



MEDICAL CENTER
OF THE AMERICAS
FOUNDATION

Request for Proposal (RFP)
For the Bi-National BioMedical Cluster
Ecosystem Mapping & Roadmap Development
El Paso, Texas, USA; Juarez, Chihuahua, Mexico
January 2, 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 term contract for a project to catalog the firms in the bi-national biomedical cluster in El Paso, Texas and Juarez, Chihuahua, map the various ecosystems of the major players in the cluster, identify weaknesses in and opportunities to strengthen the ecosystem, and develop a strategy for growing the cluster (herein defined as Ecosystem Services) on behalf of the Medical Center of the Americas Foundation (MCAF) (herein defined as MCAF, or Owner), a 501(c)(3) subsidiary of MCAmericas Holdings, Inc. (MCAH). This decision of award will be at the sole discretion of MCAF and such decisions will be based on MCAF’s sole opinion about which individual or firm best meets the needs and requirements of MCAF.

After consideration of the options for procuring Ecosystem 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 firm to complete the work.

II. MCAF / BIO-EPJ 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 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 grew, 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 tech 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, the "MCA Innovation Center," aimed at exciting the entrepreneurial spirit, boosting the innovation ecosystem, and maximally supporting tech startups.

During this same period, MCAF started 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.

BIO Institute El Paso-Juarez, 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. 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 organizations.

BIO El Paso-Juarez provides a platform for enhancing the West Texas, Southern New Mexico, and Northern Mexico biomedical ecosystem and accelerating the formation, expansion/retention, and

attraction of biomedical enterprise in the region. They will work to effectively and proactively market the region and its bi-national medical device industry abilities.

The Paso del Norte region is home to a strong biomedical manufacturing industry as there are over 20 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. Maquilas are factories in Mexico—typically located in special duty-free economic zones close to the border—that manufacture products for export. Companies in the industry include international corporate manufacturers, contract manufacturers and suppliers. For example, both Cardinal Health, Inc., a global, integrated healthcare services and products company, and Johnson & Johnson, the world’s largest and most broadly-based healthcare company, have a strong presence in the region. Suppliers include companies such as Sterigenics, which has the largest EO sterilization plant in the world in Santa Teresa, NM, and Dynatec Laboratories, which provides myriad testing and consulting services to medical device manufacturers.

III. PROJECT DESCRIPTION

The region has completed several studies over the last 10 years that have led to key findings aimed at growing economic prosperity in the region. This grant-funded project builds upon the infrastructure laid by such studies and targets the overwhelming growth of the life sciences and health care industry.

Specifically, Fluor Corporation, one of the world’s leading publicly-traded engineering, procurement, construction, maintenance, and project management companies (#153 in Fortune 500 list with over 56,000 employees worldwide), was retained by the former Regional Economic Development Corporation (REDCo, now known as Borderplex Alliance) to conduct a life sciences global location strategy analysis of the region. The final report was delivered in March 2009 with objectives to:

- (1) enhance the regional understanding of the life sciences industry;
- (2) gain insight into drivers of site selection decisions/rationale for company relocation to the region;
- (3) identify and evaluate regional capabilities and attributes;
- (4) identify life sciences industry target sectors, segments, and companies; and
- (5) provide information and tools to drive proactive recruitment.

This study concluded that based on the region’s strong advanced manufacturing ecosystem, combined with strong regional engineering educational programs and new focus on the medical industry, it has the strongest value proposition in developing an industry focused on medical devices and diagnostics—from product innovation and development to manufacturing and distribution. The study contained several targeted recommended actions for the region’s key player to enhance the competitiveness and capabilities in this target sector. For example, Fluor recommended that a private research and technology commercialization facility be built, which eventually led to the development of the MCA’s Cardwell Collaborative building. In addition, they recommended that the region improve its marketing efforts related to this industry sector, now led by BIO El Paso-Juarez.

Now that 10 years have passed since the Flour report was published and myriad recommendations from that report have been implemented, MCAF is seeking the services of a qualified firm to update the

findings of that report and provide new guidance to lead the next 10 years of effort and investment to grow the regional life sciences industry and guide the work of BIO-EPJ.

