

**DEPARTMENTAL INPUT**  
**CONTRACT/PROJECT MEASURE ANALYSIS AND RECOMMENDATION**

**Project Title:** Pre-Construction and Construction Management Services for Projects at Various Jackson Health System Facilities: Jackson West

**Contract/Project No.** RFP 15-13736-TC (B)

**DESCRIPTION:** To establish a Construction Management at Risk Services Agreement to employ a qualified construction manager to provide CM-at-Risk services to the Public Health Trust and Jackson Health System for new construction for the Jackson West Campus.  
**DEPARTMENT:** JMH-Facilities Design & Construction **CONTACT:** Isa Nunez **PHONE :** (305) 585-1302

**ESTIMATED CONSTRUCTION PROJECT BUDGET COST:** \$60,000,000.00 **FUNDING SOURCE:** PHT Miracle Bond

**ANALYSIS**

Commodity/Service No. \_\_\_\_\_ SIC: \_\_\_\_\_  
Trade/Commodity/Service Opportunities  
 \_\_\_\_\_  
 \_\_\_\_\_

**Contract/Project History of Previous Purchases for Previous Three (3) Years**  
 Check Here  if this is a New Contract/Purchase with no Previous History

|                |                 |                            |                            |
|----------------|-----------------|----------------------------|----------------------------|
|                | <u>Existing</u> | <u>2<sup>nd</sup> Year</u> | <u>1<sup>st</sup> Year</u> |
| Contractor     | _____           | _____                      | _____                      |
| Ethnicity/Race | _____           | _____                      | _____                      |
| Gender         | _____           | _____                      | _____                      |
| Contract Value | _____           | _____                      | _____                      |

COMMENTS: \_\_\_\_\_

**RECOMMENDATIONS**

|                   |                       |                   |
|-------------------|-----------------------|-------------------|
| <u>SBE-C GOAL</u> | <u>BID PREFERENCE</u> | <u>NO MEASURE</u> |
| 34.43 %           | N/A                   |                   |

Analysis for Goal Recommendation

| <u>Sub-Trade</u>                  | <u>Est. Cost</u>       | <u>% of Item to base Bid</u> | <u>Availability</u> |
|-----------------------------------|------------------------|------------------------------|---------------------|
| PLEASE SEE ATTACHED.              | _____                  | _____                        | _____               |
| _____                             | _____                  | _____                        | _____               |
| _____                             | _____                  | _____                        | _____               |
| _____                             | _____                  | _____                        | _____               |
| _____                             | _____                  | _____                        | _____               |
| <b>TOTAL SBE-C Recommendation</b> | <b>\$20,656,052.00</b> | <b>34.43 %</b>               | _____               |
| <b>TOTAL Project Budget</b>       | <b>\$60,000,000.00</b> | <b>100%</b>                  | _____               |

**Basis for Recommendation:** \_\_\_\_\_

\_\_\_\_\_ Date: Small Business Development

\_\_\_\_\_

David Clark, Corporate Director

Date: Small Business Development

# Memorandum



Date: December 4, 2015

To: Gary Harfield, Division Director  
Internal Services Department, Small Business Development Division

From: *Kenneth Robertson*  
Kenneth Robertson, Director  
Jackson Health System, Procurement Construction Department

Subject: Review Item: Pre-Construction and Construction Management Services for Projects at Various Jackson Health System Facilities: RFP 15-13736-TC (The Miracle Bond Program)

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It is recommended that the Small Business Development division of the Internal Services Department review the attached request for Small Business Enterprise – Construction (SBE-C) measures for the above-mentioned solicitation, in order to proceed with the advertisement and subsequent contractor selection for these projects.

JHS intends to award six (6) Pre-Construction and Construction Manager Agreements from the above-referenced solicitation. Each selected construction management firm (Contractor) will be awarded one or more of the Project Scopes A - F as below defined.

Each of the Scope of Services A – F entails both new construction and construction improvements to the Jackson Health System Main, North, South, and West campuses, as well as, Floor Modernizations at JHS Main, in accordance with Jackson Health System Master Plan recommendations. The following elements constitute the collective Scope of Services (Projects), to be authorized within the currently allocated budgets identified in the below table:

