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## ADDENDUM NO. 4 TO RFQ 9600-85: MASTER FACILITIES PLAN

**Date:** 04/21/2022

**To:** All participants submitting Proposals for RFQ # 9600-85

**From:** Emieline Elias, Management Analyst, Natividad Medical Center

**Subject:** Addendum No. 4 to RFQ #9600-85

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**This Addendum No. 4 includes:**

- I.** Questions and answers from the site tour held on Monday, March 14, 2022, plus all written questions received and answers
- II.** The attendee list from the site tour (attached)
- III.** A revised Exhibit A Rates/Fees Form (attached)

**I. Questions and Answers:**

- 1. How many beds are in the postpartum unit?**

**Answer:**  
19 beds

- 2. Does the hospital see forensic patients?**

**Answer:**  
Yes, we do. We provide medical care and treatment for arrestees and inmates of the Monterey County Jail, Monterey County Juvenile Hall, and Salinas Valley State Prison and other prisons of the California Department of Corrections.

- 3. In the RFQ, section 6.3 requested one of the deliverables to provide recommendations on the central plant if the facility is expanded; however, section 6.5 states that it will not include detailed engineering studies typically prepared by HVAC, civil, or electronic engineers. Can you help us understand the depth you're looking for and what the role might be for engineers on the team?**

**Answer:**

The firm that is selected must take into consideration the impacts to the central plant as the facility expands. Detailed engineering drawings are not needed, but the firm should recommend what changes might need to be made to the central plant to accommodate expansion of the facility.

**4. In the RFQ, section 6.3 requested an exhaustive review and analysis of NMC's existing facilities. Is what you're asking establishing boundaries about it?**

**Answer:**

We will need the awarded bidder's plan to include items that we could go ahead and implement. We want something that is going to be operationalized.

**5. Are you asking for schematic level?**

**Answer:**

It is schematic, but it is not a complete architectural set that needs state approval. It should be a pre-schematic design, but with some suggestions on narratives on how we would be able to get mechanical systems and elements. It needs to be enough for it to be actionable for us to get signed off on by our board.

**6. In regards to volume and strategy, do you have a strategic plan that is guiding that already?**

**Answer:**

Our strategic plan has not been updated in quite some time. If there are specific questions regarding volume analysis, we will attempt to answer them.

**7. Did you hire HGA to do a feasibility analysis?**

**Answer:**

HGA did a feasibility analysis which was only a seismic feasibility analysis that provided a list of what we need to do to be compliant with the 2030 deadline.

**8. The RFQ said something about the master plan for 2022-2027, so what does that mean? Is it for the next 5 years or is it for longer or beyond 2030?**

**Answer:**

Any plan needs to be relevant beyond 2030. All future work needs to comply with the 2030 earthquake requirements. We still have work to do with the facility towards meeting these requirements. The HGA document that was included in the RFQ identifies the work that must be completed to meet the 2030 deadline.

**9. Do you want us to tie hours to hourly rates based on what we define as the scope in our proposals with a final professional fee? Or do you want our hourly rates and work plans, which will be negotiated if you're selected based on qualifications? Do you need a bottom-line fee?**

**Answer:**

We need a detailed listing of your hourly rates as indicated in the Price Sheet that is attached to the RFQ. Please provide you best estimate of total hours required for the development of the Facility Master Plan. All fees should be submitted in a sealed envelope, as stated in the RFQ.

**10. Are you requesting for us to give you the lump sum without the markup or with the markup of up to ten (10) percent?**

**Answer:**

Bidders should list your reimbursable costs separately; you don't have to list the dollar amounts; just what types of things are billed as reimbursable.

**11. What is your desired timeline to have the facility master plan completed by?**

**Answer:**

Timeline of six (6) to nine (9) months to complete the facility master plan.

**12. You don't have a big event in January where it has to be completed by?**

**Answer:**

No, we don't.

**13. Will a digital signature be acceptable?**

**Answer:**

No. Only wet signatures on the RFQ signature page are acceptable. It only has to be one page with a wet signature. You can photocopy the others (the RFQ asks you to submit one original with wet signatures and additional copies of your qualification package response to the RFQ).

**14. There's a part on there that says travel expenses are not reimbursable, is that specific to this engagement or was that pulled from a standard architectural services agreement that you would assume would be local?**

**Answer:**

If travel reimbursement is anticipated, please include travel in the hourly rates submitted only where relevant.

**15. What's considered local? Is it just Monterey County?**

**Answer:**

Pursuant to County policy, the term "local vendors" shall mean a business or resident doing business as a CONTRACTOR in Monterey County, San Benito County, or Santa Cruz County for not less than the past five (5) consecutive years.

