission has adopted a new rule, 28 TAC, sec. 110.110, relating to REPORTING REQUIREMENTS FOR BUILDING OR CONSTRUCTION PROJECTS FOR GOVERNMENTAL ENTITIES. The rule applies to all building or construction contracts advertised for bid on or after September 1, 1994. The rule implements sec. 406.096, Texas Labor Code, which requires workers' compensation insurance coverage for all persons providing services on a building or construction project for a governmental entity. The requirements of the rule are set forth in Article 6 of the Uniform General and Supplementary General Conditions for University of Texas System Building Construction Contracts.
- 1.18 PREVAILING WAGE RATE DETERMINATION: Respondents are advised that the Texas Prevailing Wage Law will be administered in accordance with the policies and procedures set forth in the U. T. System document, entitled "Prevailing Wage Guidelines." A copy is attached to the Special Conditions. The penalty for violation of prevailing wage rates has been increased from \$10.00 per underpaid worker per day or portion thereof to \$60.00.
- 1.19 <u>DELINQUENCY IN PAYING CHILD SUPPORT</u>: Under Section 231.006, Family Code, the vendor or applicant certifies that the individual or business entity named in this contract, bid, or application is not ineligible to receive the specified grant, loan, or payment and acknowledges that this contract may be terminated and payment may be withheld if this certification is inaccurate.
- 1.20 <u>STATE REGISTRATION OF ARCHITECTURE FIRMS:</u> Respondents are advised that the Texas Board of Architectural Examiners requires that any firm or business entity providing architectural services to the public, other than a sole proprietor doing business under his/her name, must annually register information regarding the firm or business entity with the Texas Board of Architectural Examiners. Texas Board of Architectural Examiners. 333 Guadalupe Street, Suite 2-350, Austin, Texas 78701, telephone (512) 305-9000, has jurisdiction over individuals licensed under the Architects' Registration Law, Chapter 1051, Texas Occupations Code.
- 1.21 <u>STATE REGISTRATION OF ENGINEERING FIRMS</u>: Respondents are advised that the Texas Board of Professional Engineers requires that any entity providing engineering services to the public must register with the Texas Board of Professional Engineers. An entity is defined as a sole proprietorship, firm, partnership, corporation or joint stock association.
- **1.22** <u>FINANCIAL COMMITMENT:</u> The University of Texas MD Anderson Cancer Center is an institution of The University of Texas System, which consists of nine universities and six health institutions.
 - 1.22.1 Each UT System campus is a financially separate entity and shall be solely responsible for the financial commitments of that institution.

SECTION 2 – EXECUTIVE SUMMARY

2.1 HISTORICAL BACKGROUND:

MD Anderson is known throughout the world for high-quality cancer care, research, academic programs and prevention services. Since its establishment in 1941, MD Anderson has made major contributions to improve the outlook for cancer patients everywhere.

MD Anderson was one of the first three federally designated comprehensive cancer centers by the National Cancer Act of 1971. A survey of health professionals has routinely ranked MD Anderson as one of the two premier cancer centers in the nation for the past eight years. Over 55,000 persons annually seek care at MD Anderson. The team approach to cancer care, pioneered at MD Anderson, has been strengthened by consolidating specialty clinics into multidisciplinary care centers that allow patients to receive more ambulatory care and treatment in a single location.

MD Anderson offers one of the largest bone marrow and stem cell transplantation programs, as well as clinical trials to improve existing therapies. Teams of clinical specialists collaborate with scientists on problems of common interest and test theories that shorten the application of better treatment methods. Translational research studies are responsible for the promising field of chemoprevention, which uses synthetic vitamins to reverse pre-malignant lesions and halt the recurrence of some cancers, and for innovative gene therapy strategies being evaluated for several forms of cancer.

With faculty and staff working in more than 30 buildings in the greater Houston area and in central Texas, MD Anderson is the largest freestanding cancer center in the world. The physical plant covers more than 11 million square feet, featuring the latest equipment and facilities to support growing needs in outpatient and inpatient care, research, prevention and education. It includes inpatient hospital facilities with 633 beds.

Construction projects include an O/R addition to the Hospital and new Research building on the north campus. Additionally, MD Anderson is expanding into the Houston community with the development of Regional Care Centers.

In addition to its main campus in the Texas Medical Center and two research campuses in Bastrop County, Texas, MD Anderson has developed a number of local, national and international affiliations.

2.2 <u>MISSION STATEMENT:</u>

<u>Mission</u>. The mission of The University of Texas MD Anderson Cancer Center is to eliminate cancer in Texas, the nation, and the world through outstanding programs that integrate patient care, research and prevention, and through education for undergraduate and graduate students, trainees, professionals, employees and the public.

