



## Master Facility Plan

### Request for Proposal - DRAFT

September 10th, 2021

#### Organizational Information and Overview

Appleton Area Health (AAH) is a city owned healthcare organization that consists of a 15-bed critical access hospital, a 50-bed skilled nursing facility, a rural health clinic, and 31 assisted living apartments all located on the same campus. Appleton Area Health is in the city of Appleton, Minnesota within Swift County and is governed by an appointed board of directors. The healthcare facility provides access to primary care, emergency care, surgical services, and outpatient services.

Appleton Area Health provides health care services to a rural and frontier geography that includes Swift and Lac Qui Parle counties that consists of 16,092 people. There are approximately 13 people per square mile, compared to about 87 per square mile across the United States. Appleton Area Health strives to provide access to the best quality of care, regardless of the geographic barriers. The service area also includes a higher-than-normal elderly population with 24% of the residents 65 years or older compared to the state average of 15%. Due to the high percentage of elderly, the importance of health care in the community is vital for the well-being of this population as travel can be challenging. The original facility was built in 1957. The total square footage of AAH is 16,590. The hospital was remodeled in 1983 to expand patient rooms and add bathrooms. In 1991, the dietary department was upgraded and in 2002 a remodel was completed to enlarge the operating room, business office, and clinic area. In 1993, the assisted living building was built.

#### Introduction

This Request for Proposal will be used to compile a list of qualified and experienced firms of which Appleton Area Health will consider for awarding the contract for the planning and design of a Master Facility Plan. The Minnesota Department of Health has awarded Appleton Area Health a grant to help pay for the services provided by this project. Appleton Area Health's intent is to engage a firm with the expertise to conduct this analysis. The selected firm must be capable of assisting the facility through all aspects of the engagement. The announcement of the successful qualified firm will be released to all applicants per the timeline indicated herein.

#### Scope of Project

1. An organizational needs assessment addressing our organizations strategic objectives, market needs within our mission as it relates to the future use of our organization's facilities. It is the facility's expectation that realistic long-term planning concepts will be developed through this process.
2. A review of Appleton Area Health's facilities, a comparison of renovation vs. replacement, including block drawings and budget costs, possible alternative build sites, and financing options for the project which may also include opportunities for private, federal, state funding sources and grants.

#### Requested Scope of Services

1. The Planner will provide an organizational needs assessment. It is expected that the planning team will embrace the strategic direction of the hospital and be fully acquainted with its situation and operational strategies.
2. The Planner is expected to organize the project so that it functions smoothly, achieves its objectives, and meets the hospital's expectations. The Planner will provide leadership to a steering committee that will act as the oversight and review body to provide input throughout this engagement.

**The Facility Master Plan Documents will be comprised of the following:**

1. Organizational Needs Assessment
2. Facility Master Plan
3. Implementation Plan / Timetable
4. Cost of improving current facility vs building new to meet historic demand and to meet projected demand based on strategic and market needs assessment

