Request for Proposal RFP (19-12-SSP)

New Hospital Expansion

Owners Representative Services
All people know someone who has experienced cancer. Almost 40% of men and women will be diagnosed with cancer in their lifetimes, and more than 1.7-million new cancer cases were diagnosed in 2018.¹ As the only Florida-based National Cancer Institute Comprehensive Cancer Center², H. Lee Moffitt Cancer Center and Research Institute, Inc. is excited to expand its ability to execute its mission to contribute to the prevention and cure of cancer³ with this project.

The Project

A New Hospital is a vital tool to accomplish this goal. Conceived as a single entity, the project will be developed in two phases. The first phase – will include:

- 128 Inpatient Beds
- 24 Surgical Suites
- Interventional Radiology
- Endoscopy
- Various Imaging modalities
- Support Services
- Administrative / Conference
- Education / Research
- Central Energy Plant
- Parking / Bridge

The second phase – will add the following:

- 76 Inpatient Beds
- Radiotherapy
- Infusion Therapy

The total projected value for the both phases of the project is expected to be between $400M and $475M. The entire project will be conceived, planned and designed, but only the first phase will proceed past the Design Development phase. An Executive Summary (Exhibit A) illustrates an early concept for the project related to its physical location, configuration, and space program. A schedule (Exhibit B) identifies the key dates for this selection process and project milestones leading toward a Mid-2023 delivery. Additional guiding principles for the projects will be issued to short listed firms.

¹ National Cancer Institute, Cancer Statistics, National Institutes of Health [website](http://www.cancer.gov)
² National Cancer Institute, Cancer Center Locations, National Institutes of Health [website](http://www.cancer.gov)
³ Moffitt Cancer Center [website](http://www.moffitt.org)
The Team

Talented professionals are central to accomplishing these goals, and their collaborative interactions will be key to the project’s success. The principal teams will consist of the Architect, Construction Manager, and Owners Representative, which are the only subjects of this series of RFPs. These teams will be integrated to enable project collaboration, while each team maintaining their own responsibility and authority.

Representatives from these principal parties will interoperate at two critical levels within the broader team: generally, the Project Executive Team and specifically, the Project Management Team to maintain clear communications and resolve issues. Moffitt aspires for the team to interoperate daily and in close proximity. While the processes and mechanisms will frame daily activities, it is also Moffitt’s intent to build a culture of enduring trust among the team and sub-teams, framing constructive attitudes and requiring leadership finesse by all parties.

In the spirit of openness and collaboration, the general and salient responsibilities for each of these principal team members follow. Specific responsibilities will be defined by individually executed owner agreements based on the standard coordinated AIA suite of contracts. All principal team members will be expected to maintain a balanced focus on forward progress and value creation for the project, while maintaining pressure on each other to control cost, quality, and schedule.

The **Architect** is to lead the research, ideation, and design authorship in order to solve the project requirements, by the design, technical documentation, and confirming construction conformity.

The **Construction Manager** is to lead continuous cost modeling, construction planning, procurement of labor and materials, installation, and commissioning.

The **Owners Representative** is to drive the rapid and dependable internal decision-making and bi-directional reporting between the design and construction teams and Moffitt leadership.

Once the principal teams are combined, they will collaboratively add other talent as required, such as:

- Building services (MEPFPLV) engineers
- Structural engineer
- Civil engineers
- Legal counsel
- Traffic / parking consultant
- Geotechnical consultant
- Environmental consultant
- Landscape architect
- Environmental Graphics consultant
- Interior designer
- Medical equipment consultant
- Radio-physicist
- Food Service consultant
- Acoustical consultant
- Lighting consultant
- Elevator consultant
- Building envelope consultant
- Commissioning agent
- Safety & Security consultant
- Data / Telecommunications consultant
- Construction cost estimator (3rd-party)
- Scheduling consultant
- Model maker & Renderer
- Risk management / Insurance consultant
- Hazardous materials consultant
- Materials testing consultants
- Testing and balance consultant
- Industrial hygienist
- Furnishings procurement consultant
- Move / Relocation consultant
Request for Proposal Contents