|  | Project Budgets                 |                             |                             |   |                                     |                             |
|--|---------------------------------|-----------------------------|-----------------------------|---|-------------------------------------|-----------------------------|
|  | JHS North Medical Center<br>"A" | JHS West Campus<br>"B"      | JHS Main Campus<br>"C"      | JHS Main Campus Floor Modernizations<br>"D" | JHS South Community Hospital<br>"E" | JHS Rehab. Hospital<br>"F"  |
| Architect/Engineering Estimated Cost   | \$6,000,000                     | \$4,800,000                 | \$16,701,375                | \$6,171,000                                 | \$1,804,000                         | \$8,304,000                 |
| Contingency Fees for A/E (10%)   | \$600,000                       | \$480,000                   | \$1,670,138                 | \$617,100                                   | \$180,400                           | \$830,400                   |
| Reimbursable Expenses (3%)   | \$180,000                       | \$144,000                   | \$501,041                   | \$185,130                                   | \$54,120                            | \$249,120                   |
| <b>Total Estimated PSA Compensation</b>  | <b>\$6,780,000</b>              | <b>\$5,424,000</b>          | <b>\$18,872,554</b>         | <b>\$6,973,230</b>                          | <b>\$2,038,520</b>                  | <b>\$9,383,520</b>          |
| PSA Term Duration through the Construction and Warranty Period (Calendar Days) | 2,555 CD                        | 1,278 CD                    | 1,825 CD                    | 2,555 CD                                    | 1,095 CD                            | 1,160 CD                    |
| <b>Construction</b>  | <b>\$60,000,000</b>             | <b>\$60,000,000</b>         | <b>\$186,075,000</b>        | <b>\$72,600,000</b>                         | <b>\$22,550,000</b>                 | <b>\$103,800,000</b>        |
| Medical Equipment  | \$9,000,000                     | \$21,000,000                | \$54,018,750                | \$18,150,000                                | \$5,637,500                         | \$31,140,000                |
| Owner Contingency  | \$9,000,000                     | \$6,000,000                 | \$20,055,000                | \$14,520,000                                | \$2,255,000                         | \$10,380,000                |
| Other Costs  | \$15,220,000                    | \$7,576,000                 | \$32,478,696                | \$19,756,770                                | \$8,518,980                         | \$18,296,480                |
| <b>Project Total</b>   | <b><u>\$100,000,000</u></b>     | <b><u>\$100,000,000</u></b> | <b><u>\$311,500,000</u></b> | <b><u>\$132,000,000</u></b>                 | <b><u>\$41,000,000</u></b>          | <b><u>\$173,000,000</u></b> |

**Scope A: Jackson North Medical Center Scope of Services Elements:**

- Upgrades to Intensive Care Unit (ICU) Patient Floors for Increased Capacity
  - Renovate existing ICU into a Preparation and Recovery Phase II Unit for Surgery/Catheterization
    - Approx. 18,000 SF
- Upgrade and Modernize the Operating Suites and Ancillary Areas
  - New Operating Room (OR) expansion of four to six operating rooms with Post-Anesthesia Care Unit (PACU) plus renovation of existing operating suite having a minimum of six larger rooms for a total of 10 to 12 ORs, all up to current code and industry standards. The proposed expansions and renovation include a mechanical penthouse for new and renovated ORs

- Expansion approx. 11,550 SF
  - Renovation approx. 18,235 SF
- New Exterior Façade and Lighting
  - Renovation of building exteriors and accent lighting to provide an updated look to take advantage of the hospital's visibility to major highways and roadways
- Floor Modernizations to Improve Outpatient Flows to Attract Patients and Providers
  - Renovate and modernize patient floors to current code and industry standards
    - Approx. 18,000 SF (typ. for four floors)
- Expand Emergency Department for Pediatric, Adult and Trauma Services
  - Expand and renovate Emergency Department for growth in trauma and pediatrics
    - Expansion approx. 15,000 SF
    - Renovation approx. 11,673 SF
- New Women's Center
  - Facility expansion and medical service consolidation of all Obstetrics (OB) Services on one level, creating a Women's Center. This expansion and consolidation will support postpartum beds, antepartum beds, pediatric beds, Labor/Delivery/Recovery (LDR), Cesarean-Section, PACU, Neonatal Intensive Care Unit (NICU) and Triage
    - Approx. 20,000 SF
- Code Upgrades
  - Upgrades to Mechanical, Electrical, Plumbing and Fire Protection
  - Medical Gases
  - Information Technology Systems
  - Priority Wall and Life Safety code upgrades
  - Central energy plant to provide for sufficient chilled water, Emergency Generation
- Bed Tower (this bed tower is proposed in lieu of renovating certain existing beds)
  - Due Diligence Study
  - Design of all associated site and civil work
  - Demolition of parts of the existing facility
  - Design of an Urgent Care Center

**Scope B: Jackson West Campus Scope of Services Elements:**

- Children's Ambulatory Pavilion (CAP) and Outpatient Facility
  - Design of a new Children's Ambulatory Pavilion to include a Primary and Specialty Children's Clinic, Adult Specialty Clinic, Imaging/Diagnostics, and Emergency Department
    - Approx. SF is not less than 100,000 SF and not greater than 200,000 SF
- Accommodation for Future Hospital Departmental Capacities and Capabilities
- Civil and Infrastructure
  - Design of site and civil work, traffic circulation, and entrance access including potential modifications to NW 25<sup>th</sup> Street
  - Potential wetland assessment and mitigation

**Scope C: Jackson Main Campus Scope of Services Elements:**

- Emergency Department Expansion, Miami Transplant and ICU Tower (all three services incorporated into one building, designed for future OR and bed expansions vertically and horizontally)
  - Relocation of North Wing Services

