



MEDICAL CENTER
OF THE AMERICAS
FOUNDATION

**Request for Proposal (RFP)
For Innovation Seed Fund Feasibility & Planning
El Paso, Texas, USA – September 10, 2019**

I. INTRODUCTION AND PURPOSE

The purpose of this Request for Proposal (RFP) is to solicit proposals from qualified firms or individuals (“Offeror” or “Offerors”) to establish a consulting agreement for a project to research and develop a fund strategy to accelerate the start-up and growth of high impact potential companies in the El Paso, Texas region. The project will determine the feasibility of and optimal model for creating an MCA Innovation Seed Fund (Seed Fund) for the El Paso region that will invest in local early-stage innovation-based startups with a potential for high growth and job creation.

The Medical Center of the Americas Foundation (MCAF) (herein defined as MCAF, or Owner), a 501(c)(3) subsidiary of MCAmericas Holdings, Inc. (MCAH) wishes to retain the services of a consultant who will work with the MCA and its partners to prepare a feasibility study, recommend optimal fund structure and implementation plan for a Seed Fund based on best practices and other successful models. The award will be at the sole discretion of MCAF based upon which individual or firm best meets the needs and requirements of MCAF.

After consideration of the various options for procuring Seed Fund Planning Services, MCAF determined that an RFP provides more specific documentation from the Offeror, including related costs, which will allow MCAF to determine which Offeror is the most qualified and suitable firm to complete the work.

II. MCAF BACKGROUND

MCAF, through its various affiliates (collectively “MCA”), works to advance the development of the Medical Center of the Americas Campus and advance the Paso del Norte (El Paso, Texas; Ciudad Juarez, Chihuahua; Southern New Mexico) region’s biomedical ecosystem and innovation pipeline. MCA is the keeper of the vision to position the Paso del Norte region as the global leader of health delivery, education and research concentrating on issues unique to the Hispanic, border and military populations.

MCAF was formed in 2006, but its origins trace back to the late 1990s when El Paso business and civic and government leaders moved forward on a plan to transform the region’s economy, which was primarily composed of low-wage, low-skill jobs. Understanding a critical need for improved health care in the region, these leaders envisioned a health care “center of excellence”, as a home to a medical university, teaching hospitals, community clinics, and biotech research parks. This “life sciences hub” would create high-skill, high-wage jobs, produce highly trained health professionals, and attract

investment in biotech to kick-start a major transformation of the region's economy while improving health care for the region's residents.

As a result, MCAF initially assumed the lead at master planning the development of a 440-acre medical and biomedical campus in South Central El Paso, home to Texas Tech University Health Sciences Center El Paso, University Medical Center of El Paso, El Paso Children's Hospital, the Cardwell Collaborative biomedical research building, and a number of state, county and city organizations focused on health services. In addition, as the biomedical/life sciences cluster developed, MCAF realized that to improve quality of life and spur economic development, it needed to support overall technology innovation and entrepreneurship, not just real estate development around life sciences, since the two are intrinsically linked. MCAF, supported significantly by the City of El Paso's financial commitment, launched a bold initiative to ignite the biomedical ecosystem in El Paso. A major thrust of that initiative was the development of the iconic 60,000 square foot, \$28 million biomedical research and commercialization building called, the "Cardwell Collaborative," which opened at the city's center in 2016, with a signature message, "Innovation Happens Here, and Everyone is Invited."

The Cardwell Collaborative is more than just a facility for biomedical research. This modern eye-catching LEED Silver building features 20,000 square feet of tech incubator space (that includes state of the art wet-labs, dry-labs, lab support, private and open offices, and collaboration spaces) in one location to bring startup companies, researchers, innovators, and entrepreneurs together under one roof to collaborate and commercialize technology. More importantly, it is the home to a set of programs, for example aimed at exciting the entrepreneurial spirit, boosting the entrepreneurial and innovation ecosystem, maximally supporting tech startups, growing clinical research in the region, expanding and advancing biomedical device manufacturing and optimizing the healthcare delivery system in the region.

Since 2016, the MCA's Innovation Center has worked to develop the region's capacity to support the development of an innovation ecosystem. It has concurrently grown partners and established collaborations that will lead to success in creating an innovation and entrepreneurial ecosystem that can ensure a steady stream of high-growth startups to drive job and value creation in El Paso County and the region. Since its opening in June 2016, the Cardwell Collaborative has supported over 30 tech start-ups, innovators and entrepreneurs.

