

# Memorandum



Date: August 1, 2018

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

From:   
Kenneth Robertson, M.M., CPPO, CPPB, Director  
Jackson Health System, Procurement Construction Department

Subject: Review Item: Pre-Construction and Construction Management Services for the Vertical Expansion of the Diagnostic Treatment Center (DTC), Jackson Memorial Medical Center Campus, RFP 18-16146-TC

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 this project.

JHS intends to award one (1) Pre-Construction and Construction Manager Agreement from the above-referenced solicitation. The following elements constitute the collective Scope of Services to be authorized within the project budget identified in the below table. The Project may be divided into various phases or packages to allow for on-going operations, funding availability, and general sequencing. It is anticipated that early release packages for any new construction will be required.

The Project scope includes a three-story vertical expansion on top of the existing DTC. Each floor is to house approximately 36 intensive care patient bedrooms and associated support space. Several new elevators are to be installed in the existing shifts. Energy plant and utility infrastructure improvements are likely.

	Project Budget:
Architect/Engineering Estimated Cost	\$8,000,000
Contingency Fees for A/E (10%)	\$800,000
Reimbursable Expenses for A/E (3%)	\$240,000
Total Estimated PSA Compensation	\$9,040,000
A/E PSA Term Duration through the Construction and Warranty Period (Calendar Days)	1,095 CD
Construction	\$55,000,000
Medical Equipment	\$20,000,000
Owner Contingency	\$5,000,000
Other Costs	\$10,960,000
Project Total	<u>\$100,000,000</u>

Regarding qualifications, responding firms will be required to address the following in their proposals:

- 1) Describe what differentiates your firm from competitors in terms of innovation, culture, etc., and provide specific examples.

# Memorandum



Date: August 1, 2018

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

From: Kenneth Robertson, M.M., CPPO, CPPB, Director  
Jackson Health System, Procurement Construction Department

Subject: Review Item: Pre-Construction and Construction Management Services for the Vertical Expansion of the Diagnostic Treatment Center (DTC), Jackson Memorial Medical Center Campus, RFP 18-16146-TC

---

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 this project.

JHS intends to award one (1) Pre-Construction and Construction Manager Agreement from the above-referenced solicitation. The following elements constitute the collective Scope of Services to be authorized within the project budget identified in the below table. The Project may be divided into various phases or packages to allow for on-going operations, funding availability, and general sequencing. It is anticipated that early release packages for any new construction will be required.

The Project scope includes a three-story vertical expansion on top of the existing DTC. Each floor is to house approximately 36 intensive care patient bedrooms and associated support space. Several new elevators are to be installed in the existing shifts. Energy plant and utility infrastructure improvements are likely.

	Project Budget:
Architect/Engineering Estimated Cost	\$8,000,000
Contingency Fees for A/E (10%)	\$800,000
Reimbursable Expenses for A/E (3%)	\$240,000
Total Estimated PSA Compensation	\$9,040,000
A/E PSA Term Duration through the Construction and Warranty Period (Calendar Days)	1,095 CD
Construction	\$55,000,000
Medical Equipment	\$20,000,000
Owner Contingency	\$5,000,000
Other Costs	\$10,960,000
Project Total	<u>\$100,000,000</u>

Regarding qualifications, responding firms will be required to address the following in their proposals:

- 1) Describe what differentiates your firm from competitors in terms of innovation, culture, etc., and provide specific examples.

- 2) Describe how your firm fosters collaboration at various levels of the organization and provide specific examples.
- 3) Describe the collaborative use of Design-Assist (D/A) partners and your management approach to Target Value Design.
- 4) Describe how your firm manages and optimizes construction schedules.
- 5) Describe how your firm manages and optimizes costs, and minimizes change orders.
- 6) Describe the value of pre-construction services, what deliverables will be provided, and how your firm will deliver the services.
- 7) Describe the financial stability of your firm and why this issue should not be a concern to the Trust during the implementation of this project.
- 8) Describe your firm's healthcare experience over the last ten (10) years and provide three (3) owner references commenting on performance.
- 9) Describe your firm's experience over the last ten (10) years on a minimum of two (2) projects involving vertical expansions above clinical areas. Provide respective owners' references commenting on performance, if available.
- 10) Describe your firm's experience with respective Authorities Having Jurisdiction (AHJs) (e.g. AHCA, City of Miami, Miami-Dade County) and how that experience will be applied to this project.
- 11) Describe your firm's experience with Miami-Dade County Division of Small Business Development program (or similar) and how that experience will be applied to this project.
- 12) Provide the names of proposed team members, their project role, and an organizational chart indicating their role relative to corporate management. At a minimum, the team should include a project executive, pre-con manager/estimator, project manager and superintendent. Individual resumes' may be provided as part of the proposal.
- 13) Describe each team member's experience in similar vertical expansion projects above clinical areas, their role and how that experience will be applied to this project.
- 14) Describe each team member's experience, if any, with integrated project delivery (IPD) or related collaborative experience. Provide specific projects or examples.
- 15) Describe each team member's experience, if any, with Target Value Design. Provide specific projects or examples.
- 16) Describe each team member's experience, if any, with conceptual estimating. Provide specific projects or examples.

An analysis of the required scope elements by trade was performed and reviewed against SBE-C eligibility in determining the SBE-C subcontractor goal recommendation. Please review the following table in support of the requested 18.10% SBE-C subcontractor goal. Please also see the attached Excel file in support of these numbers as well.