- Demolition of North Wing
- Backfill renovations
- Expansion of the adult ED with renovation of the existing emergency care and to improve patient access and flow, creating rapid results, and universal rooms. The project creates adult ED entrance to the North and ED space for growth and separate entry from Holtz Children ED.
  - Expansion: Approx. 15,000 SF
  - Renovation: Approx. 39,000 SF (Adult and Pedi)
- Expansion of the Holtz lobby, entry and clinic program of 12,000 SF with the development of an entry plaza, canopy and drive.
- Miami Transplant Institute: Consolidation of fragmented services to create a state of the art facility, housing 108 transplant beds, a 12 bed ICU, clinics, research, diagnostics and treatment, support and faculty offices.
  - Approx. 204,000 SF
- Intensive Care Unit: Increase in acuity driven by strengthening tertiary services and a shift of low acuity care out of the hospital will require new, 180,000 SF facility, 120 private beds for intensive care rooms, which also includes support space and connections to the Memorial Hospital, ED, and Ryder Trauma Hospital.
- The plan recommends the Demolition of four existing buildings for a total of 226,000 SF that are too costly to upgrade, obsolete, or in a significant location for future development. Current site central plants have capacity to meet the new increases in buildings coupled with the reduction of demolished space.  
Renovation and reconfiguration of surgical and interventional services to appropriate room size, separation of patient flows, private prep and recovery.
- Site utility upgrades and roadway improvements are also included in the master plan budget, but will be designed by JHS Master Civil Engineer. Consultant is responsible for the coordination of the anticipated grading, storm water drainage, underground utilities, demolition packages, landscaping, roadways and vehicular access, and signage.

**Scope D: Jackson Main Campus Floor Modernizations Scope of Services Elements:**

- Modernization program consisting of renovations of various patient floors across five main campus buildings, various outpatient clinics throughout main campus buildings, including multi-phase renovations and upgrades which are performed as space and floor units become available.
  - Approx. 250,000 SF

**Scope E: Jackson South Community Hospital Scope of Services Elements:**

*New Construction:*

- Pediatric Emergency Department and Trauma Expansion
  - Approx. 2,600 SF

*Modernization:*

- Behavioral Health and Radiology / Lab Entrance Renovation
  - Approx. SF 11,000 SF
- 2<sup>nd</sup> Floor ICU Build-out
  - Approx. SF 6,500 SF
- South Wing A Unit Modernization
  - Approx. 19,300 SF
- Labor and Delivery Modernization
  - Approx. 24,300 SF

## **Scope F: Jackson Rehabilitation Hospital**

- **New Christine E. Lynn Rehabilitation Center for The Miami Project to Cure Paralysis at UHealth/Jackson Memorial**
  - Construction of a new rehabilitation hospital on the main campus of Jackson Health System. The 96-bed facility is to be a modern, state-of-the-art rehabilitation hospital and will be modeled after some of the nation's leading rehabilitation centers and will encompass comprehensive inpatient and outpatient rehabilitation services for patients with spinal cord and brain injuries.
    - Approx. SF is not less than 225,000 SF and not greater than 275,000 SF

The **Minimum Qualifications** for responding firms are as follows:

The Prime construction management firm must demonstrate the following program-specific qualifications:

- 1) **General Capability:** Demonstrate firm ability to perform the required construction management, scheduling, cost estimating and other relevant services to support the scope requested.
- 2) **References:** Provide a list of verifiable references and examples of construction projects worked on within the past ten (10) years (healthcare experience preferred; completed projects preferred).
- 3) **Similar Projects:** Demonstrate firm experience and key personnel experience in projects of a similar size, scope and complexity within the past 10 years. Documented experience should include projects similar to any of the six projects listed above (complex multi-service line healthcare facilities including new, replacement, and or additions and renovations preferred). Documented experience with all six projects above preferred.
- 4) **Medical/Healthcare Experience:** Demonstrate firm ability and experience within the past 10 years with any construction projects involving medical and/or healthcare facilities.
- 5) **Key Personnel:** Demonstrate key personnel's professional experience, background and expertise in similar services, including healthcare experience, project familiarity, etc. Additionally, include key personnel's availability for the proposed Project(s).
- 6) **Experience with Authorities Having Jurisdiction:** Demonstrate and document an understanding, knowledge, and working ability of the Project's requirements with the Florida Agency for Healthcare Administration (AHCA), and knowledge and understanding of City of Miami (Scope C, D, F), City of North Miami Beach (Scope A), City of Doral (Scope B), and Miami-Dade County (Scope E) and other relevant state permitting agencies.
- 7) **Experience with Hospital Environment ICRA and ILSM Requirements:** Demonstrate experience within the past 10 years with established industry standards within a hospital environment specific to Level IV Infection Control Risk Assessment (ICRA) precautions and Interim Life Safety Measures (ILSM).