This Request for Proposal package includes the following documents, which require responses as part of your proposal as indicated:

1. Cover Letter (e-mail)
2. Project Description
3. Team Overview
4. Proposal Requirements, which requires a response
5. Supplier Diversity Utilization and Subcontracting Plan, which requires a response
6. Presentation Information
7. Exhibit A: Executive Summary
8. Exhibit B: Schedule
9. Exhibit C: Firm Acknowledgement Form – Intent to Propose, which requires a response
10. Exhibit D: About H. Lee Moffitt Cancer Center

Owners Representative Proposal Requirements

In general terms, the role of the Owners Representative is to drive the rapid and dependable internal decision-making and bi-directional reporting between the design and construction teams and Moffitt leadership, maintain a balanced focus on forward progress and value creation for the project, and be mutually responsible to the other principal team members to control cost and schedule.

Your proposal shall be organized to illustrate the most significant qualities of your firm and its people.

Cover Letter

Single-page Summary that clearly illustrates that your proposed individual primary team members are qualified to execute their roles using the benchmarks below:

- Possessing successful prior experience with a hospital of more than 400,000 bgf. (cancer hospital experience preferred)
- Possessing successful prior experience with a hospital of more than $300M (const). (acute care hospital preferred)
- Providing evidence of past successful inter- and intra-team communication, anticipation and avoidance of potential progress issues.
- Providing evidence of 90% of all of your personally-led projects in the last five years meeting cost and schedule constraints.
- Providing evidence of 90% of all of your personally-led clients in the last five years have continued the client relationship with subsequent work.
- Possessing successful prior experience with AHCA.
- Commitment to the overall project meeting or exceeded the 15% diversity goal.
Statements and Exhibits responding to the following:

1. Describe your understanding of the project’s purpose.

2. Describe how Moffitt may best accomplish this project, the key factors for its success, and how you’ve achieved these in the past. Include concepts such as reporting relationships, communication, minor dispute resolution, decision control, understanding the entire value stream, etc.

3. Describe the prior experience of your proposed team consistent with the qualities of this project described above with five examples. Include experience with cancer treatment, acute-care hospitals, large and multi-phase projects, integrated delivery methods, LEAN decision facilitation, and third-party certifications of skills and other pertinent qualifications.

   In clarifying these experiences, identify the other primary team members (Architect, Construction Manager), the accounts of your interactions with them, and how they have developed and sustained trust.

4. Describe and provide evidence for your organization’s financial stability and insurances to perform your work on this project. Moffitt is currently contemplating separate project-based liability coverages but has not concluded that investigation to date. (IE. Project specific E&O Policies)

5. Describe your firm’s claims history and how all claims were resolved. Identify Architects and Construction Managers also involved.

6. Cite your firm’s prior year net service revenues and number of staff to accomplish it. Describe how you expect this to change in the next few years.

7. Provide a Program Management fee and a not-to-exceed value for reimbursable expenses for the entire New Hospital project from Programming through the Design Development phase, and the same for the remainder of phase 1 through Construction Administration and Occupancy.

   Base your fee on the services, phases, and deliverables contained in the AIA C172 - 2014 Standard Form of Agreement between Owner and Owners Representative and explicitly include other services that are either listed in any of the attached Exhibits or which you believe will be necessary to successfully complete this project.

   Acknowledge your understanding of the Specific Program Management Services required in the following section and identify any additions or exceptions.

8. Provide three references for your lead project team members for similar projects.

9. Confirm your team’s ability to fully join the project as indicated on the Schedule (Exhibit B).

10. Describe your firm’s approach to engaging a diverse team and confirm that your firm complies with the Supplier Diversity Utilization and Subcontracting Plan Requirement.