Current Project Objectives:

1. Obtain a global perspective on the life sciences industry, and more specifically, the medical device segment of that industry.
2. Catalog and map the regional biomedical industry players and ecosystems, focused on medical device innovation, product development, manufacturing and distribution.
3. Identify weaknesses or areas for enhancement in the regional ecosystem that could be preventing or limiting the future growth of the industry in the region.
4. Provide recommendations for improvement and a roadmap for growth.
5. Provide a strategy and materials for attracting more biomedical industry to the region.

IV. SCOPE OF SERVICES

The services contemplated for this project should help MCAF (1) establish a baseline for the regional industry and understand how it compares to the global industry, (2) identify challenges and opportunities for the industry, and (3) create a roadmap for improving the industry and growing its global competitiveness.

MCAF and BIO-EPJ staff will play a major role in coordinating project assistance for the selected firm, including scheduling and attending tours and meetings. MCA already maintains contact list of many stakeholders in El Paso and Juarez (including most of those listed below); however, firm will need to utilize their resources to ensure that all industry in El Paso and Juarez is cataloged and mapped. In addition, MCAF staff have already conducted several site visits to the medical device manufacturers and suppliers; however, this project will formalize the data collection and analysis.

On Thursday, January 31, 2019, BIO-EPJ will be hosting its Annual Meeting in El Paso, TX. This one-day meeting will bring together all the stakeholders from the regional biomedical industry and create an ideal venue for launching the project. Firms applying are encouraged to attend to learn more about the region. The project concept will be introduced to the expected 250 attendees from El Paso, Juarez and southern New Mexico.

1. Existing Report and Information Gathering

Gather and review all previously prepared studies of the region’s Life Sciences and Manufacturing ecosystems, including but not limited to:

- a. 2009 Flour Report prepared for the Regional Economic Development Corporation (REDCo), “REDCo Life Sciences Targeting Initiative”
- b. 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)
- c. 2015 Angelous Economics report, “2015 Strategic Recommendations”
- d. 2017 TIP Strategies, “Skills Gap Analysis for the Advanced Manufacturing and Life Sciences Industries”
- e. INDEX studies on Juarez manufacturing workforce

- f. Secretaria de Innovación y Desarrollo Económico studies on Juarez/Chihuahua
- g. Other information, as identified

2. Stakeholder Meetings & Tours

- A. Work with BIO-EPJ steering committee (listed below) to develop a “pre-meeting” package that will be sent to all stakeholders listed below in advance of meetings and tours to set the tone and ground rules for the discussions, provide the questions that will be asked in advance, NDAs that will be executed, identify specific employees needed at the meetings/tours (e.g., HR, supply chain, plant managers, executives), and other information necessary to obtain the permission and confidence of the interviewees / meeting participants.
- B. Meet with the project steering committee, composed of:
 - a. MCA/BIO-EPJ Staff and Executive Committee [meetings: initial; 50%; Final]
 - i. Julio Chiu, CEO of Seisa Group, Chair BIO-EPJ board
 - ii. Mylena Walker, Director of Product and Cost Optimization at Cardinal Health, BIO-EPJ board
 - iii. Rudy Pina, CEO of Dynatec Labs, BIO-EPJ board
 - iv. Holly Trubowitsch, CFO of Main Strike Telecommunications, Inc., BIO-EPJ board
 - v. Carlos Murgia, CEO of RexMed, BIO-EPJ board
 - vi. Emma Schwartz, President of MCA Foundation
 - vii. Jackie Butler, Director of People & Promotion at MCA Foundation, El Paso Director of BIO-EPJ
 - viii. Cecilia Varela, Juárez Director of BIO-EPJ
 - ix. George Ramirez, J&J
 - x. Others as identified
 - b. Workforce Solutions Borderplex – Leila Melendez
 - c. Borderplex Alliance – Marcos Delgado
 - d. City of El Paso – Nicole Ferrini
 - e. Ciudad Juarez Municipio – Humberto Alvarez
 - f. Secretaria de Innovación y Desarrollo Económico – Omar Saucedo
- C. Meet with project stakeholders (in groups as listed below) to evaluate objectives of the Life Sciences cluster, discuss data gathering requirements, identify major issues to be addressed, and obtain initial development concepts. **MCA will coordinate the meetings and tours. MCA anticipates that all meetings and tours can be conducted over approximately 15 business days over two 2-week trips.**
 - a. BIO El Paso-Juárez [*initial; 50%; final meetings*]
 - i. Executive Committee
 - ii. Staff
 - b. City of El Paso [*1 meeting*]
 - i. Mayor and City Council Representatives
 - ii. City Manager
 - iii. Economic Development staff
 - c. Other Related Associations [*1 meeting*]
 - i. INDEX Juarez
 - ii. Southwest Maquila Association
 - iii. Steering Committee for Border Crossings
 - d. Ciudad Juárez, Chihuahua México [*1 meeting*]