| Jackson Health System | Scope A |       | Scope B  |       | Scope C         |       | Scope D                       |       | Scope E |       | Scope F |       |
|-----------------------|---------|-------|----------|-------|-----------------|-------|-------------------------------|-------|---------|-------|---------|-------|
|                       | JNMC    |       | JHS West |       | JHS Main Campus |       | JHS Main Floor Modernizations |       | JSCH    |       | Rehab   |       |
| Description           | Total % | SBE % | Total %  | SBE % | Total %         | SBE % | Total %                       | SBE % | Total % | SBE % | Total % | SBE % |
| Fence (Brick)         | 0.82%   | 0%    | 0.82%    | 0%    | 0.82%           | 0%    | 0.82%                         | 0%    | 0.82%   | 0%    | 0.82%   | 0%    |
| Fence (Chain link)    | 0.78%   | 0.78% | 0.78%    | 0.78% | 0.78%           | 0.78% | 0.78%                         | 0.78% | 0.78%   | 0.78% | 0.78%   | 0.78% |
| Landscaping           | 1.50%   | 1.50% | 1.50%    | 1.50% | 1.50%           | 1.50% | 1.50%                         | 1.50% | 1.50%   | 1.50% | 1.50%   | 1.50% |
| Signs (Exterior)      | 0.82%   | 0.82% | 0.82%    | 0.82% | 0.82%           | 0.82% | 0.82%                         | 0.82% | 0.82%   | 0.82% | 0.82%   | 0.82% |
| Yard Lighting         | 0.78%   | 0.78% | 0.78%    | 0.78% | 0.78%           | 0.78% | 0.78%                         | 0.78% | 0.78%   | 0.78% | 0.78%   | 0.78% |
| Canopy                | 0.90%   | 0%    | 0.90%    | 0%    | 0.90%           | 0%    | 0.90%                         | 0%    | 0.90%   | 0%    | 0.90%   | 0%    |
| Carpentry (Cabinets)  | 1.16%   | 0%    | 1.16%    | 0%    | 1.16%           | 0%    | 1.16%                         | 0%    | 1.16%   | 0%    | 1.16%   | 0%    |
| Caulking (Sealants)   | 0.89%   | 0.89% | 0.89%    | 0.89% | 0.89%           | 0.89% | 0.89%                         | 0.89% | 0.89%   | 0.89% | 0.89%   | 0.89% |
| Ceiling (Acoustical)  | 1.39%   | 0%    | 1.39%    | 0%    | 1.39%           | 0%    | 1.39%                         | 0%    | 1.39%   | 0%    | 1.39%   | 0%    |
| Concrete Building     | 6.05%   | 0%    | 6.05%    | 0%    | 6.05%           | 0%    | 6.05%                         | 0%    | 6.05%   | 0%    | 6.05%   | 0%    |
| Doors (Automatic)     | 0.79%   | 0%    | 0.79%    | 0%    | 0.79%           | 0%    | 0.79%                         | 0%    | 0.79%   | 0%    | 0.79%   | 0%    |
| Doors (Hollow metal)  | 0.77%   | 0.77% | 0.77%    | 0.77% | 0.77%           | 0.77% | 0.77%                         | 0.77% | 0.77%   | 0.77% | 0.77%   | 0.77% |
| Doors (Wood)          | 1.64%   | 1.64% | 1.64%    | 1.64% | 1.64%           | 1.64% | 1.64%                         | 1.64% | 1.64%   | 1.64% | 1.64%   | 1.64% |
| Drywall Partitions    | 4.72%   | 4.72% | 4.72%    | 4.72% | 4.72%           | 4.72% | 4.72%                         | 4.72% | 4.72%   | 4.72% | 4.72%   | 4.72% |
| Electrical (Conduit)  | 10.28%  | 0%    | 10.28%   | 0%    | 10.28%          | 0%    | 10.28%                        | 0%    | 10.28%  | 0%    | 10.28%  | 0%    |
| Elevators             | 1.54%   | 0%    | 1.54%    | 0%    | 1.54%           | 0%    | 1.54%                         | 0%    | 1.54%   | 0%    | 1.54%   | 0%    |
| Fire Alarm            | 1.13%   | 0%    | 1.13%    | 0%    | 1.13%           | 0%    | 1.13%                         | 0%    | 1.13%   | 0%    | 1.13%   | 0%    |
| Fire Sprinklers       | 1.13%   | 0%    | 1.13%    | 1.13% | 1.13%           | 0%    | 1.13%                         | 0%    | 1.13%   | 0%    | 1.13%   | 1.13% |
| Flooring (Vinyl)      | 1.43%   | 0%    | 1.43%    | 0%    | 1.43%           | 0%    | 1.43%                         | 0%    | 1.43%   | 0%    | 1.43%   | 0%    |
| Flooring (Carpet)     | 1.08%   | 1.08% | 1.08%    | 1.08% | 1.08%           | 1.08% | 1.08%                         | 1.08% | 1.08%   | 1.08% | 1.08%   | 1.08% |