As stated in Section 10.1 within the RFQ, Local Vendor is defined as:

10.1.1 Vendor either owns, leases, rents or otherwise occupies a fixed office or other commercial building, or portion thereof, having a street address within Monterey County, Santa Cruz County, or San Benito County (the "Area"). Vendor possesses a valid and verifiable business license, if required, issued buy a city within the Area or by one of the three counties within the Area when the address is located in an unincorporated area within one of the three counties; and

10.1.2 Vendor employs at least one full time employee within the Area, or if the business has no employees, the business must be at least fifty percent (50%) owned by one or more persons whose primary residence(s) is located within the Area; and

10.1.3 Vendor's business must have been in existence, in Vendor's name, within the Area for at least two (2) years immediately prior to the issuance of either a request for competitive bids or request for proposals for the County; and

10.1.4 Newly established businesses which are owned by an individual(s) formerly employed by a Local Vendor for at least two (2) years also qualifies for the preference; and

10.1.5 If applicable vendor must possess a valid resale license from the State Franchise Tax Board showing vendor's local address within the Area and evidencing that payment of the local share of the sales tax goes to either a city within the Area or to one of the three counties within the defined Area.

To view the complete County of Monterey Local Preference Policy, visit:

<https://www.co.monterey.ca.us/government/departments-a-h/administrative-office/contracts-purchasing/procurement-related-policies>

**16. What is the procurement for design build?**

**Answer:**

We understand you to be asking about design-build, i.e., one firm that does it all. Future design work would likely have to go out to bid, and we often use Job Order Contracting here for the building part. The county has not adopted a formal design-build process and agreement template for a design-build project.

**17. Do you have original or new equipment in the central plant?**

**Answer:**

We have some new equipment, and some of it is original. In 2016 we did a central plant upgrade, primarily for our hot water boilers and cooling towers. There are two (2) new 613 Ton Marley cooling towers, two (2) 5000 BTU Parker boilers, and a soft water installation.

**18. Is the facility master plan already funded or do you have to use the proposal to go in front of the Board of Supervisors to get the funds approved?**

**Answer:**

The facility master plan is in our proposed budget for the next fiscal year.

**19. If selected, would we be precluded from any follow-up conference should there be beyond schematic design?**

**Answer:**

Whether the successful bidder on this RFQ would be precluded from bidding on future work related to the master plan would need to be decided on the basis of the facts of such future RFQs or other procurement processes. Such future determinations would hinge principally upon whether the awardee here had been 'in a position to exert considerable influence' the making of a future contract, most likely by influencing its scope of work. While the possibility of such preclusion is real, it is in Natividad's interest to avoid precluding potentially qualified firms from serving Natividad's needs in the future. Natividad therefore intends to conduct processes

related to the master plan, and flowing from it, so as to minimize any preclusion concerns while still diligently complying with applicable law.

**20. Are you able to share the attendees list?**

**Answer:**

Yes, it is attached to this Addendum #3.

**21. Who from Natividad would be considered the working group after this contract from this RFQ is awarded?**

**Answer:**

Our senior management team will be instrumental, also our Project Manager and Director of Engineering and Safety will be involved at some point.

**22. What are your long-term facility sustainability goals?**

**Answer:**

The county is interested in LEED certification; we mention that in the RFQ.

**23. Any chance that the deadline could be extended because we're going to get the answers on the 23<sup>rd</sup> and it's two (2) weeks before the deadline?**

**Answer:**

Depending on how quickly we get the Q&A, we would consider extending the due date. We actually extended the due dates in Addendum No. 1 and extended the proposal submittal deadline in Addendum No. 2.

**II. Written Questions and Answers:**

**24. Do we need to provide a broken-down fee in our submission or just billing rates?**

**Answer:**

The revised pricing sheet attached asks only for hourly fees of key personnel assigned to this Facility Master Plan and a final one lump sum total cost. As per the RFQ the pricing sheet must be submitted in a sealed envelope.

**25. Has NMC done any preliminary market and patient volume projections? If so, have they done them by service line?**

**Answer:**

We have not yet completed a preliminary market and patient volume projection analysis.

**26. Does NMC know which areas of service they would like to strategically grow?**

**Answer:**

Possible service lines include: oncology, cardiology, stroke, and primary care clinics.

**27. Are there new services NMC would like on campus?**

**Answer:**

Possible new services: urgent care, infusion center.