<u>Vision</u>. We shall be the premier cancer center in the world, based on the excellence of our people, our research-driven patient care and our science. We are Making Cancer History. <u>Core Values</u>.

- Caring: By our words and actions, we create a caring environment for everyone.
- Integrity: We work together to merit the trust of our colleagues and those we serve.
- Discovery: We embrace creativity and seek new knowledge.

2.3 PROJECT DESCRIPTION AND SCOPE

The University of Texas M. D. Anderson Cancer Center last updated its institutional Master Plan in 2005 (Master Plan 2015). Since that time, several strategic studies have been conducted, and over 8,000,000 SF of additional building space has been constructed (total over 15,000,000 SF). The objective of this effort is to analyze the current state of facilities, assess service expansions based on internal and external data sets and establish strategies for positioning those services, develop recommendations for leadership approval, and bring the institution's published Facilities Master Plan up to date in support of future direction and needs.

Owner may negotiate a specific scope of work and fee for each phase of master planning services on an as-needed basis, as determined at the sole discretion of Owner and in accordance with the terms and conditions of the Agreement. Specific Purchase Orders may vary in timing, complexity, and dollar-value. Funding approval may vary based on scopes of service that have received funding approval, funding approval that is pending, and funding approval that is anticipated at a future date. Upon the successful negotiation of a specific scope of service and fee, the Owner will issue a separate Purchase Order and Notice to Proceed for that specific scope of service. As the Service Provider completes the proposed scope of service, the Service Provider will invoice the Owner according to the terms and conditions of the Agreement.

MD Anderson Cancer Center is a very dynamic organization. The introduction of the "Moonshots" program – <u>cancermoonshots.org</u> - has resulted in dramatic changes to the research program and forecasted need for space. In turn, it is anticipated that the "Moonshots" will also result in increased patient care activities, including new patients, screening volumes, as well as their associated downstream services. In order to address these and other ongoing developments, a comprehensive master plan is being launched, which will address all aspects of MD Anderson's mission – patient care, research, academic and prevention. Further, all sites, both currently owned as well as future acquisitions will be included as a part of this program. Metrics will be the ultimate driver for space including clinical volumes, patient census, student population, research Principal Investigators and staffing.

This effort incorporates all mission areas at all MD Anderson Houston, Smithville, and Bastrop site locations, including Regional Care Centers in the Houston vicinity.

Currently MD Anderson's space allocation is divided by mission area as follows: Clinical Operations and Programs (Patient Care and Prevention): Approx. 3,400,000 SF Academic and Research (Research and Education): Approx. 2,700,000 Business and Administration (Business and Regulatory Affairs): Approx. 1,300,000 SF Auxiliaries, building support/core and parking comprise the remaining 7,600,000 SF (3,000,000 SF parking)

The general scope of work shall include, but not necessarily be limited to: STRATEGIC VISION, GUIDING PRINCIPALS, AND ASSOCIATED METRICS

- 1. Outline of the Strategic Vision of M. D. Anderson's institutional leadership and how the Master Plan will support it.
- 2. Identification and documentation of key strategic drivers for future institutional planning through interviews with numerous stakeholders and institutional administration. Owner furnished materials to support this effort will include:
 - The current Master Plan 2015 to be updated.

- The most recent master planning efforts for North, Mid, and South Campuses
- Development plans for Smithville and Bastrop
- Metrics outlining anticipated institutional growth based on the MD Anderson's Economic Forecasting Model (EFM) and Resource Planning Matrix (RPM).
- Information on MD Anderson owned and/or operated sites, including Regional Care Centers, Smithville and Bastrop sites, vacant sites for future development, etc.
- Most recent traffic studies available.
- Other master planning or planning studies that have been developed in recent years as applicable.
- 3. Based on discussion with other institutional consultants currently analyzing the potential impacts of governmental changes to the healthcare delivery model, outline the projected issues that will impact Facilities Planning for the future.
- 4. Perform a thorough market/competitive assessment and evaluate future needs based on macro-environmental trends in healthcare delivery and local market competitive landscape, and develop a service distribution/system development model (across Houston) to best position MD Anderson in the next decade.
- 5. Outline strategic initiatives regarding business incubation and technology commercialization.
- 6. Establish of guiding principles and highest priorities, based on metrics governing future planning expectations.
- 7. Delineation of the major planning issues confronting the institution in the 5, 10, and 15 year timeframes.