|                                       |               |               |               |               |               |               |               |               |               |               |               |               |
|---------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>Flooring (Stone &amp; Ceramic)</b> | 1.19%         | 1.19%         | 1.19%         | 1.19%         | 1.19%         | 1.19%         | 1.19%         | 1.19%         | 1.19%         | 1.19%         | 1.19%         | 1.19%         |
| Generator (Emergency)                 | 4.44%         | 0%            | 4.44%         | 4.44%         | 4.44%         | 0%            | 4.44%         | 0%            | 4.44%         | 0%            | 4.44%         | 4.44%         |
| HVAC (Centrifugal)                    | 4.52%         | 0%            | 4.52%         | 0%            | 4.52%         | 0%            | 4.52%         | 0%            | 4.52%         | 0%            | 4.52%         | 0%            |
| HVAC (Piping)                         | 2.64%         | 0%            | 2.64%         | 0%            | 2.64%         | 0%            | 2.64%         | 0%            | 2.64%         | 0%            | 2.64%         | 0%            |
| HVAC (Cooling Tower)                  | 3.04%         | 0%            | 3.04%         | 0%            | 3.04%         | 0%            | 3.04%         | 0%            | 3.04%         | 0%            | 3.04%         | 0%            |
| HVAC (Duct Work)                      | 1.26%         | 0%            | 1.26%         | 0%            | 1.26%         | 0%            | 1.26%         | 0%            | 1.26%         | 0%            | 1.26%         | 0%            |
| <b>Light Fixtures</b>                 | <b>1.75%</b>  | <b>1.75%</b>  | <b>1.75%</b>  | <b>1.75%</b>  | <b>1.75%</b>  | <b>1.75%</b>  | <b>1.75%</b>  | <b>1.75%</b>  | <b>1.75%</b>  | <b>1.75%</b>  | <b>1.75%</b>  | <b>1.75%</b>  |
| Lockers, built-in                     | 0.76%         | 0%            | 0.76%         | 0%            | 0.76%         | 0%            | 0.76%         | 0%            | 0.76%         | 0%            | 0.76%         | 0%            |
| <b>Masonry Building</b>               | <b>7.91%</b>  | <b>7.91%</b>  | <b>7.91%</b>  | <b>7.91%</b>  | <b>7.91%</b>  | <b>7.91%</b>  | <b>7.91%</b>  | <b>7.91%</b>  | <b>7.91%</b>  | <b>7.91%</b>  | <b>7.91%</b>  | <b>7.91%</b>  |
| Medical Gases                         | 1.75%         | 0%            | 1.75%         | 0%            | 1.75%         | 0%            | 1.75%         | 0%            | 1.75%         | 0%            | 1.75%         | 0%            |
| Millwork                              | 1.49%         | 0%            | 1.49%         | 0%            | 1.49%         | 0%            | 1.49%         | 0%            | 1.49%         | 0%            | 1.49%         | 0%            |
| Nurse Call System                     | 0.76%         | 0%            | 0.76%         | 0%            | 0.76%         | 0%            | 0.76%         | 0%            | 0.76%         | 0%            | 0.76%         | 0%            |
| <b>Paint</b>                          | <b>1.12%</b>  | <b>1.12%</b>  | <b>1.12%</b>  | <b>1.12%</b>  | <b>1.12%</b>  | <b>1.12%</b>  | <b>1.12%</b>  | <b>1.12%</b>  | <b>1.12%</b>  | <b>1.12%</b>  | <b>1.12%</b>  | <b>1.12%</b>  |
| Plumbing (Piping)                     | 3.38%         | 0%            | 3.38%         | 0%            | 3.38%         | 0%            | 3.38%         | 0%            | 3.38%         | 0%            | 3.38%         | 0%            |
| Plumbing (Pump)                       | 0.81%         | 0%            | 0.81%         | 0%            | 0.81%         | 0%            | 0.81%         | 0%            | 0.81%         | 0%            | 0.81%         | 0%            |
| Plumbing Fixtures                     | 0.77%         | 0%            | 0.77%         | 0%            | 0.77%         | 0%            | 0.77%         | 0%            | 0.77%         | 0%            | 0.77%         | 0%            |
| Pneumatic Tube System                 | 0.96%         | 0%            | 0.96%         | 0%            | 0.96%         | 0%            | 0.96%         | 0%            | 0.96%         | 0%            | 0.96%         | 0%            |
| <b>Roof</b>                           | <b>1.93%</b>  | <b>1.93%</b>  | <b>1.93%</b>  | <b>1.93%</b>  | <b>1.93%</b>  | <b>1.93%</b>  | <b>1.93%</b>  | <b>1.93%</b>  | <b>1.93%</b>  | <b>1.93%</b>  | <b>1.93%</b>  | <b>1.93%</b>  |
| <b>Signs (Interior )</b>              | <b>1.09%</b>  | <b>1.09%</b>  | <b>1.09%</b>  | <b>1.09%</b>  | <b>1.09%</b>  | <b>1.09%</b>  | <b>1.09%</b>  | <b>1.09%</b>  | <b>1.09%</b>  | <b>1.09%</b>  | <b>1.09%</b>  | <b>1.09%</b>  |
| Storefront Construction               | 5.62%         | 0%            | 5.62%         | 0%            | 5.62%         | 0%            | 5.62%         | 0%            | 5.62%         | 0%            | 5.62%         | 0%            |
| Telecommunication System              | 1.27%         | 0%            | 1.27%         | 1.72%         | 1.27%         | 0%            | 1.27%         | 0%            | 1.27%         | 0%            | 1.27%         | 1.27%         |
| X-Ray/MRI Protection                  | 0.82%         | 0%            | 0.82%         | 0%            | 0.82%         | 0%            | 0.82%         | 0%            | 0.82%         | 0%            | 0.82%         | 0%            |
| <b>CM-AT-Risk Manager**</b>           | <b>11.09%</b> | <b>0.70%</b>  | <b>11.09%</b> | <b>0.70%</b>  | <b>11.09%</b> | <b>0.70%</b>  | <b>11.09%</b> | <b>0.70%</b>  | <b>11.09%</b> | <b>0.70%</b>  | <b>11.09%</b> | <b>0.70%</b>  |
| <b>TOTALS</b>                         | <b>100%</b>   | <b>27.58%</b> | <b>100%</b>   | <b>34.43%</b> | <b>100%</b>   | <b>27.58%</b> | <b>100%</b>   | <b>27.58%</b> | <b>100%</b>   | <b>27.58%</b> | <b>100%</b>   | <b>34.43%</b> |



|                            |                     |                     |                     |                     |                    |                     |
|----------------------------|---------------------|---------------------|---------------------|---------------------|--------------------|---------------------|
| <b>SBE-Cons.<br/>Total</b> | <b>\$16,548,862</b> | <b>\$20,656,052</b> | <b>\$51,322,159</b> | <b>\$20,024,123</b> | <b>\$6,219,614</b> | <b>\$35,734,970</b> |
|----------------------------|---------------------|---------------------|---------------------|---------------------|--------------------|---------------------|