**28. Would NMC like independent physicians on campus?**

**Answer:**

As we are a county hospital, we are able to directly employ physicians or have employment agreements with our physicians.

**29. Outside of general population growth, does NMC see any unique events in the service area that will impact their patient population/volumes?**

**Answer:**

None at this time.

**30. When was NMC's strategic plan last updated?**

**Answer:**

2019/ 2020 prior to the pandemic. It was an internal document that did not receive board approval.

**31. Does NMC have a physician recruitment plan?**

**Answer:**

We recently completed an internal needs assessment.

**32. What is the medical center's FTE count (inpatient / outpatient / total)?**

**Answer:**

1435 FTEs

**33. Does NMC have a desired timeline for the delivery of the Master Plan (i.e.: "must be complete by then end of 2022...")?**

**Answer:**

Please refer to the answer on question# 11

**34. Does NMC have a preliminary project budget for any "phase 1" master planning facility moves?**

**Answer:**

We will use the information from the Facility Master Plan to develop future capital budgets.

**35. Does NMC have expectations or limitations to how inclusive the process needs to be?**

**a. Should we conduct interviews with -**

**i. Department leaders (Inpatient, Diagnostics, Ancillaries...)**

**ii. Select/all administrators**

**iii. Key physicians and/or groups on campus**

**iv. Independent physician groups in the community or on campus**

**v. County Administration representatives**

**vi. Community groups**

**vii. Others**

**Answer:**

Please plan to conduct interviews with Department leaders, Administrators (CEO, CNO, CFO, CIO, CMO, Assistant Administrators), Physician Service Directors, County Health Department leadership (Director of Health and Director of Facilities).

- 36. The RFQ pdf file is locked which makes it difficult to extract necessary pages such as the Signature Page (page 34) or to search the document for information. Would it be possible to share an unlocked version of the RFQ pdf file?**

**Answer:**

The County does not need to post in another format because you can use Adobe Acrobat Reader to search the posted pdf version of the RFQ.

- 37. Was any Strategic Plan recently prepared by a strategic planning firm that projected local demographic needs of Natividad Medical Center's patient service area aligning with the anticipated time frame for the Master Facilities Plan, including projected growth areas, new service lines and decanted services all identified by driver room targets, e.g. beds by type, procedure rooms, imaging modalities and exam rooms?**

**Answer:**

We did not use an outside firm to complete our most recent strategic plan (see question 30).

- 38. Similar to any Strategic Plan for healthcare services, was any needs analysis or forecasting study prepared for the medical teaching facility for future years aligning with the proposed Master Facilities Plan?**

**Answer:**

We do not have a needs assessment.

- 39. During the Q&A following the Site Tour on March 14, it was mentioned that the proposals include with Exhibit A Rates/Fee Schedule a Bottom Line Fee. Exhibit A only lists hourly rates by position or title and an reimbursable expenses estimate. There is no line item for a proposed Master Facilities Plan design fee on Exhibit A. Alternatively, is this information to be included in the Work Plan? Please clarify.**

**Answer:**

The Master Facilities Plan fee will not be required during the RFQ. The design fee will be negotiated after the design firm has been selected.

- 40. Does Natividad Medical Center anticipate a timeline for the Master Facilities Plan process? 6 months? 9 months? 12 months?**

**Answer:**

Please refer to the answer on question# 11

- 41. In Section 1 "Signed Signature Page and Signed Addenda" please clarify where the "Signed Signature Page" can be found? Will this be included with the release of the addenda?**

**Answer:**

The RFQ Signature page is the "Signed Signature page". You should be reading the entire RFQ so that you are familiar with its contents. When you do you will see the RFQ Signature page. It

is also listed in the RFQ Table of Contents and you can also search for it using Adobe Acrobat Reader.

**42. Should we include hourly rates for the consultants on our team?**

**Answer:**

The billing rates for your firm's key personnel should be listed. Sub-contractor/consultant hourly rates are not required to be submitted.

**43. Confirm that only rates for each discipline and their staff categories, per Exhibit A, are required and that a total fee amount for our team's services to prepare the master plan report is not required.**

**Answer:**

We have asked for hourly rates and a single one-lump total cost on the attached revised Pricing Sheet. This is to be submitted in a sealed envelope as the RFQ instructs.

**44. What time of day is this proposal due? You give the day (April 8) but not the time.**

**Answer:**

The hospital is open 24x7, but it would be preferred to have it delivered before 5:00 PM. If there is any question on about whether it was delivered on time on the due date, we will request Proof of Delivery from the bidder to show that it was delivered on the due date, so please make sure you use a carrier that has tracking with proof of delivery just in case.