11. This submission is to be concise and not exceed twenty 8½ x 11 pages in legible font.
Specific Program Management Services Required

The Owner’s Representative will perform all services required for the proper management and supervision for all phases and facets of the project and will remain aligned with Moffitt Cancer Center’s vision and goals of the project.

Design Phase

1. **Design Process Management**: Work with the Moffitt leadership to establish and implement the appropriate financial and administrative controls to complete the design of the project. These specifically including the following:
   
a. Create, manage, and drive process to finalize programming within controlled project limits.

b. Create, manage, and drive the process to identify and satisfy all City, State, FDOT, AHCA, and other Regulatory Agency requirements. This includes but is not limited to CON, Zoning, Permitting, Traffic Impacts, Utility Impacts, etc.

c. Facilitate all necessary internal, governmental and regulatory approvals, including approval by Moffitt’s Internal Boards and other Leadership, and including internal document reviews by Moffitt stakeholders and the Design Team.

d. Monitor the programming and design process to confirm that all program requirements, building and site investigation results are appropriately incorporated into the design process and meetings with stakeholders are scheduled for review and approval.

e. Actively monitor and maintain all project controls across all phases, incorporating and escalating to leadership in real time the actual or potential impacts to project control constraints. This includes identifying budget, quality and schedule impacts as a result of user meetings, idea generation, probes, investigations, etc.

f. Drive the design process related to critical milestones of the schedule.

g. Deliver a detailed total project budget at the completion of each phase that is within 4% +/- the expected final total project cost.

h. Develop, with input from Moffitt leadership, RFPs and contracts to engage third-party consultants.

i. Oversee and manage third-party consultants, in concert with the Architect and Construction Manager as appropriate, to develop design, technical documents, and outcomes that accurately reflect the required occupant program.

j. Develop and monitor the logistics and safety plans in conjunction with the Architect and Construction Manager.

k. Develop stakeholder communications plans to address design concepts, logistics, sequencing, etc. for Moffitt staff, consultants, neighborhoods and other stakeholders.
l. Anticipate and articulate to Moffitt leadership the risks and exposures throughout the process in such manner to allow the Moffitt leadership to take educated and timely action.

m. Promote the integrated function of the project team and the activities of all team members. Schedule and attend all regular (weekly, bi-weekly, etc.) project meetings, at the Executive and Management levels.

n. Lead the pre-planning, timely communication, and active coordination required for utility and service shutdowns, disconnects, new incoming service connections/activation.

2. **Project Controls:**
   a. **Schedule:** Finalize a detailed timeline and phasing plan to meet Moffitt’s needs. Work with the consultant team and project stakeholders and develop an overall detailed project schedule including durations for all design and construction phase activities, key milestones and all required project approvals by Moffitt, authorities having jurisdiction, et al.

   b. **Cost Modeling:** Review the current working project budget, provide an analysis of current assumptions and estimates, and finalize a realistic total (all hard and soft) project cost model. Continuously update and refine this cost model based on the dynamics of the project’s development. Actively facilitate value management via a structured workshop at the commencement of the project, and regular exercises during subsequent phases and as needed to keep the project within its financial constraints.

   c. **Cost Accounting:** Regularly review all soft and hard cost invoices and make recommendations to Moffitt leadership for payment. Based on Moffitt’s direction, regularly administer payment processing and track the costs against the project budget. This cycle frequency is expected to be monthly.