The Innovation Center program runs from September through June of each year and serves innovators and entrepreneurs at the ideation stage of development and those looking to learn more about how to validate a market strategy and business model for an innovative product or service idea. With a curriculum centered around market research, customer discovery and the business model canvas, participants can build a solid foundation of best practices for how to test a value proposition and delivery to the right market. In addition to training and support, MCA Innovators are provided with access to the Cardwell Collaborative facilities and workspaces as well as special event programming throughout the year.

In 2018, MCAF's Innovation Center won the prestigious U.S. EDA i6 Challenge Grant, which will be in effect for 3 years starting on January 1, 2019. In August 2019, MCAF won the EDA's Seed Fund Grant, which will also run for a 3-year period commencing on August 1, 2019.

BIO Institute El Paso-Juárez, Inc. (BIO El Paso-Juarez or BIO-EPJ), another example of regional partnerships created by MCAF to enhance economic development, is a new 501(c)(6) nonprofit created to convene industry, government, nonprofit, and education institutions with a mission to improve the region's global competitiveness and quality of healthcare. The Paso del Norte region is home to a strong biomedical manufacturing industry with over 30 factories in the El Paso/Juárez borderplex producing Class I, II and III medical devices. Over 40,000 people work in the medical device industry in the region, whose manufacturing base is built primarily on the "maquila" model. This new membership-based organization: (1) connects industry and supporting organizations, (2) creates collaborative networks, (3) monitors the biomedical cluster's growth and needs, (4) works to enhance and improve the regional ecosystem to increase its global competitiveness, (5) helps develop regional capabilities and competencies, including supply chain, (6) leverages the region's strategic location to optimize cost, efficiency and quality, and (7) promotes regional industry locally and globally. Its members represent medical device manufacturers, biotech startups, health care providers, academic institutions and other supply chain organizations.

Other MCA subsidiaries include:

- BMIA, Inc. – a for-profit subsidiary of MCA Foundation available for purposes of the Seed Fund.
- MCA Tech Park, Inc. – a non-profit real estate company that owns the Cardwell Collaborative
- MCAmericas Realty, Inc. – a non-profit real estate company that owns property that it leases to TTUHSC El Paso
- MCA Revere Realty, Inc. – a non-profit real estate company that is currently developing a VA Mental Health Clinic pursuant to a long-term lease with the US Government.

III. REGIONAL NEED FOR A SEED FUND

Despite the recent investment and growth in regional economic development resources, a substantial amount of capital and effort is still required to achieve the community's goals of growing economic opportunities and improving quality of life in the region. The area's small business development rate is high; however, these startups are primarily local-serving businesses that create few high wage jobs. Without the growth of technology-based startups, the region will not achieve its economic development goals since technology startups have the potential to grow faster, offer higher quality jobs, and provide a platform for innovative manufacturing and export-based industries that will help regional and U.S. competitiveness.

About 20 years ago, El Paso saw the first efforts aimed at supporting tech entrepreneurship and a tech ecosystem; however, those various efforts were not successful. The number of tech start-ups in the region prior to 2016 that had successful "exits" or scalable growth were less than three, with only a handful of serious other attempts. Those that did emerge and stay in the region struggled due to the general lack of a startup support system. Regional "angel" investors took risks on these companies and all lost their investments. The historic lack of tech incubation/acceleration resources prior to the MCA resulted in few technology startups emerging from the region, and those that did emerge and ultimately fail, hurt the funding ecosystem for early-stage tech companies.

The MCA took the lessons learned from the previous 11 years and launched the MCA Innovation Center in 2017 as a vehicle to spur high-tech growth through entrepreneurship training and startup development support, including state-of-the-art incubation infrastructure. The first cohort was comprised of 11 startups from a pool of 25 applicants. Nine startups successfully completed the program in June 2018 and are currently receiving follow-on support. These companies made significant achievements in a relatively short amount of time. Eight were investor-ready and pitched to a panel of six local angel investors; six developed new prototypes; one launched a pilot site with 25 users; another closed on three customer contracts; one has been invited to pitch to JLABS; and one was accepted into the first cohort of MassChallenge Texas, part of Boston's prestigious MassChallenge accelerator program. In this first cohort there were four patents/applications and six Small Business Innovation Research (SBIR) grant applications submitted. The Innovation Center has also helped grow the innovation pipeline at area universities where 10 area students were employed part-time and another 13 received valuable research experience as interns.

In August 2018, the MCA Innovation Center expanded its program to include pre-start-ups (innovators and entrepreneurs), and launched its second cohort with 44 entrepreneurs, innovators and start-ups participating in the 2018-2019 cohort. The participation and graduation rates for this program demonstrates that the region can produce sufficient volume of viable tech startups; however, access to the capital required to take an idea from innovation to market is still lacking.