**Facility Master Planning Services**

1. Complete an organizational needs analysis/assessment of current and possible future services that will support the realistic long-term planning concepts. This analysis shall consider the organizations mission and the needs of the service population/area.
2. Define facility needs to accommodate recommended inpatient and outpatient service programs. This activity shall include on-site visits to:
  - A. Interview key personnel
  - B. Planner to conduct overview of facility
3. Provide a facility space allocation program based on anticipated inpatient and outpatient volumes and input from key departmental personnel and use of historic area population of the city and area.
  - Identify the net square footage requirements for each department.
  - Identify the gross square footage for each department.
  - Develop preliminary architectural drawings consisting of block study drawings of the existing building(s) overlaid with appropriately sized blocks of space for each function based on department gross square footage requirements.
  - Recommend optimum location of each functional block of space indicating whether a department or function should be expanded in its existing location or relocated into either renovated or new construction space. Identify primary storage space, circulation corridors, and location of key entrances.
4. Evaluate existing facility space and make recommendations about its ability to accept and support proposed new uses. Evaluation should be based on the cost of re-utilization of the space considering the condition of architectural and engineering systems and the physical configuration of the space.
5. Provide a master site plan identifying all building locations and intended uses, future buildings, traffic patterns and road networks, parking areas, open space and landscape zones, identification of any significant site or utility issues and potential future growth corridors.
6. Prepare a preliminary capital budget for the project that includes all costs, including site improvements, building construction, soft costs, all equipment, sales, and contingencies etc.
  - A. Three different viewpoints
    - Upgrading current facility needs in the current footprint without remodels and reconfigurations.
    - Upgrading current facility needs in the current footprint with remodels and reconfigurations.
    - Upgrading current facility needs in the current footprint with remodels and reconfigurations and creating a new footprint if determine necessary.
7. Make a presentation to senior management of the preliminary report to review proposed solutions, findings, conclusions, and recommendations.
8. Make an on-site, comprehensive presentation of the final report including recommendations to the Board.

## Deliverables

1. Organizational Needs Assessment
2. Preliminary Space Allocation Program documenting the gross square footage requirements for each department
3. Preliminary Architectural drawings showing departmental block studies of proposed solutions.
4. Master Site Plan identifying all present and future campus facilities and uses.
5. Interim operation plan of physical changes, related requirements, and a timeline.
6. Total Project Budget including separation of all costs by budget line item for each.

**Proposal Outline** – The following requested criteria will be used to evaluate your eligibility as a project firm.

1. Corporate Organization Overview and Qualifications - Provide a company profile that describes and highlights your firm including:
  - A. History – how long has the company been in business under its present business name?
  - B. If your organization is a corporation, State of incorporation, Officer names – president, vice-president, secretary, and treasurer.
  - C. Organization’s philosophy
  - D. Healthcare experience and qualifications for this project - include a complete list of current and recently completed (past five years) hospital/care center master facility planning projects that will demonstrate the experience and expertise required to successfully complete the Facility Master Plan project
  - E. At least five references of health care Facility Master Plan projects. (Minnesota projects are preferred)
  - F. Experience of those personnel proposed to be primary in relation to projects and needs of the Appleton Area Health Facility Master Plan project
  - G. The availability of key personnel and the corporate ability to add resources as required.
  - H. Illustrate your knowledge of applicable codes, standards, and design guidelines for health care construction and design for Minnesota.
  - I. Disclosure of claims / judgments / arbitration, E&O insurance
  - J. Unique Organizational Characteristics - Discuss any characteristics of your organization not listed above which should be considered in evaluating your organization’s qualifications to complete the project.
2. Company’s Scope of Services
  - A. Describe the approach your firm will pursue to accomplish all aspects of the project as identified in the Scope of Services.
  - B. Indicate the method used for Scheduling Projects (how detailed are activities and work plan).
  - C. Explain the method and frequency of work monitoring and controls relative to the schedule.
  - D. Demonstrate ability to provide creative and innovative solutions to challenges faced by healthcare providers.
  - E. Describe the approach your firm will use to an integrated project delivery and the processes used in today’s major project planning and project delivery.
  - F. Describe the approach your firm will use or integrate technologies and strategies for LEED construction concepts.
  - G. Healthcare is and will continue to change rapidly. Facilities planned for today can be outdated tomorrow. How will you help Appleton Area Health ensure that its facilities remain relevant in the face of change?
3. Company’s Approach to Project
  - A. Demonstrate how your company will engage leadership in processes to attain support of an acceptable Facility Master Plan.
4. Project Leadership and Team experience