3. **Consultant Management:**
   a. **Information Technology:** Work closely with Moffitt in-house Information Technology group to determine the scope and contracting means for necessary low voltage systems. This scope may be contracted through Moffitt’s in-house team, but the Owners Representative may be required to supervise the low voltage consultant engaged to provide comprehensive design/build services including LAN/WAN networking, system specification, IT, AV and Security. Manage the RFP bidding, selection and administration for build services.

   b. **Commissioning Agent Services:** Confirm documentation in connection with selection of Commissioning Agent who will plan, manage, perform and report on all commissioning activities, including but not limited to air handling systems, heating systems, HVAC controls systems, plumbing systems, life safety and fire systems, emergency power and transfer switching systems, daylight dimming controls, data and communications. Moffitt has not yet determined performance frameworks (LEED, LBC, etc.) or levels of performance yet. Services shall be as defined by ASHRAE commissioning guidelines and the Moffitt Design Standards. The Commissioning Agent will also submit a commissioning plan for approval by the Owner and the Owners Representative.
c. **Cost Estimating Consultant:** In addition to the Construction Manager’s estimate, Moffitt may directly engage a third-party estimator to validate the project budget at each design phase and report to Moffitt independently. The selected Owners Representative may at the direction of the Owner source this function.

d. **Insurance:** Review all developing design documents and product submittals at each project phase with Moffitt’s property insurance provider and communicate the clarifications to the Design and Construction Team as appropriate.

e. **Insurance:** Coordinate coverage of various Owner’s risks during construction and recommend the merits of various programs (i.e.: OCIP / CCIP, etc.) to Moffitt leadership.

f. **Waterproofing and Roofing Consultants:** Engage a third-party building envelope consultant with input from Moffitt, the Architect and the Construction Manager to provide design and quality assurance/quality control during the design and construction phases.

**Construction Phase**

1. **Long Lead Items:** In collaboration with the Design Team and Construction Manager, investigate and recommend a schedule for purchase by Moffitt, of all materials and equipment requiring long lead time procurement which may be required prior to finalizing the Guaranteed Maximum Price; and coordinate the pre-purchase schedule with the early preparation of respective partial construction documents by the Architect. Expedite and coordinate either delivery of these purchases, or assignment of the purchases to Construction Manager for their incorporation into the work. This may also include the management of a design assist/design build relationship with a subcontractor or fabricator for the façade or other building systems. The Owners Representative will assist in the sourcing, procurement and management of this work.

2. **Bidding and Establishing Fixed Price:** Prepare the Construction Manager bid packages with Moffitt approval, and participate in all pre-bid or pre-award conferences with the responsive, responsible bidders, as needed. Take an active role in sub-contractor bid leveling, review the award recommendations of the Construction Manager and advise the Owner on those recommendations. Complete the bidding/award process with a recommendation to the Owner for the award of the trade contracts. Recommend to Owner to proceed with Guaranteed Maximum Price or Lump Sum, and work with Construction Manager to establish and recommend a fixed price for the Project.

3. **Project Control:** Act on behalf of Moffitt for all construction matters, except as otherwise directed by Moffitt. Coordinate the work of the Construction Manager with the activities and responsibilities of the Owner and the Design Team.

   a. Monitor the preparation of a detailed schedule by the Construction Manager, including realistic activity sequences and durations, allocation of labor and materials, processing of shop drawings and samples, coordination of mock-ups, and delivery of products requiring long lead time procurement.
b. Provide real-time monitoring and schedule management as construction progresses. Identify potential variances between scheduled and probable completion dates. Review schedule for work not started or incomplete and recommend to the Owner and Construction Manager adjustments in the schedule to meet required completion dates. Provide summary reports of each monitoring, and document changes in schedule.

c. Recommend courses of action to Moffitt and the Architect when requirements of any contract are not being fulfilled.

4. **Cost Reporting:** Monitor and manage the comprehensive budget and anticipated cost report tracking of all project-related costs along with the necessary logs to track costs and change orders. Revise and refine the anticipated final construction cost, incorporating pending and approved changes, and potential exposures as they occur; and develop cash flow reports and forecasts (anticipated cost reports) as needed.

a. Provide regular monitoring (monthly) of the anticipated final cost report, showing actual costs for activities in progress and estimates for uncompleted tasks. Identify variances between actual and budgeted or estimated costs and advise Owner whenever projected costs are anticipated to exceed budgets or estimates. Hard and soft costs will be tracked.

b. Recommend necessary or desirable changes to Owner and the Architect, review requests for changes, submit recommendations to Owner and the Architect, and assist in negotiating change orders.

