



# Parkland

## **Request for Qualifications (RFQ)**

**Master Architect for Campus Planning and Hospital Design**

**Parkland Hospital Replacement Program**

**Step 2 Instructions**

**Parkland Health & Hospital System**

**5201 Harry Hines Blvd, Dallas, Texas 75235**

<b>Issue Date:</b>	Sunday, February 8, 2009
<b>Pre-Proposal Conference:</b>	2:00 pm, Friday, February 13, 2009
<b>Deadline for Written Questions</b>	5:00 pm, Wednesday, February 25, 2009
<b>Deadline for Written Material:</b>	2:00 pm, Friday, March 20, 2009
<b>Presentation Dates:</b>	March 26 & 27, 2009

# **Parkland Hospital Replacement Program Master Architect for Campus Planning and Hospital Design Step 2 Instructions**

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## **A. GENERAL INFORMATION**

In response to the initial Request for Qualifications, Master Architect for Campus Planning and Hospital Design – Parkland Hospital Replacement Program (“RFQ”) issued by the Dallas County Hospital District d/b/a Parkland Health and Hospital System (“Parkland”) on November 5, 2008, eleven (11) organizations submitted timely statements of interest and qualifications related to Parkland’s selection of the master architect for Campus Development Work and design services related to the 862-bed adult Acute Care Hospital. A selection committee reviewed the statements and qualifications and short-listed four organizations for further consideration.

The organizations on the short list, in alphabetical order, are:

Ellerbe Becket  
HDR + Corgan  
HKS & SOM  
HOK, FKP, and KAI Texas

Each of the above listed organizations is hereinafter referred to individually as a “Proposer.”

These Proposers are invited to provide another Parkland selection committee with additional printed material and presentations in accordance with these Step 2 Instructions. This selection committee will evaluate and score the material and presentations and select the Proposer who is determined to be the most highly qualified to provide the requested services on the basis of demonstrated competence and qualifications for further negotiations as provided by Texas Government Code § 2254.004. Parkland intends to enter into a contract for professional services with the most highly qualified Proposer with whom it is able to negotiate a contract at a fair and reasonable price to perform the services required of the Master Architect.

The Step 1 RFQ, Step 1 RFQ addenda, and other documents related to the selection of the Master Architect and posted at [www.parklandhospital.com/replacement](http://www.parklandhospital.com/replacement) are incorporated into these Step 2 Instructions by reference.

## **B. SCHEDULE FOR SELECTION AND AWARD**

Key dates and milestones in the Step 2 selection process for the Master Architect are:

January 30, 2009 (Fri)	Issue short-listed Proposers draft Step 2 RFQ Instructions
February 8, 2009 (sun)	Issue Step 2 Instructions
February 13, 2009 (Fri)	Pre-Proposal Conference in the Sapphire Room at the at Anatole
February 13, 2009 (Fri)	Preproposal Conference
February 20, 2009 (Fri)	Issue short-listed Proposers contract terms and conditions
February 25, 2009 (Wed)	Deadline for submitting written questions
March 12, 2009 (Thu)	Case Study Visit - McKay-Dee, Ogden, UT (HKS & SOM)s
March 13, 2009 (Fri)	Case Study Visit – Univ of Colorado Anschutz Pavillion (HDR + Corgan)
March 16, 2009 (Mon)	Case Study Visit – Northwestern Memorial, Chicago, IL (Ellerbe Becket)
March 17, 2009 (Tue)	Case Study Visit – Univ of Alabama at Birmingham Hospital (HOK, FKP, KAI)
March 20, 2009 (Fri)	Deadline for submitting written material.
March 26, 2009 (Thu)	Presentations (HDR/Corgan and HOK/FKP/KAI)
March 27, 2009 (Fri)	Presentations (Ellerbe Becket and HKS/SOM)
April 7, 2009 (Tue)	Proposers informed of Selection Committee’s choice
April 28, 2009 (Tue)	Contract Submitted for Approval by Board of Managers

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## **C. Parkland's Representative for this RFP.**

Dan Mergen.  
Parkland Health & Hospital System  
Director, Facilities Contracts and Administration  
5000 Harry Hines Blvd.  
Dallas, TX 75235  
Phone: 214-590-8045  
Fax 214-590-6944  
Email: dmerg@parknet.pmh.org

## **D. Instructions for Sending Written Questions**

1. Questions shall be submitted in writing by email or separate correspondence to Parkland's Representative.
2. The deadline for sending questions to Parkland's Representative is 5:00 pm, Wednesday, February 25, 2009.
3. Parkland's Representative will distribute written responses by posted addendum.
4. No oral statement, clarification, or opinion regarding anything relating to the RFQ is valid or binding unless the information is also issued in writing by Parkland's Representative.
5. Parkland's Representative is the only person authorized to provide a formal response to a question. No other Parkland employee has authorization to make any statement that would bind Parkland regarding this RFQ.