The efforts to grow the regional ecosystem over the last decade through the MCA's innovation programs and other regional efforts, like the Hub of Human Innovation incubator, have shown that the region has a large number of individuals who could be successful tech entrepreneurs given the proper inspiration/motivation, start-up resources and support. The current ecosystem provides a more stable and continuous support platform for startup company growth. However, El Paso currently does not have any seed funds operating in the region. The only El Paso venture capital fund, Saba Investments, is an early-stage venture fund that has made limited local investments in later stage companies. Several attempts to attract venture firms from outside of the region (such as Albuquerque) have not been successful. Therefore, El Paso entrepreneurs struggle to find early-stage capital locally, not only making it difficult for them to thrive but also forcing them out of the region to areas with a more robust capital infrastructure. In addition, if capital comes from outside the region, it is more difficult to anchor the companies in El Paso for the long term.

Thus, in support of local entrepreneurs and innovators, the MCA has determined it is essential to raise an Innovation Fund to move companies to the next stage of growth as part of a larger regional comprehensive plan for economic growth.

IV. PROJECT DESCRIPTION

Entrepreneurial business start-up and expansion is one of the primary keys to economic development at the local level. Most entrepreneurs find that raising capital is the primary obstacle hindering their growth and development. Although venture capital firms receive a great deal of attention, the fact is that only a small number of all venture funds are invested in seed and early-stage business investment

opportunities. Venture capital firms are, for the most part, focused on later stage start-ups and, therefore, have left a significant funding gap at the seed and early stage phases. In fact, the minimum venture capital investment today is approximately \$5 to \$7 million according to the Kauffman Foundation, making Angel investment the most significant outside capital source for seed and early stage company formation.

The goal of the MCA Innovation Fund is to fill the interim funding gap before traditional venture capital financing is available. The fund will target early stage companies in the El Paso region and is expected to invest between \$50,000 to \$350,000 in those companies. In addition to the capital provided, seed fund investors will play a key role in providing strategic and operational expertise for new ventures as well as social capital (i.e., personal networks). A deliberate byproduct of the fund creation will be a pool of investor-mentors who will support the sustainable growth of the companies for which they invest. Funding and advisory assistance from the MCA Innovation Fund will allow a startup to accomplish critical milestones that will attract larger follow-on venture capital financing.

Through this project, the MCA wishes to research and establish a fund strategy to accelerate the growth of high impact potential companies in the El Paso region while at the same time growing support among investors for impact investing that is critical to the economic development of our region. The project should determine the optimal model for creating a seed fund for the El Paso region that will invest in local early-stage innovation-based startups with a potential for high growth and job creation. The consultant will work with the MCA and its partners to prepare a feasibility study and develop an implementation plan for the Innovation Fund based on best practices and other successful funding models.

The project objectives are to:

- Improve access to capital for early stage companies by the creation of a seed fund formulated on best practices learned from other communities and seed funds.
- Educate potential investors in impact equity investing to stimulate the local innovation ecosystem.
- Determine if the investment criteria proposed by MCAF is feasible and effective.
- Develop evaluation criteria for determining which startups are ready for equity-based investments.
- Identify qualifications for a fund manager and potential individuals or companies who can perform the function, as well as other resources to raise fund capital and oversee fund operations.

V. SCOPE OF SERVICES

The services contemplated for this project should help MCAF (1) determine the feasibility of raising a Seed Fund at appropriate levels, (2) identify the most effective and efficient fund model for the MCA to implement, (3) provide an implementation plan for developing and managing the fund, and (4) create a roadmap for raising the fund capital.

1. Existing Report and Information Gathering

MCAF will provide the following documents to the selected firm consisting of previously prepared studies of the region's Innovation Ecosystem, and Funding history including but not limited to:

- a. 2012 Hammes Co. / Perkins + Will / E-Cubed Ventures Business Plans for the MCA's BioTech Commercialization Building and BioTech Institute (Phase I, II, III & IV)
- b. MCA Foundation Strategic Plan
- c. MCA Annual Reports
- d. 2015-2020 Regional Strategic Report for the North American Borderplex
- e. Other information, as identified