5. **Contract Performance:** Consult with the Architect/Engineer if the Construction Manager or any contractor requests interpretations of the meaning and intent of the drawings and specifications, and assist in the resolution of any questions, which may arise.

6. **Inspections:** Coordinate the periodic inspections by the Architect and other consultants, as well as various authorities having jurisdiction.

7. **Shop Drawings and Mock-ups:** In collaboration with the Architect/Engineer, establish and implement procedures for expediting the processing and approval of shop drawings, samples and mock-ups.

8. **Requests for Information:** In collaboration with the Design Team and Construction Manager, establish and implement a system for timely review and response process for the various requests for information from all team members.

9. **Requisition Procedure:** In consultation with the Owner and Construction Manager, develop a requisition review process including a pencil requisition walkthrough for the review and approval of the monthly requisition. Develop a system and manage monthly requisition process including coordination, formatting, review and repackaging monthly requisitions per lender requirements. Make recommendations to the Owner for payment.

10. **FF&E Coordination:** Meet with all Owner department heads to ensure that all equipment needs are considered, manage the bidding of the various FF&E packages, and coordinate the delivery/installation. This may or may not be in collaboration with Owner’s purchasing agent.
11. **Reports and Records:** Require Construction Manager to maintain at the project site on a current basis: records of all contracts; shop drawings; samples; purchases; materials; equipment; applicable handbooks; federal, commercial and technical standards and specifications; as-built drawings and maintenance and operating manuals, and revisions which arise out of the construction documents or the work. At the completion of the project, require the Construction Manager to deliver all such records to the Owner.

12. **Video and Photo Documentation:** Create the frameworks and systems required to document construction progress for real-time publication on web-based and other portals.

13. **Owner Purchased Items:** Coordinate with Construction Manager to accept delivery and arrange storage, protection and security for all Owner purchased materials, systems and equipment which are a part of the work, until such items are turned over to the trade contractors for installation or coordination.

14. **Final AHJ Reviews:** Coordinate all necessary parties for all interim and final inspections by authorities having jurisdiction including: City of Tampa, Hillsboro County, AHCA, et al.

15. **Substantial Completion:** Upon the Construction Manager determination of “substantial completion” (which shall include receipt of the Certificate of Occupancy) for the project or designated portions thereof, direct the Architect’s preparation of a list of incomplete or unsatisfactory items and schedule for their completion. After the Architect certifies the date of “substantial completion”, assist the Architect in the supervision of the correction and completion of the required work.

16. **Community Engagement:** Collaborate with the Owner and Construction Manager to ensure and oversee community engagements in conjunction with the Owner’s community engagement, public relations, marketing, and other associated teams. Prepare and present materials as needed to engage and establish successful communication with community stakeholders.

17. **Activation:** Work with Owner to establish an activation plan for the building, with coordination with the different associated departments that will be moving into the building. Establish a schedule for the activation process. Schedule meetings for activation with the Owner and the stakeholders that would be moving into the different areas.

**Post - Construction Phase**

1. **Punch List:** Work with Moffitt, the Architect and other consultants and the Construction Manager in developing iterative punch lists. Manage the process and completion of the punch lists to ensure all items are completed to the Owner’s satisfaction.

2. **Financial Closeout:** Negotiate the financial closeout of all contractors and vendors. Prepare a final closeout report for the Project. Assist the Owner in negotiating any claims. The final closeout report shall include a breakdown of the Actual Cost of the Work, which shall be based upon the actual cost of all the items included to calculate the Project Budget.
3. **Final Payment:** Review and prepare a final accounting of the Construction Manager’s recommendations for final payment, with all necessary final lien waivers and substantial completion forms from the contractors.

4. **Project Approvals:** Assist the Owner and Construction Manager in close-out of the Project verifying that all sign-offs are in place by the responsible consultants and/or contractors, and that all other building department and governmental agencies have signed off on the completed project.