SITE ANALYSIS, SYSTEM/NETWORK AND LAND DEVELOPMENT

- 1. Assessment of existing land and facilities, including analysis of site densities/capacities, limitations, utilities and infrastructure.
- 2. Review of deed, zoning, easement, and legal restrictions.
- 3. Green space strategies.
- 4. Recommendations for future land acquisition and development.
- 5. Specific metric-based recommendations for continued development of the North Campus, Mid Campus, South Campus, East Campus, West Houston, Smithville, Bastrop, and the Regional Care Center network.
- 6. Identification of existing and new utility and infrastructure needs, including IT to support future developments at all campus sites.

TRAFFIC, CIRCULATION, AND PARKING

- 1. Analysis of traffic volumes, roadways and bridges, including pedestrian circulation.
- 2. Analysis of alternative transportation venues, including shuttles, trams/trains/monorails/etc.
- 3. Analysis of logistical/materials handling and distribution options.
- 4. Determination of Parking options and strategies to meet future needs

FACILITIES PLANNING

- 1. Identification of high level functional adjacencies.
- 2. Analysis and recommendations for all mission areas with on-site/off-site options, including strategic analysis of Regional Care Centers.

- 3. Review amenities (Cafes, C-Stores, Dry cleaners, etc) and propose strategies to meet future needs.
- 4. Review of the specific need for animal space, including an analysis of the pros and cons of centralization vs. decentralization, housing breeders, and other alternative processes from current operations.
- 5. Recommendations for facilities to support business incubation and technology commercialization.
- 6. Analysis and recommendations for environmental strategies.
- 7. Exploration and development of various scenarios with associated pros and cons, leading to recommendations for future development of sites, including best usage, capacity, massing, and high level cost expectations. Raise alternate benchmarks, operational models, policies and procedures that could influence facilities as part of the exploration.

IMPLEMENTATION PLANNING

- 1. Prioritization, with 5, 10 and 15 year priorities.
- 2. Project development phasing plan/schedules.
- 3. General budget projections.

NEXT STEPS

1. Recommendations of specific areas for additional, detailed studies if needed.

DELIVERABLES

Pursuant to Article 5 of the attached Agreement, the Deliverables prepared by Service Provider as instruments of service are and shall remain the property of the Service Provider whether the work for which they are created is executed or not. Deliverables are to be published in a final report in both hard copy and electronic forms, formatted to include:

- Purpose
- Institutional Mission Statement
- Background/History including current acreage and square footage
- Institutional Goals in 5, 10, and 15 year timeframes
- Existing conditions
- Planning drivers/metrics, expectations, and guiding principles
- Master planning concepts for all mission areas
- Outline of best future uses for all MD Anderson sites
- Regional Care Center Network development strategies in context with overall planning
- Traffic, circulation, and parking
- Utility and infrastructure requirements, including IT
- Short and long term recommendations for facilities
- Implementation timelines
- Budget estimates
- Next Steps

Format and Media

- a. Provide brief summaries and analyses that are "to the point" and use bullet statements or spreadsheet format (MS Excel) whenever possible in lieu of paragraph format to simplify or clarify options and proposals.
- b. All final documents must be editable. Formats/media must be proposed by the service provider and approved by MD Anderson as suitable and compatible with MD Anderson owned software.
- c. Create a secure, virus protected file sharing site.
- d. Combine deliverables into an all inclusive package as follows:
 - o Hard copy: 8 ½ x 11 Qty: 4
 - o Electronic formatting fully editable in an MD Anderson approved software format
 - o Power Point Presentation
 - o CD/flash drive back-up

Timeframe: All deliverables are due to MD Anderson management on or before ______2013. Weekly status meetings with the MD Anderson project team are required.

Due to the diversity of the expertise and disciplines required, MD Anderson reserves the right to approve or reject Service Provider subcontractors.

ADDITIONAL SERVICES

Additional services that may be requested under this project scope include more detailed studies of specific sites, market analysis, investigation of new sites, real estate assessments, site testing, traffic studies, and additional associated budget estimates.

- 2.4 NOT USED
- 2.5 <u>PROJECT PLANNING SCHEDULE</u>: Key Project planning schedule milestones subject to change at Owner's sole discretion are:
 - Owner receives Request For Qualifications
 Owner conducts Pre-Proposal Conference
 Refer to Section 1.5.1
 Refer to Section 1.11
 - Last Day to submit Request for Information (RFI) 4:00 P.M local time February 19, 2013
 - Last Day to submit Request for Information (RFI) 4:00 P.M local time February 19, 2013
 Response to RFI posted to Internet
 February 25, 2013
 - Owner interviews Respondents (if applicable) April 2, 2013
 - Owner mer views respondents (if applicable)
 - Selected Respondent delivers executed agreement to Owner
 Owner Signs Agreement and Issues Notice to Proceed
 May 3, 2013

SECTION 3 – REQUIREMENTS FOR STATEMENT OF QUALIFICATIONS

Respondents shall carefully read the information contained in the following criteria and submit a complete statement of Qualifications to all questions in Section 3 formatted as directed in Section 4, limited to the number of pages for each criteria as designated. Incomplete or non-compliant Qualifications will be considered non-responsive and subject to rejection.