2. Stakeholder Meetings & Tours

1. Work with MCAF to develop a "pre-meeting" package that will be sent to all stakeholders listed below in advance of meetings and tours to set the baseline, tone and ground rules for the discussions.
2. MCA will coordinate the meetings and tours to be conducted in El Paso (and Las Cruces, NM). MCA anticipates that all meetings and tours can be conducted over approximately 5 business days during a 1-week trip.
3. Meet with the project steering committee, composed of:
 - a. **Co-Chair:** Edward Escudero, MCA Director and Angel Investor
 - b. **Co-Chair:** Allan Abbot, MCA Director and Angel Investor
 - c. **Primary Staff Contact:** Emma Schwartz, President of MCA Foundation
 - d. Nancy Lowery, Director of the Innovation Center
 - e. Carlos Ortega, CFO MCA Foundation
 - f. Jackie Butler, MCA Director of Operations, El Paso Director of BIO-EPJ
 - g. Erik Pavia, MCA Consultant and Entrepreneur (Pantheon)
 - h. Holly Trubowitsch, MCA Director
 - i. Others, as identified
4. Meet with project stakeholders (in groups as listed below).
 - a. City of El Paso [*1 meeting*]
 - i. Mayor and City Council Representatives
 - ii. Deputy City Manager
 - iii. Economic Development staff
 - b. Other local Incubators & Funds
 - i. Tech Hub Juarez
 - ii. Hub of Human Innovation
 - iii. Co-Work Oasis
 - iv. Arrowhead Innovation Center
 - v. SABA Investments
 - vi. Cottonwood Technology Fund
 - c. Local innovators and start-ups
 - i. OTEN Medical
 - ii. VemiDoc
 - iii. Patheon
 - iv. Agilvax
 - v. WE Labs
 - vi. MIPTek
 - vii. Atlas Regeneration

- viii. Insight4D
 - ix. Ivan Huerta
 - x. Sergio Delgado
 - xi. Rigoberto Renteria
 - d. Regional Institutions of Higher Education
 - i. The University of Texas at El Paso
 - 1. College of Business
 - 2. Office of Technology Transfer
 - 3. Mike Loya Center
 - ii. TTUHSC El Paso
 - 1. Office of Technology Transfer
 - e. Current, former and potential Angel Investors
 - i. Lane Gaddy
 - ii. Bob Skov, former MCA Director and Angel Investor
 - iii. Alan Russell
 - iv. Scott Schwartz
 - v. Miguel Fernandez
 - vi. Ron Munden
 - vii. Henry Yoshawirja

3. Industry Snapshot & Feasibility

Based on consultant's experience, provide a picture of the fund industry as compared to El Paso's current state and potential:

1. Identify and describe best practices for Seed Funds in the U.S. and globally
2. Identify and describe any specific consideration for Texas based funds
3. Identify and describe models in the US that have been successful in mid-sized cities like El Paso, describing what made them successful
4. Identify and describe models in the US that have not been successful, describing what went wrong
5. Prepare a SWOT analysis for Seed Funds and the investment ecosystem in El Paso
6. Determine the feasibility of different levels of fund raising in El Paso, as well as the return expectations and timelines that investors should anticipate
7. Determine the feasibility of different levels of fund raising from individuals (e.g., seasoned investors, El Paso expats) living in other cities in the US and globally

4. Strategic Plan: Fund Structure & Implementation

Based on the information gathered and analysis conducted:

1. Describe the ideal Fund Structure for the MCA's Innovation Seed Fund, including:
 - a. Organizational structure of Fund
 - b. MCAF's role in Fund
 - c. BMIA, Inc's role in the Fund
 - d. Investment structure, rules and roles of investors
 - e. Alternative investment options (e.g., Sidecar Investments)
 - f. Investment Committee
 - g. Fund raising goals and timelines
 - h. Investment sizes
 - i. Criteria for investments, including a discussion of potential non-technology investments such as biomedical manufacturing

suppliers, lab testing, other healthcare or medical start-ups that may not be scalable but that are critical to the local innovation ecosystem.

- j. Fund Manager and fee structure
- 2. Provide recommendations for how to strengthen local deal flow and the local innovation / entrepreneurship ecosystem and / or how to better partner with other communities.
- 3. Develop a 3-year action plan with operational objectives, for creating and raising the fund, including how to identify and recruit local and non-local investors, how to best raise the Fund.
- 4. Identify local and non-local partners or referrals that would assist in the Fund creation and fund raising process (e.g., fund managers, attorneys, accountants, others).