5. **Project Documentation:** Assist the Owner to obtain copies of Project records, including but not limited to (a) final waiver of lien; (b) testing & inspection reports; (c) claim settlements; (d) guarantees & warrantees, and (e) as-built drawings and maintenance manuals.

6. **Start-up:** With Owner’s maintenance personnel, monitor the inspection of utilities, operations systems and equipment for readiness and assist in initial start-up and testing.

7. **Training:** Develop a matrix to identify all trainings that must take place that will be in the up-front specification and approved by the facilities department stakeholders. Provide complete and comprehensive training to identified teams. All trainings shall be documented by video and saved for easy access by each department.
Intent to Propose

Interested program management firms must submit a Firm Acknowledgement Form – Intent to Respond (Exhibit C) via e-mail no later than 2:00PM EST on January 11, 2019. Address your letter of intent to:

Ms. Lori Perks  
Sourcing Analyst  
Moffitt Cancer Center  
rfp@Moffitt.org  
t: 813-745-8706  
f: 813-449-8277

Pre-Submission Teleconference

Moffitt Cancer Center will conduct a Pre-Submission Teleconference to further clarify and discuss the requirements of this program management RFP at 1:30PM EST on January 15, 2019. The call-in number is: 800-206-6032 Conference ID: 7457113.

Program management proposals are due in PDF form via e-mail no later than 2:00PM EST on January 25, 2019. Address your proposal to:

Ms. Lori Perks  
Sourcing Analyst  
Moffitt Cancer Center  
rfp@Moffitt.org  
t: 813-745-8706  
f: 813-449-8277

Short Listed program management firms will be notified between January 28 and February 1, 2019

Award and Other Criteria

The award of this Request for Proposal is subject to terms and conditions contained herein and any that will be developed by Moffitt Cancer Center during the Request for Proposal process to augment conditions of engagement.

Quality of service, pricing, products, Supplier Diversity and other terms of purchase will be an integral part of the decision selection process.

If your firm is awarded this project, a guideline will be developed that will quantify, monitor, and provide a plan for cure of deficiencies which shall include, but not be limited to, reimbursement of personnel and administrative costs, monetary assessment for continual deficiencies, and possible cancellation of agreement.

H. Lee Moffitt Cancer Center reserves the right to award this agreement in whole or in part to the firm that can best meet Moffitt’s business needs.

H. Lee Moffitt Cancer Center assumes no responsibility and bears no liability for costs incurred by a Company in the preparation and submittal of a proposal in response to this Request for Proposal.
Supplier Diversity Utilization and Subcontracting Plan Requirement

Moffitt Cancer Center recognizes the importance of supplier diversity in all aspects of our business and procurement practices and actively encourages the development, utilization and economic growth of certified Minority, Women, Veteran and Service Disabled Veteran-owned Business Enterprise (MBE/WBE/VBE/SDVBE). Central to this initiative is the inclusion and participation of a diverse group of vendors doing business with Moffitt Cancer Center and as such, Moffitt encourages the participation of MBE/WBE/VBE/SDVBEs in its procurement process both at the prime vendor level as well as at the subcontractor level of its prime contracts. Moffitt Cancer Center is committed to a comprehensive Supplier Diversity Program that ensures maximum opportunities exist for such diverse businesses.

RFP responses should include the firm’s ability to provide fifteen percent (15%) spend with certified Minority, Women, Veteran and Service Disabled Veteran-owned Business Enterprises (“MBE/WBE/VBE/SDVBE”) related to the specific commodity or services identified in the proposal. Moffitt Cancer Center is an equal opportunity corporation, and, as such, strongly encourages the lawful use of certified MBE/WBE/VBE/SDVBEs in the provision of services by providing a fair and equal opportunity to compete for, or for participation in, providing services. Moffitt Cancer Center believes in equal opportunity practices which conform to both the spirit and the letter of all laws against discrimination, and is committed to non-discrimination because of race, creed, color, sex, age, national origin, or religion. To be considered for inclusion the potential firm commits to MBE/WBE/VBE/SDVBEs Participation.