- i. Ciudad Juarez Leadership
 - 1. Mayor
 - 2. Economic Development
 - 3. Cluster Group Manager
 - ii. Secretary of Innovation & Economic Development, Chihuahua
 - iii. Desarrollo Económico de Ciudad Juarez
 - e. Regional Institutions of Higher Education [*2 meetings – 1 in El Paso; 1 in Juarez*]
 - i. The University of Texas at El Paso
 - ii. TTUHSC El Paso
 - iii. UT Houston School of Public Health
 - iv. El Paso Community College
 - v. Western Tech / Southwest University
 - vi. New Mexico State University
 - vii. Universidad Autónoma de Ciudad Juarez
 - viii. Tech de Monterrey, Juarez
 - ix. Instituto Tecnológico de Ciudad Juarez
 - f. Innovation Supporters [*1 meeting*]
 - i. MCA Innovation Center
 - ii. Hub of Human Innovation, El Paso
 - iii. Arrowhead, Las Cruces
 - iv. T-HUB Juarez
 - g. Major Medical Providers [*1 meeting*]
 - i. The Hospitals of Providence (Tenet Health Systems)
 - ii. Las Palmas Del Sol (HCA)
 - iii. University Medical Center of El Paso
 - iv. El Paso Children’s Hospital
 - h. Others, as needed.
- D. Tour select medical device manufacturing and supplier facilities, including, but not limited to:
 - a. El Paso / Southern NM
 - i. MCA’s Cardwell Collaborative
 - ii. Becton Dickenson
 - iii. Cardinal Health
 - iv. Steris / Sterigenics
 - v. Dynatec Labs
 - vi. Helen of Troy
 - vii. IngenioRx
 - b. Juarez
 - i. Johnson & Johnson (Endo Ethicon)
 - ii. Becton Dickenson (f/k/a Bard)
 - iii. Cardinal Health (Cordis)
 - iv. St. Jude
 - v. Delphi Technical Center (automotive, but strong Innovation Center comparison/model)
 - vi. Neotech
 - vii. Flextronic
 - viii. Seisa Group
 - ix. RexMed

- x. GE Health
- xi. Invisalign
- xii. BEPC
- xiii. Others as identified

E. Medical Device Industry Update & Regional Analysis

Based on the understanding of the regional Life Sciences Industry:

1. Gather information on the current and future medical device and pharmaceutical industry in the U.S., Mexico and internationally.
2. Provide the global picture of the medical device industry.
3. Update the regional medical device and diagnostics industry snapshot to track biomedical cluster data and capture the progress made over the last 10 years.
4. Provide comparative analysis of the El Paso/Juarez medical device cluster with others across the U.S. and Mexico, or elsewhere.
5. Provide an update on global regulatory trends.
6. Update the regional SWOT analysis developed by Fluor Corporation in 2009 considering the above-described industry changes.

F. Recommendations and Action Plan

Based on the information gathered and analysis conducted:

1. Develop a catalog of players and mapping of the major biomedical ecosystems operating in the region.
2. Develop a 10-year action plan or roadmap with concrete initiatives and operational objectives (with 2, 5, 7- and 10-year goals), with a focus on attraction, formation, and expansion of medical device companies in the region (manufacturing, supply chain, start-ups, corporate headquarters or business units), identifying the roles of each regional player in executing the action plan.
3. Create a strategic plan and framework to expand and improve the regional medical device cluster, focusing on the following elements:
 - a. facilities (R&D; manufacturing; etc.),
 - b. workforce (middle & high skill),
 - c. finance,
 - d. innovation,
 - e. logistics (multi-modal transportation, customs, warehousing, distribution),
 - f. other resources,
 - g. governance,
 - h. university and healthcare delivery system partnerships, and
 - i. marketing/promotion.