VI. REQUIRED DELIVERABLES

- 1. Prepare a written report to include the following:
 - a) State all **assumptions** used in analysis and refer to and/or include all supporting documents and sources used to prepare the program.
 - b) **Industry Snapshots & Feasibility**
 - i) Global / U.S. industry and best practices
 - ii) Regional industry
 - iii) Comparative analysis of regional to global industry
 - iv) Regional SWOT
 - v) Feasibility of raising different fund levels and goals
 - c) **MCA Innovation Seed Fund Strategic Plan**
 - i) Identify strategic steps needed to raise the most feasible fund goal.
 - ii) Develop the ideal model for the fund structure.
 - iii) Develop an investor plan for local and non-local investors.
 - iv) Provide recommendations for fund managers and other supporting firms and/or individuals to execute the strategy and administer the fund.
 - v) Provide recommendations on how to strengthen the local deal flow and/or attract outside deals to the region.
 - vi) Provide a list of cities, individuals, companies and /or conferences that MCAF should meet with / attend to attract investments, deals, partners, etc.
 - vii) Provide recommendations for how to strengthen the local innovation / entrepreneurship ecosystem.
- 2. **Presentations** of MCA Innovation Seed Fund (MCAF staff will coordinate the meetings and presentations that will take place in El Paso)
 - a) After initial gathering of information, interviews and industry analysis and comparison, meet with the project steering committee to discuss various options for the MCA Innovation Seed Fund model.
 - b) Based on feedback and development of the final MCA Seed Fund Model, give a final presentation to the project steering committee and other potential investors identified during the project.

VII. TERMS AND CONDITIONS:

- A. All responses shall become the property of MCAF and will not be returned.
- B. MCAF will not be held responsible for any costs incurred by the Offerors for work performed in the preparation and production of a proposal or for any work performed prior to the issuance of a contract or notice to proceed.
- C. There shall be no compensation made to respondents to the RFP.
- D. Offerors who submit a proposal in response to this RFP may be required to give a presentation of their proposal to MCAF via an on-line or video conference format. This provides an opportunity for the Offeror to clarify or elaborate on the proposal and is intended to be a fact finding and explanation session. MCAF will schedule the time and location of these presentations. The time of any such presentations will be determined at a later date. MCAF reserves the right to visit or not visit any Offerors' client sites as a part of the evaluation process.
- E. Due care and diligence have been exercised in the preparation of this RFP, and all information contained herein is believed to be substantially correct. However, the responsibility for determining the full extent of the services rests solely with those providing responses to the RFP.
- F. Amendments to this RFP may be necessary prior to the closing date and will be posted on the Medical Center of America Foundation's website at www.MCAmericas.org. It is the responsibility of Offerors to become informed of any addendum(s) and failure to acknowledge receipt of amendments in accordance with the instructions contained in the amendment may result in the proposal not being considered.
- G. MCAF reserves the right to reject any or all responses to the RFP; to waive any or all informalities and/or irregularities; to re-advertise with either an identical or revised scope, or to cancel requirement in its entirety.
- H. MCAF retains the right to contact any/all Offerors after submittal in order to obtain supplemental information and/or clarification in either oral or written form.
- I. Ownership of all data, materials and documentation originated and prepared by MCAF pursuant to the RFP shall belong exclusively to MCAF.
- J. MCAF is exempt from payment of taxes under Chapter 151, Texas Tax Code, known as Limited Sales, Excise and Use Tax Act, for the purchase of tangible personal property.
- K. For the purpose of determining the place of Agreement and the law governing same, the venue of the agreement between MCAF and the Offeror will be El Paso County, State of Texas and shall be governed by the laws of the State of Texas.

- L. The selected individual or firm shall comply with the terms and conditions of the MCAF Agreement Between MCAF and Offeror, which includes the following minimum insurance requirements:

WORKERS COMPENSATION with statutory limits and EMPLOYER'S LIABILITY with minimum limits of US\$1,000,000. Policy shall include waiver of subrogation in favor of MCAF and its affiliates, officers, directors, trustees, employees, agents, and affiliated companies;

AUTOMOBILE LIABILITY with a minimum combined single limit of \$1,000,000 if licensed vehicles are used in connection with this agreement and at all times when such vehicles are operated on MCAF's leased or owned premises. MCAF and its affiliates, officers, directors, trustees, employees, agents, and affiliated companies shall be included as Additional Insureds;

COMMERCIAL GENERAL LIABILITY for bodily injury and property damage liability, including Premises/Operations, Products/Completed Operations, Contractual Liability, Independent Contractor's Liability, Broad Form Property Damage and Personal/Advertising Injury with limits not less than US \$1,000,000 per occurrence and US \$2,000,000 general aggregate. MCAF and its affiliates, officers, directors, trustees, employees, agents, and affiliated companies shall be included as Additional Insureds and provided with a Waiver of Subrogation;

PROFESSIONAL / ERRORS AND OMISSIONS LIABILITY with minimum limits of \$1,000,000 for each claim with a minimum annual aggregate of \$1,000,000.