<b>Jackson Health System</b>	<b>DTC Vertical Exp.</b>	
<b>Description</b>	<b>Total %</b>	<b>SBE%</b>
Fence (Brick)	0.00%	0%
<b>Fence (Chain link)</b>	0.10%	<b>0.10%</b>
<b>Landscaping</b>	0.00%	<b>0.00%</b>
<b>Signs (Exterior)</b>	0.82%	<b>0.82%</b>
<b>Yard Lighting</b>	0.00%	<b>0.00%</b>
Canopy	0.00%	0%
Carpentry (Cabinets)	1.16%	0%
<b>Caulking (Sealants)</b>	0.89%	<b>0.89%</b>
Ceiling (Acoustical)	1.00%	0%
Concrete Building	7.18%	0%

Doors (Automatic)	0.50%	0%
<b>Doors (Hollow metal)</b>	0.50%	<b>0.50%</b>
<b>Doors (Wood)</b>	0.62%	<b>0.62%</b>
<b>Drywall Partitions</b>	2.36%	<b>2.36%</b>
Drywall Partitions	2.36%	0%
Electrical (Conduit)	12.00%	0%
Elevators	3.00%	0%
Fire Alarm	1.00%	0%
Fire Sprinklers	1.02%	0%
Flooring (Vinyl)	1.43%	0%
<b>Flooring (Carpet)</b>	1.08%	<b>1.08%</b>
<b>Flooring (Stone &amp; Ceramic)</b>	1.19%	<b>1.19%</b>
Generator (Emergency)	0.00%	0%
HVAC (Centrifugal)	1.00%	0%
HVAC (Piping)	6.00%	0%
HVAC (Cooling Tower)	0.00%	0%
HVAC (Duct Work)	6.00%	0%
<b>Light Fixtures</b>	1.75%	<b>1.75%</b>
Lockers, built-in	0.76%	0%
<b>Masonry Building</b>	2.50%	<b>2.50%</b>
Masonry Building	2.50%	0%
Medical Gases	2.75%	0%
Millwork	3.00%	0%
Nurse Call System	0.76%	0%
<b>Paint</b>	1.12%	<b>1.12%</b>
Plumbing (Piping)	5.00%	0%
Plumbing (Pump)	0.00%	0%
Plumbing Fixtures	2.20%	0%
Pneumatic Tube System	2.00%	0%
<b>Roof</b>	0.965%	<b>0.965%</b>
Roof	0.965%	0%
Signs (Interior )	1.09%	0%
Storefront Construction	3.76%	0%
Telecommunication System	2.39%	0%
X-Ray/MRI Protection	0.00%	0%
CM-AT-Risk Manager**	15.27%	0%
<b>TOTALS</b>	<b>100%</b>	<b>18.10%</b>
<b>SBE-Cons. Total</b>	<b>\$8,434,205</b>	

**\*\* The project's total construction costs is too large for SBE-C contractors to bond and service as a Prime. The remaining 18.10% SBE-C percentage is requested to be the SBE-C subcontractor goal for the project.** In support of reaching this SBE-C subcontractor goal, it is requested that SBE-C subcontractors be eligible for participation at Tiers 1, 2, and 3 subcontracts to the selected construction manager prime.

As this is a CM contract and the projects is not being bid on a lump sum basis, the SBE-C subcontractor trades are not identified during the RFP process. The SBE-C subcontractor goal will be achieved by the successful CM when they bid out the trade divisions for the 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 the project.

It should be noted that the total dollars to SBE-C's represented in this table equals \$8,434,205.00.

**This project will also be assigned a SBE-G/S goal by Ms. Amber Lawhorn, Small Business Program Director, Jackson Health System.**

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

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

**Project Title:** Pre-Construction and Construction Management Services for Diagnostic Treatment Center (DTC) Vertical Expansion Intensive Care Unit (ICU) Tower

**Contract/Project No.** RFP 18-16146-TC

**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 DTC Vertical Expansion ICU Tower project.

**DEPARTMENT:** JMH-Facilities Design & Construction **CONTACT:** Bill Seed **PHONE :** (305) 585-3094

**ESTIMATED CONSTRUCTION PROJECT BUDGET COST:** \$55,000,000.00 **FUNDING SOURCE:** PHT Capital Contribution

**ANALYSIS**

Commodity/Service No. _____		SIC: _____	
<u>Trade/Commodity/Service Opportunities</u>			
_____			
_____			
<b><u>Contract/Project History of Previous Purchases for Previous Three (3) Years</u></b>			
Check Here <input checked="checked" type="checkbox"/>		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**

<b><u>SBE-C GOAL</u></b> <u>18.10 %</u>	<b><u>BID PREFERENCE</u></b> <u>N/A</u>	<b><u>NO MEASURE</u></b> _____	
<b><u>Analysis for Goal Recommendation</u></b>			
<b><u>Sub-Trade</u></b>	<b><u>Est. Cost</u></b>	<b><u>% of Item to base Bid</u></b>	<b><u>Availability</u></b>
PLEASE SEE ATTACHED.	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
<b><u>TOTAL SBE-C Recommendation</u></b>	<b><u>\$8,434,205.00</u></b>	<b><u>18.10 % of Cost of Work</u></b>	_____
<b><u>TOTAL Project Budget</u></b>	<b><u>\$55,000,000.00</u></b>	<b><u>100%</u></b>	_____
<b><u>Basis for Recommendation</u></b>			
_____			
_____ Bill Seed, Senior Vice President, FDC		_____ Date: Small Business Development	