G. Site Selection Package & Economic Impact Analysis

With the information gathered, create a “site selection” package and economic impact analysis that can be used to attract industry and justify investment in the industry and related efforts.

1. Create the written content for a site selection plan and package reflecting our region’s medical device industry that can be tailored by the parties associated with this proposal for different marketing purposes. Identify key site selectors and/or companies to target for recruitment.

2. Conduct a medical device industry economic impact analysis for El Paso, Juarez, and the Paso del Norte region.

NOTE: No graphic design or printing are included as part of this project. Only the written portions of the above documents are being requested through this RFP.

V. REQUIRED DELIVERABLES

- a. State all **assumptions** used in analysis and refer to and/or include all supporting documents used to prepare the program. In addition, reference all interviews and tours taken to gather information.
- b. **Industry Snapshots & Analysis**
 - a. Global biomedical industry
 - b. Regional industry
 - c. Comparative analysis of regional to global industry
 - d. Regional SWOT
 - e. “Catalog” of industry players
 - i. Corporate name
 - ii. Main contact and contact information
 - iii. Type of industry participant (e.g., manufacturer, supplier)
 - iv. Key attributes (e.g., largest EO sterilization plant in the world, FDA compliance knowledge)
 - v. Desired participation in BIO-EPJ and/or task forces
 - vi. Other pertinent information
 - f. “Ecosystem maps” showing how corporate and contract manufacturers work in the region and outside of the region to deliver products (most typical scenarios).
- c. **Strategic Plan**
 - a. Identify strategic steps needed to enhance or showcase regional strengths, take strategic advantage of opportunities, deflect threats and improve weaknesses.
 - b. Identify which stakeholders should address the above suggestions.
- d. **Site Selection Package**
 - a. Provide a site selection package for attracting more life science industry to the region
 - b. Identify site selectors in the industry that the region should engage
 - c. Identify target companies for attraction
- e. **Economic Impact Analysis**
- f. Initial, 50%, and Final **meetings** will be required to be conducted with the MCA and BIO-EPJ.

VI. 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 making responses.
- 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 Owner and Master Planner, 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 Owner and its subsidiaries, 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 Owner's leased or owned premises. Owner and its subsidiaries, 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. Owner and its subsidiaries, 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.

VII. 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-seven (27) 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. Owner 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 Programming Services. Explain the size of your firm, including office locations and the legal structure. 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 AND UNDERSTANDING OF THE SCOPE OF WORK (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, highlighting international experience – especially in the US and Mexico and/or on the US/Mexico border.
- 7.2 The Offeror shall describe their understanding of the scope of work, and the work and process 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 Owner 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 Owner 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 Programming 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.

VIII. 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)
- Management Plan & Understanding of the Scope of Work (15 Points)
- Experience on Similar Projects (40 Points)
- References (5 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: The Owner 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 the Owner whenever it is deemed, in the Owner's sole judgment, that such irregularities do not affect the process or the outcome.

- F. The Owner is under no obligation to select any Offeror and reserves the right to accept or reject any or all proposals based solely on the Owner's determination as to the suitability of the proposals received, and the best interests of the Owner.
- 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.

IX. 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 EPJ Bio-Cluster Ecosystem Project" to:
Emma W. Schwartz, MCA President
emma@MCAmericas.org

X. 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 (4) spiral bound copies and one (1) electronic version on a CD (Note: the CD 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) February 6, 2019 to:
Emma W. Schwartz
President, MCA Foundation
5130 Gateway East, Suite 110
El Paso, Texas 79905

with the words "**Proposal for EPJ Bio-Cluster Ecosystem 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.

XI. PERTINENT DATES

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

Release of RFP	Wednesday, January 2, 2019
Closing Date for Inquiries	Monday, January 14, 2019 by 10:00 AM Mountain Time
Responses to Inquiries Provided to all Offerors	Wednesday, January 16, 2019
Proposals Due	Wednesday, February 6, 2019 by 3:00 PM Mountain Time
Notification of Award	Friday, February 15, 2019

XII. ACRONYM GLOSSARY

- BIO-EPJ – BIO Institute El Paso-Juarez, Inc. or BIO El Paso-Juarez
- 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
- UMC – University Medical Center of El Paso

XIII. 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 *****