VIII. SUBMITTAL REQUIREMENTS

- A. The capacity of the Offeror to make a complete presentation in a brief, concise manner that is consistent with the requested format will be favorably considered. Statements of Proposal shall be a MAXIMUM of twenty-eight (28) printed (TOTAL) pages. Pages shall be numbered sequentially using Arabic numerals (1, 2, 3, etc.), printed on one side only and with a minimum font size of eleven (11) in Arial font. The selection committee shall remove and reject any pages exceeding thirty-one (31). The cover, cover letter, table of contents, financial statements, divider sheets, any exhibits, and signed RFP solicitation package as described in Tab 1 do not count as printed pages.
- B. Statements of Proposal shall be printed on letter-size (8-1/2" x 11") paper and assembled with spiral-type bindings, comb bindings or staples. DO NOT USE METAL-RING HARD COVER BINDERS. Properly submitted Proposals will not be returned to Offeror.
- C. SPECIFIC REQUIREMENTS: The following components are to be considered as contents for a complete submittal. MCAF shall evaluate and compare only Statements of Qualification that substantially conform to the terms and conditions of the RFP. MCAF reserves the right to reject any and all submissions and to waive any technicalities. Each bound copy must be in the following format, presented and submitted in TABS as noted below:

- TAB 1 COVER LETTER & TABLE OF CONTENTS (Limit to 2 pages.)
Provide a general introduction, describe the philosophy of the firm and areas in which firm excels. Confirm which Principal or Officer or Regional Manager will be assigned the Project and provide monthly updates to the Program Manager.
- TAB 2 RFP & ADDENDUM SIGNED (Limit to 2 pages.)
The return of the RFP cover sheet (Page 1) and addenda, if any, signed and filled out as required.
- TAB 3 EXECUTIVE SUMMARY (Limit to 1 page.)
The Executive Summary shall provide a brief summary of the Statements of Qualification contents, emphasizing any unique aspects or strengths of the submission.
- TAB 4 OTHER INFORMATION FROM OFFERER (Limit to 1 page.)
The Offeror may provide any additional information that they feel is necessary to communicate to the Owner regarding their firm or this project.
- TAB 5 BUSINESS ORGANIZATION AND HISTORY OF THE FIRM (Limit to 3 pages.)
Provide a narrative on the history of the firm including years in business and the depth of resources to provide Planning Services. If submitting as a team, provide this information for each party in the team, and include a description of how the parties will team for this project.
- TAB 6 ORGANIZATIONAL STRUCTURE AND STAFF PLAN/KEY PERSONNEL (Limit to 8 pages.)
This section of the submission shall contain the following information and data:
- 6.1 If the Offeror is a corporation, provide the following information:
 - 6.1.1 Date of incorporation
 - 6.1.2 Place of incorporation and principal place of business
 - 6.1.3 Officers and Directors (include position, address and telephone number)
 - 6.1.4 Affiliates, partner corporations, and subsidiaries
 - 6.2 If the Offeror is a general or limited partnership, provide the following information:
 - 6.2.1 General Partners (include address and telephone number)
 - 6.2.2 Limited Partners, if applicable (include address and telephone number)
 - 6.3 If the Offeror is a joint venture, provide the following information:
 - 6.3.1 Date of formation
 - 6.3.2 Name and address of each venture partner
 - 6.3.3 Principals of each venture partner
 - 6.3.4 Venture partner holding the majority of interest in the joint venture and its percentage of interest.

- 6.4 If the Offeror is not a corporation, general or limited partnership, or joint venture, please identify the type of business entity and provide any pertinent information.
- 6.5 Provide the total number of employees (divided into full and part-time) and if a sole proprietor, so state this.
- 6.6 Organizational Chart
 - 6.6.1 The Offeror shall submit a detailed organizational chart identifying the individuals that the Offeror proposes to perform the services required under the Agreement. Any firms or individuals that are proposed to be subcontracted to the Offeror shall be clearly noted as such.
 - 6.6.2 The organizational chart shall be accompanied by a narrative summary indicating the duties, the functional responsibilities, and the designated authority of each individual on the chart.
 - 6.6.3 For each key personnel identified by the Offeror, the Offeror shall provide a Personnel Profile per Exhibit A.
- 6.7 Identify any of the required services that you intend to subcontract, if any.
- 6.8 State each person's long-term availability and commitment to the project and state any obligations that your firm has during the time period of the project that may impact your ability to provide the services necessary to meet the project schedule.

TAB 7 MANAGEMENT APPROACH, UNDERSTANDING OF THE SCOPE OF WORK AND PROPOSED PROJECT PLAN (Limit to 4 pages.)