## **E. Instructions for Delivering Printed Material**

1. The deadline for delivering printed material to Parkland's Representative is 2:00 PM, Friday, March 20, 2009. Printed material requirements are described in the "Selection Criteria" section below. Printed material shall be delivered to Parkland's Representative at the above stated address before the above stated deadline.
2. Provide 20 sets of printed material on three-hole-punch 8 ½" X 11" paper printed front and back in color and portrait with tabs dividing the sections as described in paragraph E5 below. Collate and organize each set for Parkland's Representative to insert into three-ring binders without the need for additional collating or assembly.
3. The printed material shall be limited to 100 pages. The page count limit of 100 pages does not include tabs, blank pages, presentation boards (if any), presentation slides, or edited contract terms and conditions. Any pages in the printed material beyond the 100 page limit will not be reviewed or evaluated. Number each page in the printed material from 1 up to 100.
4. Foldouts may be provided to present over-sized documents. Each foldout will count as one page in the page count.
5. Use Avery 5-Tab Labels or an equivalent and title the tabs as follows:
  - a. Label the first tab, "Introduction". Insert the printed material for criterion 1 behind this tab:
  - b. Label the second tab, "Organization". Insert printed material for criterion 2 behind this tab.
  - c. Label the third tab, "Campus Planning Work Plan". Insert printed material for criterion 3 behind this tab.
  - d. Label the fourth tab, "Hospital Design Work Plan ". Insert printed material for criterion 4 behind this tab.

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- e. Label the fifth tab, “Terms and Conditions”. Insert printed material for criterion 5 behind this tab.
- f. Label the sixth tab “Presentation Slides”. Insert presentation slides behind this tab.

#### **F. Selection Criteria**

##### **Criterion 1. Introduction. Leadership, Vision, Awareness, and Fit with Parkland’s objectives for achieving project goals. Weight: 10 points.**

- a. Provide a cover letter presenting the required printed material.
- b. Provide the Proposer’s vision for achieving objectives for the new healthcare campus. This should address objectives that can or should be achieved for life cycle performance of the building and campus, and for Parkland, the community, healthcare, architecture, and members that comprise the Master Architect organization, etc.
- c. Provide comments or suggestions to Parkland for generating synergy and teamwork and running the project wisely and efficiently.

These documents will all count in the page count.

##### **Criterion 2. Organization. Weight: 10 points.**

- a. Provide an organization chart showing the overall organization for managing, planning, and designing the project.
  - 1. Provide a chronological resume for the person proposed for the top project leadership position on the chart. Describe this person’s leadership attributes, competencies, and experience that qualify him or her to lead this planning and design project. Describe the authority, and authority limits, that the organization or joint venture will vest with this person to manage the project.
  - 2. Describe the positions that will report directly to the project leader. Describe the duties, span of control and authority for each direct report position. Describe the attributes, competencies, and experience for each person assigned to one of these direct report positions.
  - 3. Describe organization or joint venture personnel and team assignments to the project.
    - i. For each organization, describe the role that the joint venture envisions for the organization on the project.
    - ii. For each position, describe the purpose and duties and responsibilities for the position.
    - iii. For each named person, provide a one or two paragraph synopsis of their experience, training, recent employment, and attributes, competencies, and experience that qualifies him or her for this position.
- b. Provide a comprehensive list of profession(al)s, consultant-types, supplier-types, vendor-types that the Master Architect anticipates will be needed to plan and design the project. Are they provided from inside or outside the Master Architect’s organization or joint venture? (The aim here is to create a comprehensive list of all of the skills and engagements that the Master Architect anticipates will be needed in order to plan and design the project.)
- c. Describe significant provisions in the joint venture agreement and each organization’s responsibility for sharing expenses, profit, loss, control of business operations, etc., on this project.

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- d. Describe the Master Architect's MWBE goal and plan for achieving the goal relative to any positions or personnel presented under this criterion.

