



**Request for Proposal (RFP)
For the Facility Programming of the
City of El Paso Public Health Department Building & MOB
Medical Center of the Americas Campus
El Paso, Texas
April 18, 2018**

I. INTRODUCTION AND PURPOSE

The purpose of this Request for Proposal (RFP) is to solicit proposals from qualified firms or individuals to establish a term contract for Facility Programming for a building that will be occupied by the City of El Paso Public Health Department as well as medical office space for community physicians (herein defined as Programming 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 Programming 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. MCA CAMPUS BACKGROUND

The MCA, through its various entities, works to advance the development of the Medical Center of the Americas (MCA) campus and advance the Paso del Norte region's biomedical innovation pipeline. The 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.

The MCA Campus is an economic development and urban revitalization project that has grown significantly over the past 15 years. It is now a "second downtown" for El Paso, with the employment headcount rivaling downtown's. However, the goal of this campus differs from downtown as it is striving to develop as a robust academic and commercial medical and biomedical campus. The approximately 440-acre MCA Campus is located south of Interstate 10, north and west of Paisano Drive, and east of Boone Street, in El Paso, Texas within zip code 79905, and is home to the following anchor tenants:

- Texas Tech University Health Sciences Center (TTUHSC) El Paso campus, including
 - Paul L. Foster School of Medicine
 - Gayle Greve Hunt School of Nursing
 - Graduate School of Biomedical Sciences
 - Upcoming Woody L. Hunt School of Dental Sciences
- University Medical Center of El Paso (UMC)
- El Paso Children’s Hospital (Children’s)
- City of El Paso Public Health Department
- IP Psychiatric Hospital
- Maxine Silva Magnet High School for Health Professionals / Jefferson High School
- MCA Tech Park, including the Cardwell Collaborative, an approximately 60,000 square foot facility located along the northern boundary of the MCA campus.

III. PROJECT DESCRIPTION

As part of the MCA Campus growth, TTUHSC El Paso wishes to grow in an eastward direction from its current location as it is landlocked by the Reynolds overpass and UMC campus on the west. However, the City of El Paso’s Public Health Department is currently located at 5115 El Paso Drive, adjacent to the TTUHSC El Paso campus on the east – on the parcel of land that TTUHSC plans to build their future dental school. As such, the City of El Paso has agreed to relocate its Public Health Department to another location – preferably on the MCA campus, as a key player in the city’s medical community. The City would also like to co-locate its BSL2 laboratories in the new public health building. The City is currently leasing lab space from the County Hospital district on the MCA campus. In addition, certain other campus partners and community physicians have expressed interest in co-locating clinic space in this building.

The MCA has agreed to explore facility redevelopment options for the City of El Paso’s Public Health Department and private medical office space. This exploration includes identifying properties to purchase for the development; however, the new building’s total square footage and footprint has not been determined by the City, nor has the square footage for the medical office space been determined. In order to identify a parcel adequate for this development, the building’s program must be determined and agreed to by the City management, Public Health staff and other major lessors of the building space. Thus, the MCA is seeking the services of a firm or individual to work with the MCA, City and other MCA campus partners to develop a facility program for the building.

Objectives:

By completing the Programming Services, MCAF hopes to create a Program for building that achieves the following objectives:

- Assess the Public Health Department’s current programs and space uses.
- Identify future programs and related space needs as well as space needs for existing programs’ future growth.
- Identify best practices in Public Health delivery models and related space requirements.
- Determine the amount of square footage of clinic, office and other space desired by MCA campus partners (facilitated by the MCA).

- Identify collaborative opportunities with other campus partners for sharing resources and spaces – either to reduce the space needs of the public health department or to increase the space needs based on the needs of others (e.g., for sublease opportunities).
- Determine a building program, square footage requirement and ideal footprint, or footprint options, based on different land opportunities on the campus.
- Estimate a cost per square foot for the different program components of the building, in order to establish a project budget or range based on current regional construction costs.

IV. SCOPE OF SERVICES

1. Information and Data Gathering

Gather and review all previously prepared studies of the City Public Health Department, including but not limited to:

- a. 2012 Hammes Co. / Perkins + Will Program (including tabulation, blocking diagrams, space adjacency diagrams, expanded space adjacency diagrams, building stacking diagrams) for the City Public Health Department as part of the MCA's Cardwell Collaborative (NOTE: This function was not included in the final design and development of the MCA building.)
- b. 2017 Listing of space needs by the City Public Health Department Staff
- c. Current floor plans and layouts of the City Public Health Department and labs
- d. Best practices for Public Health Department buildings
- e. Surveys collected by the MCA on space requirements of other campus partners and community physicians.
- f. Other information, as identified

2. Stakeholder Meetings & Tours

- A. Meet with project stakeholders to evaluate objectives of City Public Health Department, other campus partners and related physical space requirements for the new building, discuss data gathering requirements, identify major issues to be addressed, and obtain initial development concepts.
 - a. MCA Staff
 - b. City of El Paso
 - i. Mayor and City Council Representatives
 - ii. City Manager
 - iii. Public Health Department
 - iv. Economic Development
 - v. Real Estate
 - vi. Planning
 - c. El Paso County Hospital District
 - i. County Judge
 - ii. County Commissioners
 - iii. County Administrator
 - d. UMC El Paso
 - i. Chief Strategic Officer, COO and CEO
 - e. TTUHSC El Paso
 - i. COO