The successful firm shall endeavor to provide fifteen percent (15%) spend with certified MBE/WBE/VBE/SDVBEs related to the specific commodity or services identified in the proposal. A certification letter from any of the following agencies will be required of any firm and/or identified subcontractor claiming MBE/WBE/VBE/SDVBE status at the time of the RFP response.

Moffitt Cancer Center accepts all Local, State and Federal Government agencies MBE/WBE certifications, including the following:

- City of Tampa
- Hillsborough County
- State of Florida
- Small Business Administration (SBA) 8A Program Certification

Other MBE/WBE certifications accepted include:

- Florida State Minority Supplier Development Council (FSMSDC)
- National Minority Supplier Development Council (NMSDC) & regional affiliates
- Women’s Business Enterprise National Council (WBENC)
- National Women Business Owners Corporation (NWBOC)

Veteran & Service Disabled Veteran (VBE/SDVBE) Certification/Verification accepted:

- Department of Veterans Affairs
State of Florida Office of Supplier Diversity

Please respond to the section below:

Supplier Diversity Utilization and Subcontracting Plan Requirement: Moffitt Cancer Center recognizes the importance of supplier diversity in all aspects of our business and procurement practices and actively encourages the development, utilization and economic growth of certified Minority, Women, Veteran and Service Disabled Veteran-owned Business Enterprise (MBE/WBE/VBE/SDVBEs). Central to this initiative is the inclusion and participation of a diverse group of firms doing business with Moffitt Cancer Center and as such, Moffitt Cancer Center encourages the participation of certified MBE/WBE/VBE/SDVBEs in its procurement process both at the prime firm level as well as at the subcontractor level of its prime contracts. Moffitt Cancer Center is committed to a comprehensive Supplier Diversity Program that ensures maximum opportunities exist for such diverse businesses.

Supplier Diversity Utilization and Subcontracting Plan - Firms responding to this RFP are required to submit a Supplier Diversity Utilization and Subcontracting Plan for diverse supplier opportunity and participation of certified MBE/WBE/VBE/SDVBEs with their proposal. The Supplier Diversity Utilization and Subcontracting Plan submitted must include the following:

• Provide Supplier Diversity Utilization and Subcontracting Plan and Description of your Supplier Diversity Program.

Supplier Diversity Utilization and Subcontracting Plan and Description of your Supplier Diversity Program submitted: ___Yes ___No

• What percentage of spend with MBE/WBE/VBE/SDVBEs is projected for the specific commodity or service outlined in this Request for Proposal (RFP): ________________ (%).

• Outline the plan for achieving 1st tier spend with MBE/WBE/VBE/SDVBEs and identify the percentage of spend: ________________ (%).

• Outline the plan for achieving 2nd tier spend with MBE/WBE/VBE/SDVBEs and identify the percentage of spend: ________________ (%).

• A list of the certified MBE/WBE/VBE/SDVBEs that will be utilized as 2nd tier subcontract(s)

Was a listing provided: ___Yes ___No

** Note: Your RFP submittal must include your response that addresses the Supplier Diversity Utilization and Subcontracting Plan outlined above.

Reports - The successful firm will be required to provide monthly Subcontract Expenditure Reports to Moffitt Cancer Center identifying certified MBE/WBE/VBE/SDVBE participation that lists total payments made to subcontractor(s) until 100% completion/delivery of the specific commodity or services outlined in this RFP finalized. The report shall include the names, addresses, type of service or commodity provided, dollar amount paid, payment date, FEID #, name of certification entity, business classification, and copy of firm certification for each firm identified in the report. All Subcontractor Expenditure
reports are also required to be turned in with all pay applications/invoices and a copy sent to Desiree Hanson, Manager, Supplier Diversity Program via email Desiree.Hanson@moffitt.org.