### **Criterion 3. Campus Planning. Means and progression for establishing the campus vision, site plan, and campus standards . Weight: 10 points.**

1. Present the charette outcome for the site plan assignment and explain the considerations and choices made in forming the aerial rendering for the site plan. Describe the site standards adopted in the charette. What important concepts in the charette should be remembered by Parkland when actual campus planning gets underway?
2. Provide a work plan for determining the vision, site plan, and site standards for the new campus. This should impart to the selection committee:
  1. Campus planning steps, stages, or phases and their purpose in the campus planning process;
  2. Planning and organizing concepts that will be given special consideration in developing the actual campus plan?
  3. Team members, profession(al)s, and others to be involved in the campus planning steps;
  4. Time allotted for completing the steps;
  5. Progress milestones and sanctioning events in the campus planning work plan by which to gauge progress in completing the campus plan;
  6. Deliverables Parkland should expect during and at the end of campus planning.
3. Describe any important assumptions, clarifications, conditions, or loose ends that the Master Architect would need to address with Parkland in order to finalize a work plan for campus planning.
4. Describe the extent to which MWBE resources could, would, or will be involved in the campus planning effort.

### **Criterion 4. Hospital Design. Means and progression for establishing the design for the acute care hospital. Weight: 10 points**

- a. Present the charette outcome for the nursing unit plan assignment and explain the considerations and choices made in forming the visual rendering for the nursing unit. What important concepts in the charette should be remembered by Parkland when actual hospital design gets underway?
- b. Provide a work plan for design of the 862-bed adult acute care hospital. This should impart to the selection committee, the:
  1. Steps in the schematic design phase and rationale for the steps;
    - i. Team members involved in the steps;
    - ii. Time allotted for completing the steps;
    - iii. Progress milestones, toll house events placed in the work plan by which to gauge progress in completing the plan;
    - iv. Description of the deliverables Parkland should expect during and at the end of schematic design.
    - v. An estimate of the hours that will be required to complete this step.

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- vi. Extent to which MWBE resources could, would, or will be involved in the schematic design phase of the hospital design.
2. Steps in the design development phase and rationale for the steps;
  - i. Team members involved in the steps;
  - ii. Time allotted for completing the steps;
  - iii. Progress milestones, toll house events placed in the work plan by which to gauge progress in completing the plan;
  - iv. Description of the deliverables Parkland should expect during and at the end of design development.
  - v. An estimate of the hours that will be required to complete this step.
  - vi. Extent to which MWBE resources could, would, or will be involved in the design development phase of the hospital design.
3. Steps in the construction documents phase and rationale for the steps;
  - i. Team members involved in the steps;
  - ii. Time allotted for completing the steps;
  - iii. Progress milestones, toll house events placed in the work plan by which to gauge progress in completing the plan;
  - iv. Description of the deliverables Parkland should expect during and at the end of the planning
  - v. An estimate of the hours that will be required to complete this step.
  - vi. Extent to which MWBE resources could, would, or will be involved in the construction documents phase of the hospital design.
- c. Describe how and when design may begin relative to progress with campus planning.
- d. Describe where MWBE resources could, would, or will be involved in post-design construction administration services.

#### **Criterion 5. Terms and Conditions. Weight: 10 points**

Parkland will provide, by addendum, a draft *Agreement Between Owner and Master Architect* for Proposers to review, redline, and return along with the other printed material by the deadline in this RFQ. The redlined document will not be counted in the page count limit of 100 pages.

#### **Criterion 6. Presentations**

Condense printed material for criteria 1 through 4 into presentation slides and other presentation material for the Selection Committee members' use in following the presentations on March 26 and 27.

The committee will re-evaluate and re-score the written material in Criteria 1 through 5 based on additional awareness imparted by the presentation and case studies.

#### **G. Instructions on the Presentations**

1. Presentations are set for Thursday and Friday, March 26 and 27, 2009 in the following order and times:

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HDR+Corgan	9:00 – 11:30, Thursday, March 26, 2009
HOK, FKP, KAI	1:00 – 3:30, Thursday, March 26, 2009
EllerbeBecket	9:00 – 11:30, Friday, March 27, 2009
HKS & SOM	1:00 – 3:30, Friday, March 27, 2009

2. The presentation dates are fixed and may not be changed. The presentation order was determined by drawing and may not be reordered.
3. Two and one half (2½) hours is allotted for each presentation.
4. Thirty minutes is available in front of the presentation to set up presentation material. Thirty minutes is available after the presentation to remove presentation material.
5. Presentation start and finish times are firm.
6. Each presentation shall end at the prescribed time regardless of any delay that might occur in starting the presentation.
7. Presenters should allow 20 – 30 minutes near the end of their allotted presentation time for dialogue with selection committee members.
8. Presentations will be held in the Sapphire Room at the Hilton Anatole, 2201 Stemmons Freeway, Dallas, Texas, United States 75207, Tel: 1-214-748-1200, Fax: -214-761 7520. Chairs are available for as many 21 presenter team members to observe the presentation. Presenter team members may utilize special Parkland rates to stay at the hotel.
9. Parkland's Chief Executive Officer, Chief Operating Officer, Chief Medical Officer, Chief Nursing Officer, Senior Vice President Facilities Planning & Development, Vice President Facilities Planning & Development, and a representative from another hospital will comprise the committee for the selection of the Master Architect. Communications with these selection committee members is prohibited. Any endeavor by any team member at any level to influence any Selection Committee member presents Parkland with grounds to disqualify the team from further consideration.
10. Various Parkland board members, vice presidents, and representatives in replacement program will also observe the presentations.