**45. On Page 7 of 37 in paragraph 6.5 your scope includes high level facility needs for engineering and at the walk-through Andrea mentioned an actionable plan. Do you want to include: Cost Consultants, MEP Engineers, Structural Engineers, Traffic/parking count, Civil Engineering? Any other consultants?**

**Answer:**

Yes, it would be necessary to engage appropriate sub-consultants to be able to provide a comprehensive masterplan.

**46. Will you send a list of the attendees to the On-site tour?**

**Answer:**

Yes, it is attached to this Addendum No. 3.

**47. Are you expecting a line item (a separate, detailed fee and schedule) for the expansion of emergency department project?**

**Answer:**

The Emergency Department expansion should be part of the facility master plan.

**48. Do we need to provide a broken-down fee in our submission or just billing rates?**

**Answer:**

Please refer to the answer on question #42.



**49. Section 6.5 of the scope states:**

6.5 The scope of work will include high-level assessment of program requirements, facility needs, and costs. It will not include detailed engineering studies typically prepared by HVAC, civil, or electrical engineers. Natividad has not yet established a budget for the future facility changes at this time.

**Does this mean the items listed below will not be in the civil scope for the master plan:**

- a. Existing utility system capacity.
- b. Existing utility relocation studies to allow for new building footprints.
- c. Preliminary layout and study of sanitary sewer collection and storage system.
- d. Preliminary layout and study of the water storage system.
- e. New Preliminary Grading.
- f. New building Site accessibility analysis.
- g. What would be included related to demolition, layout and paving, grading or utilities?

**Answer:**

It would be necessary to engage appropriate sub-consultants to evaluate existing and propose preliminary layouts to utility systems, sanitary sewer, and fundamental civil plans related to the refined scope.

**50. Do we need verification for the existing NPC and SPC report, or we can assume the information provided in the HGA report is accurate?**

**Answer:**

You do not need to verify the HGA report.

*--End of Q&A--*

- II. Attached is the attendee site tour list from March 14, 2022.
- III. The attached Exhibit A Pricing Form should be used in the bidder's qualifications package instead of Exhibit A in the original RFQ. This revised, attached version corrects the description of services stated in Exhibit A.

*Continued on next page*

- ❖ This acknowledgement signature page of Addendum No. 4 must be submitted with your proposal.
- ❖ If this acknowledgement signature page is not submitted with your bid proposal, your entire proposal package may be considered non-responsive.

**RECEIPT IS HEREBY ACKNOWLEDGED OF ADDENDUM NO. 4,  
RFQ # 9600-85**

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**Company Name**

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**Signature**

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**Date**

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**Printed name of Signor**

# RFQ 9600-85 Site Tour Sign-in Sheet, March 14, 2022

FIRMS	REPRESENTATIVE'S NAME (please print)
19Six Architects	Deborah J. Woodle
19Six Architects	Ralph le Roux
<del>Arch Nexus</del>	<del>Cheryl McMurry</del>
<del>Arch Nexus</del>	<del>Kelly Schreihofer</del>
<del>Arch Nexus</del>	<del>Jennifer Glass</del>
DGA	Tye Tighe
DGA	Lan W
DGA	KATHRYN DUNN
<del>Hallsta</del>	<del>Kenee Fields</del>
HGA	Dan Rectenwald
HMC Architects	Natalie Thomas
HMC Architects	Chris Krahn
<del>HMC Architects</del>	<del>Arlene Sanchez</del>
<del>HMC Architects</del>	<del>George Vangelatos</del>
HOK	William (Bill) Roger
Huddy HealthCare Solutions	Jon Huddy
<del>Kasavan Architects</del>	<del>Peter Kasavan</del>
Kasavan Architects	Bill Comstock
MGAC	Zaif Ismail
NBBJ Healthcare	LAURIE CHAMBERS Crystal Inge
RATCLIFF	Doug Strout
RBB Architects Inc	Sylvia Botero
<del>RBB Architects Inc</del>	<del>Sarah Freeman</del>
<del>Sandis</del>	<del>Chad Browning</del>
Sandis	Mike Kuykendall
<del>The Design Partnership LLP</del>	<del>John Boenger</del>
Wald, Ruhnke and Dost Architects LLP <sup>TSMITH GROUP</sup>	Ryan Cornelsen
Perkins Eastman	Pam Kurz
KITCHEN	SARAH B. JAYCOCK
<del>ANNA KEMPE</del> HGA	ANNA KEMPE
HGA	ARND MOINHOFF
Smithgroup	Sarah Pereira