- 3.1 <u>CRITERIA ONE: RESPONDENT'S STATEMENT OF QUALIFICATIONS AND AVAILABILITY TO UNDERTAKE THE PROJECT</u> (Maximum of two (2) printed pages per question)
 - 3.1.1 Provide a statement of interest for the project including a narrative describing the Prime Firm's and Project Team's unique qualifications as they pertain to this particular project.
 - 3.1.2 Provide a statement on the availability and commitment of the Prime Firm and its principal(s), and assigned professionals to undertake the project.
 - 3.1.3 Provide a brief history of the Prime Firm and each consultant proposed for the project.
- 3.2 <u>CRITERIA TWO: PRIME FIRM'S ABILITY TO PROVIDE SERVICES</u> (total of no more than 3 printed pages)
 - 3.2.1 Provide the following information for the Prime Firm:
 - Legal name of the company as registered with the Secretary of the State of Texas
 - Address of the office that will be providing services
 - Number of years in business
 - Type of Operation (Individual, Partnership, Corporation, Joint Venture, etc...)
 - Number of Employees by skill group
 - Annual revenue totals for the past ten (10) years
 - 3.2.2 Provide the three (3) most recent audited financial statements documenting your firm's financial stability.
 - 3.2.3 Is your company currently for sale or involved in any transaction to expand or to become acquired by another business entity? If yes, please explain the impact both in organizational and directional terms.
 - 3.2.4 Provide details of all past or pending litigation or claims filed against your company that would affect your company's performance under a Contract with the Owner.
 - 3.2.5 Is your company currently in default on any loan agreement or financing agreement with any bank, financial institution, or other entity? If yes, specify date(s), details, circumstances, and prospects for resolution.
 - 3.2.6 Does any relationship exist by relative, business associate, capital funding agreement, or any other such kinship between your firm and any Owner employee, officer or Regent? If so, please explain.
 - 3.2.7 Provide a claims history under professional malpractice insurance for the past five (5) years for the Prime Firm and any team members proposed to provide professional facilities master planning services.

3.3 <u>CRITERIA THREE: PROJECT TEAM'S ABILITY TO PROVIDE COMPREHENSIVE</u> <u>FACILITIES MASTER PLANNING SERVICES</u> (total of no more than 10 printed pages)

- 3.3.1 Describe, in graphic and written form, the proposed project assignments and lines of authority and communication for principals and key professional members of each consultant that will be involved in the project, and how they will support the project scope and services required. Indicate the estimated percent of time these individuals will be involved in the project for facilities master planning services.
- 3.3.2 Provide resumes giving the experience and expertise of the professional members for each consultant that will be involved in the project, including their experience with similar projects, the number of years with the firm, and their city of residence.
- 3.3.3 Clearly identify the members of the proposed team who worked on the listed projects in Criteria 3.4 and 3.5, and describe their roles in those projects.
- 3.3.4 Describe the basis for the selection of the proposed sub-consultants included in the planning team and the role each will play for this project.
- 3.3.5 Describe the Prime Firm's process in working with consultants and integrating them into the planning process.

3.4 <u>CRITERIA FOUR: RESPONDENT'S PERFORMANCE ON PAST REPRESENTATIVE PROJECTS</u> (total of no more than 15 printed pages)

List a maximum of five (5) projects for which you have provided facilities master planning services. List the projects in order of priority, with the most relevant project listed first. Provide the following information for each project listed:

- Project name, location, contract delivery method, and description
- Color images (photographic or machine reproductions)
- Order of magnitude in gross square feet
- Type of facility
- Actual start and finish dates for the project
 Description of professional services Prime Firm provided for the project
- Name of Project Manager (Individual responsible to the Owner for the overall success of the project)
- Name of Project Planner/Designer (individual responsible for planning/design concepts).
- Other Consultants

For each of the following services, list a maximum of three (3) projects for which you have provided services:

- Development of service distribution/ambulatory network models for large health systems
- Financial planning/revenue maximization around ambulatory services
- Strategic planning around accountable care, population health management and/or narrow networks
- Academic/specialty center community planning/integration (town & gown)

List the projects in order of priority, with the most relevant project listed first. Provide the following information for each project listed:

- Project name, location, contract delivery method, and description
- Order of magnitude in gross square feet
- Type of facility

- Actual start and finish dates for the project
 Description of professional services Prime Firm provided for the project
- Name of Project Manager (Individual responsible to the Owner for the overall success of the project)
- Name of Project Lead
- Other Consultants

References (for each project listed above, identify the following):

- The Owner's name and representative who served as the day-to-day liaison during the project, including telephone number
- Length of Respondent's business relationship with the Owner.