- f. Children’s Hospital of El Paso
 - i. CEO
 - g. Other potential interviews
 - i. Paso del Norte Health Foundation
 - ii. UT Houston School of Public Health, Dean of the El Paso campus
 - h. Conduct at least one public meeting to provide information on the project, identify infrastructure needs and discuss recommendations.
 - i. Meet with campus partners and stakeholders to present master plan concepts, results and recommendations.
- B. Tour the existing City Public Health facilities and partner facilities on the MCA Campus to understand the current situation and identify potential collaboration opportunities.
- a. City of El Paso Public Health Department
 - b. City Public Health Labs
 - c. TTUHSC El Paso
 - d. UMC El Paso
 - e. El Paso Children’s Hospital
 - f. MCA’s Cardwell Collaborative

C. Program Development

Using the information gathered from the steps above, develop at least two building programs:

1. “Minimum Requirements,” identifying the absolute minimum spaces needed to accomplish the City Public Health Department’s basic mission with adequate space for reasonable growth of basic programs.
2. “Ideal Redevelopment,” identifying opportunities for new programs or best practices in public health and other space needs for campus partners.

D. Cost Estimates

Develop cost estimate for the two Program options developed (Minimum Requirements & Ideal Redevelopment).

V. REQUIRED DELIVERABLES

Deliverables required for City Public Health Department shall include:

- a. State all assumptions used in analysis and make reference to and/or include all supporting documents used to prepare the program.
- b. “Minimum Requirements” Building Program, including:
 - a. tabulation,
 - b. blocking diagram,
 - c. space adjacency diagram,
 - d. expanded space adjacency diagram,
 - e. building stacking diagram
 - f. site requirements
 - g. parking requirements
 - h. Cost estimates
 - i. Project schedule estimates (SD, DD, CD, construction)

- c. "Ideal Redevelopment" Building Program, including:
 - a. tabulation,
 - b. blocking diagram,
 - c. space adjacency diagram,
 - d. expanded space adjacency diagram,
 - e. building stacking diagram
 - f. site requirements
 - g. parking requirements
 - h. Cost estimates
 - i. Project schedule estimates (SD, DD, CD, construction)
- d. A Basis of Design (BOD)/Design Intent Document (DID) to be used as a permanent reference regarding the operating sequences and design parameters for the facility, used in the commissioning process, used as a reference for future renovation work throughout the life of the facility and describes complete architectural and engineering design intent for the project including but not limited to:
 - a. Design guiding principles
 - b. Assumptions
 - c. Issues
 - d. Recommendations
 - e. Narrative assessment of the architectural and infrastructure systems
 - f. Identifying and justifying all proposed exceptions to materials, equipment, products and methods
- e. List of building code compliance requirements
- f. Important design considerations
- g. Biosafety design issues
- h. Initial, Preliminary, 80%, and Final Program meetings will be required to be conducted with the MCA and City.

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 has 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'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 agreement between MCAF and the Offeror will be entered into in the County of El Paso, 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 EMPLOYERS 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 \$5,000,000 per occurrence and US \$5,000,000 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 3 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 the work and process required to achieve the project goals and required deliverables.

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) the Offeror's past projects in the last five (5) years involving programming and/or design projects for facilities of significant scope, similar to the proposed building.

8.1.1 Identify project name, location, description, size, and final cost.

8.1.2 Designate Owner and any other key project team members

8.1.3 List Contractor, Architect, Program Manager and consultants

8.1.4 Highlight key personnel who worked on the project who are being proposed for the Public Health project and their role on the listed Project.

8.1.5 Describe any significant operating problems in the project over the first 3 years of operation. Explain how these problems were resolved.

8.1.6 Provide the name, address and telephone number of project Owners to act as references 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 AUDITED 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.

12.2.1 Identify what additional expenses you would incur to obtain the required insurance coverage.

12.3 Describe any arbitration proceedings or litigation in the last five (5) years initiated by or against the Offeror related to any planning 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 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 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 in writing in the format identified in Exhibit D and directed VIA EMAIL with the subject line "RFP for City Public Health Building & MOB Programming" to:
Nahum S. Apodaca, MCA Manager of Campus Planning
nahum@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 five (5) spiral bound copies and one (1) electronic version on a CD (Note: the CD copy 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) May 14, 2018 at 3:00 PM MT to:
Emma W. Schwartz
President, MCA Foundation
5130 Gateway East, Suite 110
El Paso, Texas 79905

with the words "Proposal for Public Health Building & MOB Programming" 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	April 18, 2018
Closing Date for Inquiries	April 27, 2018 by 10:00 AM Mountain Time
Responses to Inquiries Provided to all Offerors	April 30, 2018
Proposals Due	May 14, 2018 by 3:00 PM Mountain Time
Notification of Award	May 21, 2018

XII. ACRONYM GLOSSARY

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 *****