**\*\* Each project's total construction costs is too large for SBE-C contractors to bond and service as a Prime; however, we believe there are opportunities for the Prime to mentor SBE-C general contractors as part of the 11.9% construction manager line item for each Project (0.70%). This 0.70% mentorship line item is specifically requested to be a SBE-C General Contractor (GC) trade set-aside, as the mentorship program will be a contractual requirement of the Prime. The remaining 26.88% and 33.73% SBE-C percentages are requested to be SBE-C subcontractor goals for the various projects, as applicable.**

As these are CM contracts and the various projects are not being bid on a lump sum basis, the SBE-C subcontractor trades are not identified during the RFP process. The SBE-C subcontractor goals will be achieved by the successful CMs when they bid out the trade divisions for each project. Schedule of Intent Affidavits will be submitted for each successful SBE-C subcontractor once the bid results for the trade divisions are finalized for each project. The 0.70% SBE-C GC trade set-aside will be part of the RFP selection process, and, as such, a SOI affidavit will be required of each CM Prime as part of proposal submittal.

JHS is recommending SBE-C participation goals to be assigned to each Scope A - F as shown in the percentages in the above table. Attached is JHS's Departmental Input Worksheets, Project Analysis for CWP Goal Recommendation Worksheets, and Prime construction manager minimum requirements for your review and approval. It should be noted that the total dollars to SBE-C's represented in this table equals \$150,505,780.00.

**Total SBE-C participation across all six projects:**

Total Project Costs: \$857,500,000.00

Total Construction Costs (not including contingency or reimbursable expenses):\$505,025,000.00

SBE-C Participation: \$150,505,780.00

SBE-C Average Percentage Participation across Total Construction Costs: 29.8%

**Each of these six projects will also be assigned SBE-G/S goals by Ms. Amber Lawhorn, Small Business Program Manager, Jackson Health System.**

If you have any questions, please contact Kenneth Robertson, Director of Procurement, Construction Services, Jackson Health System, at [kenneth.robertson@jhs-miami.org](mailto:kenneth.robertson@jhs-miami.org) or (305) 585-7415. Thank you.

| Account Cat. | Account Category Description | A: JNIMC        | B: WEST         | C: MAIN          | D: FLOORS       | E: JSCH         | F: REHAB         |
|--------------|------------------------------|-----------------|-----------------|------------------|-----------------|-----------------|------------------|
| 5010         | Capitalized Activity         | \$60,000,000.00 | \$60,000,000.00 | \$186,075,000.00 | \$72,600,000.00 | \$22,550,000.00 | \$103,800,000.00 |
| 5105         | Advertising                  |                 |                 |                  |                 |                 |                  |
| 5110         | Architect / Engineer         |                 |                 |                  |                 |                 |                  |
| 5127         | Land Acquisition             |                 |                 |                  |                 |                 |                  |
| 5130         | Other / Misc                 |                 |                 |                  |                 |                 |                  |
| 5205         | A/E Fees(Bidding Awa         |                 |                 |                  |                 |                 |                  |
| 5215         | AHCA Fees                    |                 |                 |                  |                 |                 |                  |
|              |                              | 0.258%          |                 |                  |                 |                 |                  |
| 5310         | Fence (Brick or Sto          | \$492,962.57    | \$492,962.57    | \$1,528,800.16   | \$596,484.71    | \$185,271.77    | \$852,825.24     |
| 5315         | Fence (Chain link)           | \$468,567.63    | \$468,567.63    | \$1,453,145.35   | \$566,966.83    | \$176,103.33    | \$810,621.99     |
| 5335         | Landscaping                  | \$900,498.86    | \$900,498.86    | \$2,792,672.10   | \$1,089,603.63  | \$338,437.49    | \$1,557,863.04   |
| 5370         | Signs (Exterior) Met         | \$492,794.97    | \$492,794.97    | \$1,528,280.39   | \$596,281.91    | \$185,208.78    | \$852,535.29     |
| 5385         | Yard Lighting                | \$465,370.42    | \$465,370.42    | \$1,443,230.01   | \$563,098.21    | \$174,901.72    | \$805,090.82     |
| 5402         | Canopy                       | \$542,458.87    | \$542,458.87    | \$1,682,300.58   | \$656,375.24    | \$203,874.13    | \$938,453.85     |
| 5404         | Carpentry (Cabinets          | \$695,925.49    | \$695,925.49    | \$2,158,238.94   | \$842,069.85    | \$261,552.00    | \$1,203,951.10   |
| 5406         | Caulking (Sealants)          | \$536,018.33    | \$536,018.33    | \$1,662,326.85   | \$648,582.18    | \$201,453.56    | \$927,311.71     |
| 5408         | Ceiling (Acoustical)         | \$835,522.06    | \$835,522.06    | \$2,591,162.79   | \$1,010,981.69  | \$314,017.04    | \$1,445,453.17   |
| 5414         | Concrete Building (R         | \$3,630,778.63  | \$3,630,778.63  | \$11,259,952.24  | \$4,393,242.15  | \$1,364,567.64  | \$6,281,247.04   |
| 5422         | Doors (Automatic)            | \$474,729.84    | \$474,729.84    | \$1,472,255.93   | \$574,423.11    | \$178,419.30    | \$821,282.63     |
| 5424         | Doors (Hollow metal          | \$460,113.18    | \$460,113.18    | \$1,426,926.01   | \$556,736.95    | \$172,925.87    | \$795,995.81     |
| 5426         | Doors (Wood)                 | \$982,766.71    | \$982,766.71    | \$3,047,805.26   | \$1,189,147.72  | \$369,356.49    | \$1,700,186.41   |
| 5428         | Drywall Partitions           | \$2,832,225.89  | \$2,832,225.89  | \$8,783,440.54   | \$3,426,993.32  | \$1,064,444.90  | \$4,899,750.79   |
| 5430         | Electrical (Conduit          | \$6,168,116.52  | \$6,168,116.52  | \$19,128,871.36  | \$7,463,420.99  | \$2,318,183.79  | \$10,670,841.58  |
| 5434         | Elevators                    | \$922,619.59    | \$922,619.59    | \$2,861,274.01   | \$1,116,369.70  | \$346,751.20    | \$1,596,131.89   |
| 5438         | Fire Alarm                   | \$678,646.57    | \$678,646.57    | \$2,104,652.69   | \$821,162.35    | \$255,058.00    | \$1,174,058.57   |
| 5440         | Fire Sprinklers              | \$679,917.60    | \$679,917.60    | \$2,108,594.45   | \$822,700.29    | \$255,535.70    | \$1,176,257.45   |
| 5446         | Flooring (Vinyl)             | \$860,480.01    | \$860,480.01    | \$2,668,563.63   | \$1,041,180.81  | \$323,397.07    | \$1,488,630.42   |
| 5448         | Flooring (Carpet)            | \$647,916.75    | \$647,916.75    | \$2,009,351.83   | \$783,979.27    | \$243,508.71    | \$1,120,895.98   |
| 5450         | Flooring (Stone & Ceramic)   | \$711,152.05    | \$711,152.05    | \$2,205,460.29   | \$860,493.98    | \$267,274.64    | \$1,230,293.04   |
| 5456         | Generator (Emergency         | \$2,665,675.43  | \$2,665,675.43  | \$8,266,925.92   | \$3,225,467.27  | \$1,001,849.68  | \$4,811,618.49   |
| 5458         | H V A C Centrifugal          | \$2,713,306.10  | \$2,713,306.10  | \$8,414,640.54   | \$3,283,100.38  | \$1,019,750.88  | \$4,694,019.55   |