References shall be considered relevant based on specific project participation and experience with the Respondent. The Owner may contact references during any part of this process. The Owner reserves the right to contact any other references at any time during the RFQ process.

- 3.5 <u>CRITERIA FIVE: RESPONDENT'S PERFORMANCE ON PAST PROJECTS UTILIZING</u>

 <u>METRICS FOR INSTITUTIONAL FACILITIES PLANNING</u> (total of no more than 6 printed pages)
 - 3.5.1 Identify specific resources and methods used in previous institutional master planning projects to assess, analyze, and apply metrics to institutional facilities master planning, including owner furnished and service provider benchmarks.
 - 3.5.2 Identify metrics and methods you have created and employed in the performance of market assessments and associated strategic planning.
- 3.6 <u>CRITERIA SIX: RESPONDENT'S GENERAL UNDERSTANDING OF THE DRAFT AGREEMENT</u> (total of no more than 3 printed pages)
 - 3.6.1 Provide a detailed list (i.e. bulleted) of all services and consultants you will provide to the Owner on this project.
 - 3.6.2 Identify any terms of the draft Agreement you may request to be changed prior to signing Owner's draft Agreement (Attachment A).
- 3.7 <u>CRITERIA SEVEN: RESPONDENT'S COMPLIANCE WITH THE PROJECT DESCRIPTION</u>
 <u>AND SCOPE</u> (total of no more than 3 printed pages)
 - 3.7.1 State your compliance with Project Description and Scope (Section 2.3) and explain how you anticipate incorporating the requirements of the Project Description and Scope into a typical project.
- 3.8 <u>CRITERIA EIGHT: RESPONDENT'S KNOWLEDGE OF BEST PRACTICES</u> (total of no more than 4 printed pages)
 - 3.8.1 Describe the Prime Firm's strategic planning philosophy, methodology, and its process for developing the institutional facilities master plan.

- 3.8.2 Describe the Prime Firm's quality assurance program explaining the method used and how the firm maintains quality control during the development of strategic documents and quality assurance during the planning phase of a project. Provide specific examples of how these techniques or procedures were used for any combination of three (3) projects listed in response to Criteria 3.4 and 3.5.
- 3.8.3 Describe your project team's demonstrated technical competence and management qualifications with institutional projects, particularly those for higher education, medical/cancer centers and research facilities.
- 3.8.4 The Owner has specific design, construction standards, specification requirements and CAD standards for all projects. Describe how you propose to incorporate these requirements into this project.
- 3.8.5 Describe how you will handle scope changes and additional services that develop during the project.
- 3.8.6 Describe your budget estimating methods for the proposed concepts and implementation for any combination of three (3) projects listed in response to Criteria 3.4 and 3.5, provide examples of how these techniques were used and what degree of accuracy was achieved.
- 3.8.7 Describe the way in which your firm develops and maintains work schedules to coordinate with the Owner's project schedule. For any combination of three (3) projects listed in response to Criteria 3.4 and 3.5, provide examples of how these techniques were used.
- 3.8.8 Describe the types of records, reports, monitoring systems, and information management systems, which your firm used in the management of the projects listed above. Describe how you used these systems for any combination of three (3) projects listed in response to Criteria 3.4 and 3.5.
- 3.8.9 Describe the project team's approach to assuring timely completion of this project, including methods you will use for schedule recovery if necessary.
- 3.8.10 Describe how you track Owner input and review comments on your deliverable submittals to confirm that they have been addressed. Provide examples of reports/logs used for tracking response to and closure on Owner comments.

3.9 <u>CRITERIA NINE: RESPONDENT'S ABILITY TO IDENTIFY AND RESOLVE PROBLEMS</u> ON PAST PROJECTS (total of no more than 4 printed pages)

- 3.9.1 Describe your understanding of the administrative challenges and opportunities associated with providing facilities master planning services for the Owner on this project, and your strategy for resolving these issues.
- 3.9.2 What do you perceive are the critical issues for this project?
- 3.9.3 Understanding schedule limitations, provide an analysis of the Owner's project planning schedule and describe how you plan to develop and communicate options in a form that will quickly facilitate the Owner's decision making.