- Firm agrees to provide monthly Subcontract Expenditure Reports with submittal of every pay application/invoice: ___Yes ___No

Presentation Information

Short listed firms will be invited to present their proposed team members in person to the Selection Committee. The purpose of the interview / presentation is to demonstrate the credibility, trustworthiness and leadership of your team members. Only previously proposed and relevant team members will be allowed to present.

The Selection Committee will have already reviewed and digested your proposal information, and there is no need to repeat that information. Please remain focused on the specific challenges and opportunities of this project and your team’s unique abilities to best achieve them.

Your team will be allowed a total of 75 minutes for the interview, which must include at least 30 minutes for questions from the Selection Committee. You will also be given 5 minutes to set up prior to the interview and 5 minutes after to remove your setup.

Program management team interviews are currently scheduled for February 18-22, 2019.

It is Moffitt’s intent to notify the successful firm within a week following the last interview.
### Exhibit C: Firm Acknowledgement Form – Intent to Respond

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<tr>
<th>SUBMIT TO:</th>
<th>RFP NUMBER: 19-12-SSP</th>
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<tbody>
<tr>
<td>Lori Perks</td>
<td>RFP TITLE: New Hospital Expansion – Owners Representative Services</td>
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<td><a href="mailto:rfp@Moffitt.org">rfp@Moffitt.org</a></td>
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<td>813-745-8706</td>
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<td>813-449-8277 (Fax)</td>
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| VENDOR NAME and MAILING ADDRESS: |

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<th>INTENT TO BID:</th>
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<tr>
<td>Yes __________</td>
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<td>No __________</td>
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<td>(If unable to bid, indicate reason below)</td>
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| TELEPHONE NUMBER |

| FACSIMILE NUMBER |

| VENDOR’S AUTHORIZED CONTACT FOR RFP |
| NAME |

| E-MAIL |

Please let us know how you heard about this RFP:

- [ ] Notified by Purchasing
- [ ] Community or MWBE Organization
- [ ] Monitoring Moffitt Website
- [ ] Advertisement
- [ ] Other:

SUPPLIER DIVERSITY INFORMATION

Is your firm a certified “Minority, Women-Owned, Veteran, Service Disabled Veteran-Owned Business Enterprise” defined as a business concern engaged in commercial transactions and is at least fifty-one (51%) percent minority, woman, veteran, service-disabled veteran-owned, and whose management and daily operations are controlled by such persons?

Yes __________________________ No __________________________

If your firm is certified as a “Minority, Woman, Veteran, or Service Disabled Veteran-Owned Business Enterprise,” you must provide a current copy of your certificate with this form, and provide the name of the certifying entity and certification dates below:

Name of Certifying Entity ______________________________________________________________

Certification Date Begins ________________ End ________________

I certify that this response is made without prior understanding, agreement, or connection with any corporation, firm, or person submitting a response for the same materials, supplies or equipment, and is in all respects fair and without collusion or fraud. I agree to abide by all conditions of this response and certify that I am authorized to sign this response for the vendor and that the vendor is in compliance with all requirements of the Request for Qualifications.

______________________________________
Signature

________________________________________________
Printed Name and Date
Exhibit D: About H. Lee Moffitt Cancer Center

The H. Lee Moffitt Cancer Center & Research Institute (MCC), located in Tampa, Florida, began operations in 1986. As an academic and research medical center, MCC is the only National Cancer Institute-designated oncology research institute in Florida and one of the Southeast's leading cancer centers.

Comprised of an inpatient facility, ambulatory outpatient surgery center, ambulatory clinics, a cancer screening facility and research laboratories, MCC offers a sophisticated network of services and technologies that assure the citizens of its region convenient, cost-effective, high quality health care. Moffitt’s workforce is currently comprised of approximately 5300 employees, 700 medical residents, 600 volunteers, and 1000 students and interns.