Project Analysis for Goal Recommendation (CWP)

12/4/2015

Jackson West B

| Trades/Skills Required                  | Est. # of workforce required per trade | Est. # of total days to complete job |
|---|--|--------------------------------------|
| Bricklayers & Allied Craftsmen          | 6                                      | 90                                   |
| Carpenters                              | 12                                     | 600                                  |
| Carpet Workers                          | 5                                      | 30                                   |
| Interior Specialists                    | 6                                      | 600                                  |
| Drywall Finishers                       | 16                                     | 90                                   |
| Electrical Workers                      | 8                                      | 640                                  |
| Elevator Construction                   | 2                                      | 60                                   |
| Glazers                                 | 8                                      | 90                                   |
| Architectural Metal & Glass Workers     | 8                                      | 120                                  |
| Insulators & Asbestos Workers           | 6                                      | 100                                  |
| Ironworkers                             | 12                                     | 90                                   |
| Laborers                                | 6                                      | 360                                  |
| Millrights, Machinery Erectors & Divers | 2                                      | 60                                   |
| Operating Engineers, Building Work      | 0                                      | 0                                    |
| Painters & Allied Trades                | 6                                      | 45                                   |
| Pipefitters, AC & Refrigeration         | 6                                      | 120                                  |
| Plumbers                                | 6                                      | 90                                   |
| Roofers, Waterproofers & Allied Workers | 3                                      | 45                                   |
| Sheetmetal Workers                      | 4                                      | 45                                   |
| Sign/ Display & Allied Trades           | 1                                      | 16                                   |
| Sprinkler Fitters                       | 4                                      | 60                                   |
| Teamsters, Trucking                     | 0                                      | 0                                    |
| Welders                                 | 3                                      | 45                                   |

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## Taylor, Coralee (ISD)

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**From:** Johnson, Laurie (ISD)  
**Sent:** Monday, December 07, 2015 1:26 PM  
**To:** Taylor, Coralee (ISD)  
**Subject:** FW: Review Item RFP 15-13736-TC (A, B, C, D, E and F): Pre-Construction and Construction Management Services for Projects at Various Jackson Health System Facilities (The Miracle Building Bond Program)  
**Attachments:** Jackson Health System SBE-C Memo RFP 15-13736-TC 12.4.15.pdf; SBE-C Measures RFP 15-13736-TC (A - F).pdf; SBE-C Measure Breakdowns 12.4.15.pdf; CWP Analysis RFP 15-13736-TC (A - F).pdf  
**Importance:** High

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**From:** Robertson, Kenneth [mailto:kenneth.robertson@jhsmiami.org]  
**Sent:** Friday, December 04, 2015 3:24 PM  
**To:** Clark, Veronica (ISD)  
**Cc:** Hartfield, Gary (ISD); Johnson, Laurie (ISD)  
**Subject:** FW: Review Item RFP 15-13736-TC (A, B, C, D, E and F): Pre-Construction and Construction Management Services for Projects at Various Jackson Health System Facilities (The Miracle Building Bond Program)  
**Importance:** High

Good afternoon, Ms. Clark:

I'm forwarding this to you FYI and processing per Mr. Hartfield's out of office message. Thank you.