- A. Provide resumes / credentials of the proposed project team. Indicate the role and responsibility of everyone. Provide preferred method of communication for each. Also list their direct telephone numbers and email addresses. Describe how your team will work together (i.e., authority, responsibilities, duties, org-chart, and project management plan). If your team has worked together, describe how their experience working together on other projects will be of benefit for this project.
5. Budget and Budget Monitoring/Project Control
- A. Describe your capability to prepare accurate cost estimates for work for which you are responsible.
- B. Describe what techniques or tools your company employs to control and flag excess time and cost that often occur as design proceeds. How do you inform other consultants / vendors / associates /contractors that they cannot have more?
- C. Describe similar projects where you successfully aligned the project with the budget and the outcome resulted in maximum value for dollars spent meeting the facility's goals and objectives. What factors do you believe allowed your success? How will Appleton Area Health ensure a repeat performance on this project?
6. Communication, coordination, control, and scheduling of other consultants / contractors / associates
- A. How do you ensure that information flows freely as needed from one consultant to others?
- B. How do you track relevant information; control design-related issues on an ongoing basis so they are not lost or forgotten and are kept relevant? (i.e., open/closed/resolved/completed)
- C. Communication or movement of information across organizations, architect to design to consultant, is very important and critical to expedite the completion of the project. It is also crucial for well-designed plan documents. Describe how this process is managed in your company to ensure timely provision of information from one party to another?
- D. What tools, protocols, or techniques do you apply in the management of other consultants?
7. Professional Fees
- A. Fee proposal may be detailed but must include a lump sum fee. Include the fee payment schedule.
- B. Describe your company's billing policies including hourly rates, expenses, and billing cycle.
- C. For expenses defined as "reimbursed at cost," please define what your firm considers reimbursable expenses.
- D. Indicate the time frame required to complete the project.
- E. Provide a copy of the proposed engagement agreement.

#### **Questions regarding this RFP contact**

- All questions by candidates are to be directed to the Appleton Area Health's Chief Financial Officer and the answers will be shared with all proponents. Email is preferred method for this activity.

Jake Redepinning  
Chief Financial Officer  
320-289-8514  
jredepinning@aah-mn.org

#### **Submission of Proposals**

- All proprietary information provided to you and such information submitted by you during this selection process shall be considered confidential and treated accordingly.
- Please keep your RFP direct and concise. Be as detailed in your responses to questions as is necessary to clearly convey your intent. Please keep in mind that those reviewing your submittal will not be engineers, architects, or

planning consultants so keep the industrial jargon and abbreviations to a minimum. Glossy, voluminous marketing and promotional material will not be considered for review.

- Structure your response by stating the question asked followed by your response. Answer all questions in the RFP. If you do not have an answer to a question state “No Response”. If a question does not apply to you or your firm, please indicate “Not Applicable”.
- You may request the word document form of the RFP for your file to accommodate each in compilation of your proposal response.
- You must submit your response to this RFP to the CFO of Appleton Area Health, at the address noted no later than **November 10th, 2021, 5:00 p.m. CST.**
- It is intended to conclude and award no later than 30 days following the final interviews.
- The facility reserves the right to request additional information or for certain candidates to attend an interview.
- Two separate submissions shall be submitted, one with the sealed cost proposal (by mail) and one with the remainder of the proposal (mail or email).
- The CFO will contact/reply to you confirming receipt of your proposal.
- The facility reserves the right to reject all proposals.

**Confidential**

Jake Redepenning  
Chief Financial Officer  
320-289-8514  
jredepenning@aah-mn.org



**Selection Process Timeline**

<u>Activity</u>	<u>Date</u>
RFPs Distributed	<b>9-10-2021</b>
Site-Visits	<b>9-27-2021 to 10-15-2021</b>
Deadline for Questions	<b>10-27-2021</b>
Proposal Submission Deadline	<b>November 10th, 2021, 5:00 p.m. CST</b>
Firm Interviews	As scheduled by Appleton Area Health
Final Selection	Not later than 30 days of completion of interviews

**A Market Study Analysis RFP will also be sent out to related firms and once that firm is selected, we will let the selected Master Facility Plan firm know their contact information for collaboration purposes.**