- 7.1 The Offeror shall provide a detailed narrative of the management approach that will be used for the Project. The Offeror should identify any unique experience, qualifications, techniques, and approaches that will best achieve the Project's objectives.
- 7.2 The Offeror shall describe their understanding of the scope of work, and their plan for how to accomplish the project work, as well as what process will be required to achieve the project goals and required deliverables.
- 7.3 The Offeror shall describe any additional work that they suggest would be beneficial to the project that was not requested in the stated scope of work.

TAB 8 EXPERIENCE ON SIMILAR PROJECTS & REFERENCES (Limit to 3 pages.)

This section of the RFP addresses the firm's related experience:

- 8.1 Describe three (3) of the Offeror's past projects in the last five (5) years involving similar projects.
 - 8.1.1 Identify project name, location, description and final cost.
 - 8.1.2 Identify the principal and any other key project team members who execute the project

- 8.1.3 List any significant sub-contractors used on the project
- 8.1.4 Highlight key personnel who worked on the reference project who are being proposed for this Project and their role on the listed Project.
- 8.1.5 Provide the name, address and telephone number of project reference for the Offeror.

8.2 Please indicate that the Offeror provides consent to MCAF to contact the Offeror's references, for purposes of evaluating the Offeror for the Project. Any information obtained from the Offeror's references will not be disclosed to the Offeror.

TAB 9 MOST RECENT FINANCIAL STATEMENTS (Not included in page count.)

The Offeror shall provide reviewed or audited financial statements for the past three (3) fiscal years. An independent, licensed, certified public accountant or certified public accounting firm shall have reviewed or audited the statements.

TAB 10 FEE & SCHEDULE PROPOSAL (Limit to 2 pages.)

The Offeror shall provide a fee and schedule proposal in the format provided in Exhibit B, "Fee & Schedule Proposal Form."

By submitting a Proposal, the Offeror acknowledges that they have investigated and satisfied themselves as to the conditions affecting the work. Failure by the Offeror to acquaint himself with the project information will not relieve him from being held responsible for including all necessary costs of successfully performing the work. The MCAF shall not be responsible for any interpretations made by the Offeror of the information made available during the proposal process.

TAB 11 PROPRIETARY INFORMATION (Limit to 1 page.)

Offeror may be exempt from public disclosure by the Texas Attorney General. Offeror must provide written notice of what information is considered proprietary before or at the time the data is submitted. The written notice must specifically identify the data or materials to be protected and state the reasons why protection is necessary. The proprietary or trade secret material submitted must be identified by some distinct method such as highlighting or underlining and must indicate only the specific works, figures, or paragraphs that constitute trade secret or proprietary information.

TAB 12 COMPLIANCE OF INSURANCE, CONTRACT AGREEMENT, ARBITRATION/LITIGATION, and CONFLICT OF INTEREST (Limit to 1 page.)

- 12.1 Confirm if your firm will accept the Services Agreement (Exhibit C) without exception – OR – submit the exact changes that that the Offeror would require.
- 12.2 Confirm that your firm will comply with the minimum insurance requirements as described in Section VI TERMS AND CONDITIONS.

- 12.3 Describe any arbitration proceedings or litigation in the last five (5) years initiated by or against the Offeror related to any project by providing the following:
- 12.3.1 Project name, location and description
 - 12.3.2 Date
 - 12.3.3 Owner and any other key project team members (include address and telephone number)
 - 12.3.4 Services performed
 - 12.3.5 Nature of dispute and outcome
- 12.4 Disclose any financial or legal conflicts of interest, whether existing or potential, which may affect Offeror's performance of services required under the Agreement if Offeror is selected as Programming Firm.

IX. EVALUATION AND AWARD CRITERIA

- A. **EVALUATION CRITERIA:** Proposals generally will be evaluated using the following criteria, which are listed in no particular order of importance:
- Business Organization and History of the Firm (15 Points)
 - Organizational Structure & Staff Plan/Key Personnel (15 Points)
 - Understanding of the Scope of Work & Project Plan (25 Points)
 - Experience on Similar Projects (25 Points)
 - References (10 Points)
 - Fee Proposal (10 Points)
- B. **SELECTION CRITERIA:** MCAF shall make the selection and award on the basis of demonstrated competence and qualifications to perform the services. MCAF shall first select the most highly qualified Offeror that can deliver the project most efficiently and then negotiate a contract with that Offeror for a fair and reasonable price within the parameters of the Proposal. If a satisfactory contract cannot be negotiated with the most qualified Offeror, then MCAF shall end negotiations with that Offeror and select the next most highly qualified Offeror and negotiate a contract with that Offeror for a fair and reasonable price within the parameters of the Proposal. The award document will be a contract incorporating by reference all the requirements, terms and conditions of this RFP and the Offeror's submission as negotiated.
- D. **AWARD CRITERIA:** A selection will be made based upon the technical evaluation in accordance with the MCA Procurement Policy. MCAF may cancel this Request for Proposals or reject proposals at any time prior to an award and is not required to furnish a statement of the reasons why a particular proposal was not deemed to be the most advantageous. Should MCAF determine in its sole discretion that only one Offeror is fully qualified, or that one Offeror is clearly more highly qualified than the others under consideration, a contract may be negotiated and awarded to that Offeror.