### **Kenneth Robertson**

Director of Procurement, Construction Services  
Procurement Construction Department

Jackson Health System  
1500 NW 12 Ave, Suite 814  
Miami, FL 33136  
Phone: 305-585-7415  
Fax: 305-355-6719  
[kenneth.robertson@jhsmiami.org](mailto:kenneth.robertson@jhsmiami.org)

### **Website**

<http://www.jacksonhealth.org/vendors-procurement.asp>

### **Supplier Portal**

Jackson Health System (JHS) is now using an electronic procurement solicitation system. Please access the Supplier Portal using the following link to review and respond to solicitations. You may view open solicitations by selecting 'Browse Open Events'. In order to respond electronically to a solicitation, please create a no-fee account at the following link:  
<http://www.jacksonhealth.org/vendors-supplier-portal.asp>.

JHS Vendor Registration is also required for the award of all contracts. The vendor registration application is posted on the JHS website via the following link: [Vendor Registration](#).

Jackson Health System is part of the Reptrax vendor credentialing community. All vendors who wish to gain access to our facilities are required to register by visiting [www.Reptrax.com](http://www.Reptrax.com).

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**From:** Robertson, Kenneth  
**Sent:** Friday, December 04, 2015 3:19 PM  
**To:** 'Hartfield, Gary (ISD)'  
**Cc:** 'Johnson, Laurie (ISD)'; Costanzo, Rosa M; Lawhorn, Amber J; Carrasco, Teodoro E  
**Subject:** Review Item RFP 15-13736-TC (A, B, C, D, E and F): Pre-Construction and Construction Management Services for Projects at Various Jackson Health System Facilities (The Miracle Building Bond Program)  
**Importance:** High

Good afternoon, Mr. Hartfield:

Attached for your division's review and processing, please find:

1. SBE-C Review Item memorandum dated December 4, 2015, for Project RFP 15-13736-TC (A – F)
2. SBE-C Input Worksheets for Project RFP 15-13736-TC (A – F)
3. SBE-C Measures Breakdown Spreadsheet (A – F)
4. Community Workforce Program (CWP) Project Analysis for Goal Recommendations for RFP 15-13736-TC (A – F)

JHS is requesting a 26.88% SBE-C subcontractor goal on Project Scopes A, C, D and E; and a 33.73% SBE-C subcontractor goal on Project Scopes B and F. Additionally, JHS is requesting a 0.70% SBE-C General Contractor (GC) trade set-aside for all six Projects Scopes A – F in support of our SBE-C mentorship program in order to educate and to enable SBE-C GCs to become healthcare prime contractors on their own in the future. JHS is recommending \$150,505,780 in SBE-C subcontractor goals and trade set-asides for this RFP, which represents an overall SBE-C participation rate of 29.8% of total construction costs.

CWP Address Information:

Project A: 160 NW 170 Street, North Miami Beach, FL 33169  
Project B: 7800 NW 29 Street, Doral, FL 33122  
Project C: 1611 NW 12 Avenue, Miami, FL 33136  
Project D: 1611 NW 12 Avenue, Miami, FL 33136  
Project E: 9333 SW 152 Street, Palmetto Bay, FL 33157  
Project F: 1611 NW 12 Avenue, Miami, FL 33136

In your review of these projects, please confirm these addresses and their applicability to the CWP Program.

Expedited review and processing by December 16, 2015, is requested by JHS Executives, as these Projects are critical to the successful implementation of our JHS Capital Plan. The resultant Request for Proposals procurement solicitation is anticipated to be advertised during the week of December 14 – 18, 2015. I am available by phone directly at 305-585-7415 to answer any questions that may arise. Thank you very much.

**Kenneth Robertson**

Director of Procurement, Construction Services  
Procurement Construction Department

Jackson Health System  
1500 NW 12 Ave, Suite 814  
Miami, FL 33136  
Phone: 305-585-7415  
Fax: 305-355-6719  
[kenneth.robertson@jhsmiami.org](mailto:kenneth.robertson@jhsmiami.org)

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Jackson Health System is part of the Reprax vendor credentialing community. All vendors who wish to gain access to our facilities are required to register by visiting [www.Reprax.com](http://www.Reprax.com).

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**From:** Robertson, Kenneth

**Sent:** Wednesday, September 23, 2015 4:35 PM

**To:** 'Hartfield, Gary (ISD)'

**Cc:** 'Johnson, Laurie (ISD)'; Costanzo, Rosa M; Lawhorn, Amber J; Rico, Sandra M

**Subject:** Review Item A15-JHS-01 (A, B, C, D and E): A/E Consultant Services for Schematic and Comprehensive Design, Procurement and Construction Administration Services for Various Jackson Health System Facilities

**Importance:** High

**Kenneth Robertson**

Director of Procurement, Construction Services  
Procurement Construction Department

Jackson Health System  
1500 NW 12 Ave, Suite 814  
Miami, FL 33136  
Phone: 305-585-7415  
Fax: 305-355-6719  
[kenneth.robertson@jhsmiami.org](mailto:kenneth.robertson@jhsmiami.org)

**Website**

<http://www.jacksonhealth.org/vendors-procurement.asp>

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