- 3.9.4 For any combination of three (3) projects listed in response to Criteria 3.4 and 3.5, describe any conflicts with the Owner, Consultants and others and describe the methods your firm used to resolve those conflicts.
- 3.9.5 Provide examples of how the Respondent has creatively incorporated best practices into facilities master planning projects.
- 3.9.6 In a predominately MEP project, describe how the Project Team should structure the consulting agreement with the MEP firm to ensure that adequate resources are available to produce effective solutions.

(REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK)

3.10 CRITERIA TEN: EXECUTION OF OFFER

NOTE TO RESPONDENTS: SUBMIT ENTIRE SECTION WITH RESPONSE.

THIS EXECUTION OF OFFER MUST BE COMPLETED, SIGNED, AND RETURNED WITH THE RESPONDENT'S QUALIFICATIONS. FAILURE TO COMPLETE, SIGN AND RETURN THIS EXECUTION OF OFFER WITH THE QUALIFICATIONS MAY RESULT IN REJECTION OF THE QUALIFICATIONS.

SIGNING A FALSE STATEMENT MAY VOID THE SUBMITTED QUALIFICATIONS OR ANY AGREEMENTS OR OTHER CONTRACTUAL ARRANGEMENTS, WHICH MAY RESULT FROM THE SUBMISSION OF RESPONDENT'S QUALIFICATIONS, AND THE RESPONDENT MAY BE REMOVED FROM ALL PROPOSER LISTS. A FALSE CERTIFICATION SHALL BE DEEMED A MATERIAL BREACH OF CONTRACT AND, AT OWNER'S OPTION, MAY RESULT IN TERMINATION OF ANY RESULTING CONTRACT OR PURCHASE ORDER.

- 3.10.1 By signature hereon, Respondent acknowledges and agrees that (1) this RFQ is a solicitation for Qualifications and is not a contract or an offer to contract; (2) the submission of Qualifications by Respondent in response to this RFQ will not create a contract between the Owner and Respondent; (3) the Owner has made no representation or warranty, written or oral, that one or more contracts with the Owner will be awarded under this RFQ; and (4) Respondent shall bear, as its sole risk and responsibility, any cost which arises from Respondent's preparation of a response to this RFQ.
- 3.10.2 By signature hereon, Respondent offers and agrees to furnish to the Owner the products and/or services more particularly described in its Qualifications, and to comply with all terms, conditions and requirements set forth in the RFO documents and contained herein.
- 3.10.3 By signature hereon, Respondent affirms that he has not given, nor intends to give at any time hereafter, any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor or service to a public servant in connection with the submitted Qualifications.
- 3.10.4 By signature hereon, a corporate Respondent certifies that it is not currently delinquent in the payment of any Franchise Taxes due under Chapter 171, Texas Tax Code, or that the corporate Respondent is exempt from the payment of such taxes, or that the corporate Respondent is an out-of-state corporation that is not subject to the Texas Franchise Tax, whichever is applicable.
- 3.10.5 By signature hereon, the Respondent hereby certifies that neither the Respondent nor the firm, corporation, partnership or Owner represented by the Respondent, or anyone acting for such firm, corporation, or institution has violated the antitrust laws of this state, codified in Section 15.01, et. seq., Texas Business and Commerce Code, or the Federal antitrust laws, nor communicated directly or indirectly the Qualifications made to any competitor or any other person engaged in such line of business.
- 3.10.6 By signature hereon, Respondent represents and warrants that:
 - 3.10.6.1 Respondent is a reputable company regularly engaged in providing products and/or services necessary to meet the terms, conditions and requirements of the RFQ;