#### H. Charette Instructions

**This is a graphical problem-solving exercise - NOT a design competition.** Parkland will reimburse each team \$7,000 for supplies, materials, and services used by the Proposer to create visual renderings for these problems. For any part of the problem-solving exercise where owner input might be required, Proposers are instructed to role-play an owner making the wisest decisions possible. Charette renderings and papers are not included in the page count.

The following shall be in the written documents and presentation for Criteria 3 and 4 above:

1. Campus Site Plan – Develop a site rendering showing placement and orientation for a 1.7 million sf acute care hospital, 385,000 sf clinic center, 265,000 office center, parking and central plant relative to streets and the DART Station in the area. Develop a supporting paper that outlines and explains the conditions, problem-solving methodology, planning principles, and decisions on placement of the buildings as depicted by the rendering.
2. Hospital Elevation. Develop an elevation plan for a 1.7 million sf acute care hospital. Develop a supporting paper that outlines and explains the conditions, problem-solving methodology, planning principles, and decisions on the building features depicted in the building elevation.

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3. Nursing Unit Plan. Develop a graphical plan for 36-bed nursing unit. Develop a paper that outlines and explains the problem-solving methodology, planning principles, and decisions that shaped the nursing unit. Describe the preferred way for replicating nursing units on a floor and how they relate to public, floor core, and unit core spaces in and around the units.

**I. Ownership**

In partial consideration for reimbursement Parkland will pay the Proposer \$7,000 for the charettes, and the Proposer acknowledges and agrees that all drawings, specifications, preliminary layouts, outcomes, models, work plans, sketches, designs, concepts, concept art, artwork, data, technical information, works of authorship and other documents and materials created, prepared, conceived or reduced to practice by the Proposer and each team member, whether completed or partially completed from the date of submission to Parkland, solely or jointly with others, related to the Charette and this RFQ are Instruments of Service for use solely with respect to this Parkland Hospital replacement program project (hereinafter collectively referred to as "Instruments of Service"). The Proposer acknowledges and represents that all Instruments of Service will be original and will be considered "works made for hire" under applicable copyright law to the greatest extent possible. Parkland shall be deemed the authors of all Instruments of Service and shall be vested with sole and exclusive ownership of all common law, statutory and other reserved rights, including without limitation, all intellectual property rights in the Instruments of Service subject to the limited license granted to the Proposer under this RFQ. Parkland will, at all times, own the Instruments of Service and all intellectual property rights therein free and clear of any claim of any creditor, director, officer, employee, shareholder or other supplier of the Proposer or any other person or entity. To perfect Parkland's ownership of such Instruments of Service, the Proposer hereby assigns to Parkland any rights that it may have or acquire in such Instruments of Service, including without limitation the right to modify such Instruments of Service, and otherwise waives, releases and covenants not to assert against Parkland all rights of restraint and moral rights in the Instruments of Service. Upon Parkland's request, the Proposer will, and will cause each team member to, execute all documents for use in applying for, obtaining and enforcing such rights as Parkland may desire, together with any assignments thereof to Parkland or persons designated by it. The Proposer acknowledges that Parkland may exercise any rights in the Instruments of Service granted under this RFQ without accounting or royalty to the Proposer (even if the Proposer is not ultimately selected for the Parkland Hospital replacement program project. The Proposer may retain one (1) set of reproducible copies of the Instruments of Service and such copies shall be for the Proposer's use solely as part of its architectural portfolio or as otherwise may be required to provide responses to Parkland in furtherance of this RFQ.

**I. Program Milestones**

Activity	Start Milestone	Finish Milestone
Site Planning	01 May 2009	22 July 2009
Campus Site Standards	01 May 2009	22 July 2009
Schematic Design	01 May 2009	28 October 2009
Schematic Design Estimate	As Needed	11 November 2009
Owner Schematic Design Approval	12 November 2009	23 December 2009
Design Development	24 December 2009	14 May 2010
Bid Package No.1 Construction Documents	15 May 2010	14 November 2010
Guaranteed Maximum Price (GMP)	As Needed	10 July 2010
Owner Acceptance of GMP	12 July 2009	28 September 2010
Construction	01 January 2011	31 March 2014

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**I. Attachments:**

1. Draft Program Summary.
2. Draft Program Detail
3. Real Estate Map (CAD File)