The award document will be a contract incorporating by reference all the requirements, terms and conditions of this RFP and the Offeror's proposal, as negotiated.

- E. RIGHT TO WAIVE FORMALITIES AND ACCEPT OR REJECT PROPOSALS: MCAF reserves the right to waive any or all formalities of this RFP process. Minor irregularities in proposals that are immaterial or inconsequential in nature may be waived by MCAF whenever it is deemed, in the MCAF's sole judgment, that such irregularities do not affect the process or the outcome.
- F. MCAF is under no obligation to select any Offeror and reserves the right to accept or reject any or all proposals based solely on the MCAF's determination as to the suitability of the proposals received, and the best interests of the MCAF.
- G. MCAF will consider the Fee Structure proposed by the Offeror during the decision of award; the compensation to be received under any final contract with the successful Offeror will be subject to negotiations within the parameters of their original proposal.

X. QUESTIONS AND RFP SUBMISSION

- A. Questions concerning this RFP shall be in writing in the format identified in Exhibit D and directed VIA EMAIL with the subject line "RFP for MCA Innovation Seed Fund Project" to:
Emma W. Schwartz, MCA President @ emma@MCAmericas.org

XI. COMMUNICATIONS

- A. From the issuance of this RFP until contract award, communications concerning this solicitation, its evaluation and negotiations are formal. All correspondence, whether oral or written, must be communicated directly to the individual shown above. Firms may be permitted to speak directly with other MCA or MCAF personnel to obtain or receive clarification on technical issues, but must have permission from the individual shown above prior to making such contact. At any time during the RFP process firms are not permitted to ask questions about other vendor's proposals, equipment, or services or to seek information from MCA or MCAF personnel on the RFP evaluation results. If a vendor is approached by MCA or MCAF personnel with information or questions concerning the RFP, the vendor shall immediately contact the individual shown above for direction. Failure to abide by this formal communication requirement may cause MCAF to disqualify firm's proposal from further consideration.
- B. Respondents shall submit four (2) spiral bound copies and one (1) electronic version on a flash drive (Note: the electronic copy must be exactly the same as the original hard copy) of their proposal in a sealed envelope / package, no later than 3:00 PM (Mountain Time) October 16, 2019 to:
Emma W. Schwartz
President, MCA Foundation
5130 Gateway East, Suite 110
El Paso, Texas 79905

with the words **“Proposal for MCA Innovation Seed Fund Project”** clearly marked on the outside of the sealed envelope/package. One copy must have original signatures and the rest of the copies can have photocopied signatures. An authorized representative of the Offeror must sign proposals. Responses must be mailed, express mailed or hand delivered. No faxed or emailed copies of responses will be accepted. All materials must be submitted by the deadline.

XII. PERTINENT DATES

Key Project Planning schedule milestones, subject to change at MCAF’s sole discretion are:

Release of RFP	Tuesday, September 10, 2019
Closing Date for Inquiries	Monday, September 23, 2019 by 10:00 AM Mountain Time
Responses to Inquiries Provided to all Offerors	Wednesday, September 25, 2019
Proposals Due	Wednesday, October 16, 2019 by 3:00 PM Mountain Time
Notification of Award	Friday, October 25, 2019

XIII. ACRONYM GLOSSARY

- BIO-EPJ – BIO Institute El Paso-Juárez, Inc. or BIO El Paso-Juárez
- MCA – Medical Center of the Americas
- MCAF – MCA Foundation
- MCAH – MCA Holdings, Inc.
- TTUHSC El Paso – Texas Tech University Health Sciences Center El Paso
- RFP – Request for Proposals

XIV. EXHIBITS

- Exhibit A Personnel Profile Form
- Exhibit B Fee & Schedule Proposal Form
- Exhibit C Sample Agreement
- Exhibit D Vendor Question Form

***** End of Request for Proposal Document *****