- 3.10.6.2 Respondent has the necessary experience, knowledge, abilities, skills, and resources to satisfactorily perform the terms, conditions and requirements of the RFQ;
- 3.10.6.3 Respondent is aware of, is fully informed about, and is in full compliance with all applicable federal, state and local laws, rules, regulations and ordinances;
- 3.10.6.4 Respondent understands (i) the requirements and specifications set forth in this RFQ and (ii) the terms and conditions set forth in the Contract under which Respondent will be required to operate;
- 3.10.6.5 Respondent, if selected by the Owner, will maintain insurance as required by the Contract:
- 3.10.6.6 All statements, information and representations prepared and submitted in response to this RFQ are current, complete, true and accurate. Respondent acknowledges that the Owner will rely on such statements, information and representations in selecting the successful Respondent. If selected by the Owner as the successful Respondent, Respondent will notify the Owner immediately of any material change in any matters with regard to which Respondent has made a statement or representation or provided information.
- 3.10.7 By signature hereon, Respondent certifies that the individual signing this document and the documents made part of the RFQ is authorized to sign such documents on behalf of the company and to bind the company under any agreements or other contractual arrangements, which may result from the submission of Respondent's Qualifications.
- 3.10.8 By signature hereon, Respondent certifies that if a Texas address is shown as the address of the Respondent, Respondent qualifies as a Texas Resident Respondent as defined in Rule 1 TAC 111.2.
- 3.10.9 By signature hereon, Respondent certifies as follows:
 - 3.10.9.1 "Under Section 231.006, *Texas Family Code*, the vendor or applicant certifies that the individual or business entity named in this contract, bid, or application is not ineligible to receive the specified grant, loan, or payment and acknowledges that this contract may be terminated and payment may be withheld if this certification is inaccurate."
 - 3.10.9.2 "Under Section 2155.004, *Texas Government Code*, the vendor or applicant certifies that the individual or business entity named in this bid or contract is not ineligible to receive the specified contract and acknowledges that this contract may be terminated and payment withheld if this certification is inaccurate."
 - 3.10.9.3 "Under Section 2254.004, *Texas Government Code*, the vendor or applicant certifies that each individual or business entity which is an engineer or architect proposed by Respondent as a member of its team was selected based on demonstrated competence and qualifications only."
- 3.10.10 By signature hereon, Respondent certifies that no relationship, whether by relative, business associate, capital funding agreement or by any other such kinship exist between Respondent and an employee of any University of Texas component, or Respondent has not been an employee of any University of Texas component within the immediate twelve (12) months

prior to your RFQ response. All such disclosures will be subject to administrative review and approval prior to the Owner entering into any contract with Respondent.

3.10.11 NOT USED.

- 3.10.12 Respondent represents and warrants that all articles and services quoted in response to this RFQ meet or exceed the safety standards established and promulgated under the Federal Occupational Safety and Health Law (Public Law 91-596) and its regulations in effect or proposed as of the date of this solicitation.
- 3.10.13 By signature hereon, Respondent signifies his compliance with all federal laws and regulations pertaining to Equal Employment Opportunities and Affirmative Action.
- 3.10.14 By signature hereon, Respondent agrees to defend, indemnify, and hold harmless the State of Texas, all of its officers, agents and employees from and against all claims, actions, suits, demands, proceedings, costs, damages, and liabilities, arising out of, connected with, or resulting from any acts or omissions of Respondent or any agent, employee, subcontractor, or supplier of Respondent in the execution or performance of any agreements or other contractual arrangements which may result from the submission of Respondent's Qualifications.
- 3.10.15 By signature hereon, Respondent agrees that any payments that may become due under any agreements or other contractual arrangements, which may result from the submission of Respondent's Qualifications, will be applied towards any debt including, but not limited to, delinquent taxes and child support that is owed to the State of Texas.
- 3.10.16 By signature hereon, Respondent certifies that no member of the Board of Regents of The University of Texas System, or the Executive Officers of the University of Texas System or it's component institutions, has a financial interest, directly or indirectly, in the transaction that is the subject of the contract.

3.10.17 Execution of Offer: RFQ No. 548609/BD

The Respondent must complete, sign and return this Execution of Offer as part of their submittal response. The Respondent's company official(s) who are authorized to commit to such a submittal must sign submittals. Failure to sign and return this form will subject the submittal to disqualification.

Respondent's Name:	
Respondent's State of Texas Tax Account No (This 11 digit number is mandatory)	:
If a Corporation:	
Respondent's State of Incorporation:	
Respondent's Charter No:	
Identify by name each person who owns at lea	ast 25% of the Respondent's business entity:
(Name)	
(Name)	
(Name)	
(Name)	
Submitted and Certified By:	
(Respondent's Name)	(Title)
(Street Address)	(Telephone Number)
(City, State, Zip Code)	(Email Address)
(Authorized Signature)	(Date)

SECTION 4 – FORMAT FOR STATEMENT OF QUALIFICATIONS

4.1 GENERAL INSTRUCTIONS

- 4.1.1 Qualifications shall be prepared SIMPLY AND ECONOMICALLY, providing a straightforward, CONCISE description of the respondent's ability to meet the requirements of this RFQ. Emphasis shall be on the QUALITY, completeness, clarity of content, responsiveness to the requirements, and an understanding of Owner's needs.
- 4.1.2 Qualifications shall be a MAXIMUM OF FIFTY (50) PRINTED PAGES, (One side of page equals one page, font must be Times New Roman 11). The cover, table of contents, divider sheets, HUB Subcontracting Plan (Section 1.13), and Execution of Offer do not count as printed pages. Each bound copy must be in the following order.
 - Cover
 - Cover Letter
 - Table of Contents
 - CRITERIA ONE: RESPONDENT'S STATEMENT OF QUALIFICATIONS AND AVAILABILITY TO UNDERTAKE THE PROJECT
 - CRITERIA TWO: PRIME FIRM'S ABILITY TO PROVIDE SERVICES
 - CRITERIA THREE: PROJECT TEAM'S ABILITY TO PROVIDE COMPREHENSIVE FACILITIES MASTER PLANNING SERVICES
 - CRITERIA FOUR: RESPONDENT'S PERFORMANCE ON PAST REPRESENTATIVE PROJECTS
 - CRITERIA FIVE: RESPONDENT'S PERFORMANCE ON PAST PROJECTS UTILIZING METRICS FOR INSTITUTIONAL FACILITIES PLANNING
 - CRITERIA SIX: RESPONDENT'S GENERAL UNDERSTANDING OF THE DRAFT AGREEMENT
 - CRITERIA SEVEN: RESPONDENT'S COMPLIANCE WITH THE PROJECT DESCRIPTION AND SCOPE
 - CRITERIA EIGHT: RESPONDENT'S KNOWLEDGE OF BEST PRACTICES
 - CRITERIA NINE: RESPONDENT'S ABILITY TO IDENTIFY AND RESOLVE PROBLEMS ON PAST PROJECTS
 - CRITERIA TEN: EXECUTION OF OFFER
 - HUB SUBCONTRACTING PLAN –The HUB Subcontracting Plan must be submitted at the same time as the sealed Qualifications. The envelope containing the HUB Subcontracting Plan must clearly be labeled "HUB Subcontracting Plan", and marked with the project name and the RFQ number.
- 4.1.3 Respondents shall carefully read the information contained in this RFQ and submit a complete response to all requirements and questions as directed. Incomplete Qualifications will be considered non-responsive and subject to rejection.
- 4.1.4 Qualifications and any other information submitted by respondents in response to this RFQ shall become the property of the Owner.
- 4.1.5 The Owner will not compensate respondents for any expenses incurred in Qualifications preparation or for any presentations that may be made, unless agreed to in writing in advance or required by law. Respondents submit Qualifications at their own risk and expense.

- 4.1.6 Qualifications that are qualified with conditional clauses, alterations, items not called for in the RFQ documents, or irregularities of any kind are subject to rejection by the Owner, at its option.
- 4.1.7 The Owner makes no representations of any kind that an award will be made as a result of this RFQ. The Owner reserves the right to accept or reject any or all Qualifications, waive any formalities or minor technical inconsistencies, or delete any items and requirements from this RFQ when deemed to be in Owner's best interest.
- 4.1.8 Qualifications shall consist of answers to questions identified in Section 3 of the RFQ. Separate each section of the Qualifications by use of a divider sheet with an integral tab for ready reference. Identify the tabs in accordance with the parts under Section 3, which is to be consistent with the Table of Contents. TAB IDENTIFICATION BY NUMBERS ONLY IS NOT ACCEPTABLE.
- 4.1.9 Failure to comply with all requirements contained in this Request for Qualifications may result in the rejection of the Qualifications.

4.2 PAGE SIZE, BINDING, DIVIDERS, AND TABS:

- 4.2.1 Qualifications shall be printed on letter-size (8-1/2" x 11") paper and assembled with spiral-type bindings or staples. DO NOT USE METAL-RING HARD COVER BINDERS.
- 4.2.2 Additional attachments shall NOT be included with the Qualifications. Only the responses provided by the respondent to the questions identified in Section 3 of this RFQ will be used by the Owner for evaluation.
- 4.2.3 Separate and identify each criteria response to Section 3 of this RFQ by use of a divider sheet with an integral tab for ready reference.

4.3 TABLE OF CONTENTS:

4.3.1 Submittals shall include a "Table of Contents" and give page numbers for each part of the Qualifications.

4.4 PAGINATION:

4.4.1 Number all pages of the submittal sequentially using Arabic numerals (1, 2, 3, etc.); the Respondent is not required to number the pages of the HUB Subcontracting Plan.

SECTION 5 - ATTACHMENTS TO THE RFQ

- 5.1 Attachment A Draft Agreement Between the Owner and the Service Provider
- 5.2 Attachment B Rider 1 to the Agreement
- 5.3 Attachment C Rider 104; Policy on Utilization Historically Underutilized Businesses
- 5.4 Attachment D Rider 105; Vendor Affirmation
- 5.5 Attachment E Rider 106; Premises Rules
- 5.6 Attachment F Rider 107; Travel Policy
- 5.8 Attachment H Rider 117; Compliance with Institutional Policies
- 5.9 Attachment I Request for Information
- 5.10 Attachment J Sales Tax Exemption Certificate
- 5.11 Attachment K Master Plan 2015