

CENTRAL NEW YORK REGIONAL PLANNING AND DEVELOPMENT BOARD

ST. JOSEPH'S HOSPITAL HEALTH CENTER

STRATEGIC PLANNING AND HEALTHCARE MARKET STUDY FOR A PROSPECT HILL MEDICAL DISTRICT IN SYRACUSE, NEW YORK

REQUEST FOR PROPOSALS

April 18, 2008

1.0 Purpose and Intent

The Central New York Regional Planning and Development Board (CNY RPDB) is requesting proposals from a multidisciplinary consultant or consultant team to provide strategic planning and market research services associated with the development of a medical district in conjunction with St. Joseph's Hospital and the Prospect Hill Neighborhood in the City of Syracuse, New York.

2.0 Background Information

The CNY RPDB is a public planning agency that was established in 1966 by its five-member counties to assist with the growth and development of communities in Central New York.

The Central New York (CNY) region is situated in Upstate New York and consists of five counties including Cayuga, Cortland, Madison, Onondaga, and Oswego. The region covers an area of 3,120 square miles and has an estimated population of 780,000. By most measures, the region forms an area of interdependent economic activity. There is a central concentration of activity in Onondaga County and the City of Syracuse. In addition to this major urban center, there are intermediate areas of activity in cities located in each of the other four counties. The region comprises a balance of an urban center, suburban communities, small cities, rural towns and villages, and farming communities. The region is located in the center of New York State and is in close proximity to Rochester, Buffalo, Albany, and Binghamton; and just a few hours drive from NYC, Toronto, Boston, and other major cities in the Northeast.

Central New York has a diverse economic base that is supported by a skilled workforce, a well-developed infrastructure base, and strong academic resources. Annual wage cost in the five-county area is competitive with national levels and significantly below major metropolitan areas in the northeast. The region supports a wide range of economic sectors including, health care, education, manufacturing professional business services, warehouse and distribution, wholesale and retail trade, the construction trades, transportation and utilities, and government. Key industrial and occupation clusters include biosciences, digital and electronic devices, environmental systems, precision metalworking, information management, engineering, medical services, and logistics. These clusters account for more than 700 establishments in Central New York and employ over 40,000 people.

As part of an economic base, the region is supported by 45 institutions of higher education in Upstate New York, with a combined enrollment of approximately 215,000 students. Top area schools include Syracuse University, Cornell University, SUNY Binghamton, Cortland, and Oswego, SUNY Upstate Medical University, the SUNY College of Environmental Science and Forestry, Rochester Institute of Technology, University of Rochester, Clarkson University, Colgate University, LeMoyne College, and Onondaga Community College.

Advanced education and research facilities serving this region include Cornell University's Biotechnology Center, Syracuse University's Computer Applications and Software Engineering Center, the Human Performance Center at Upstate Medical University, Onondaga Community College's Applied Technology Center, NASA's Regional Applications Center for the Northeast at Cayuga Community College, and Rome's Air Force Research Laboratory. Three New York State Centers for Advanced Technology are in operation in the region at Cornell, SU, and Binghamton with a focus on biotechnology and life sciences, software engineering, and integrated electronics research.

To address the economic challenges of the 21st century, community leaders have developed a comprehensive program called the Central New York Initiative. The basis of this initiative is incorporated in several documents, which together represent a short-term economic development strategy and a long-term comprehensive approach to economic growth. These documents include the CNY Comprehensive Economic Development Strategy, Vision 2010: A Regional Economic Development Strategy for Syracuse and Central New York, and the Essential New York Initiative.

As noted in these documents, the challenges and opportunities facing this region can be organized into seven core strategies and a wide range of specific recommendations for action. The seven core strategies include:

- Ensuring the region's readiness for economic growth
- Aggressively targeting middle-market companies with high potential for expansion and support existing industries
- Optimizing key industry clusters
- Creating, retaining, and attract talent to Central New York
- **Leveraging hospitals, colleges, and universities as engines of economic growth**
- Encouraging the creation and growth of a stronger entrepreneurial culture.
- Developing a broader regional awareness and consensus for action

These core strategies provide the framework for economic development actions in Central New York. However, in order for the region to focus its efforts properly, specific actions must be undertaken to provide the level of information that is needed to implement specific projects in communities across the region. This issue is particularly relevant to the region's health care cluster, which is located primarily in densely developed areas of the region's older urban communities, particularly in the City of Syracuse. These areas require a careful planning approach to ensure that community interest and the economic development opportunities of this industry can be realized in the years ahead.

One of the major medical institutions in CNY that is committed to using a comprehensive planning approach is St. Joseph's Hospital Health Center, which is developing plans for a \$150 million capital improvement program at its current location in the Prospect Hill neighborhood of Syracuse. St. Joseph's Hospital is a 431-bed comprehensive medical care institution that provides health care

to the residents of a 16 county area in Upstate New York. The hospital's medical staff of more than 800 is comprised of physicians representing a broad spectrum of specialties including a world-renowned cardiac diagnostic and surgical center. Almost 3,700 other health care professionals and support personnel are employed at the hospital. St. Joseph's annual operating budget is over \$400 million and the hospital averages 26,000 inpatient and 480,000 out patient visits annually.

3.0 Study Description

The CNY RPDB is proposing to undertake a study that will focus on the concept of developing a medical district in conjunction with the St. Joseph's Hospital Health Center in the Prospect Hill Neighborhood in the City of Syracuse, New York.

Plans for the completion of this study are being driven, in part, by the recognition that medical institutions can play an important role in community revitalization efforts if steps can be taken to capitalize on the strength and vitality of these business enterprises. Many of these institutions have come to realize that the old way of providing for expansion – buying up land and holding it until needed – actually hurt them in the long run. In many cases they were left playing landlord and, as they cleared land for future expansion, the neighborhood often lost population and began a gradual decline. The recent boom in hospital construction and the need for urban revitalization has made clear the advantages which can be realized if a medical district master planning approach is used. This approach provides a framework for development and directs expansion so that all property owners and neighborhood residents can invest in the area in a coordinated manner and with some assurance of stability. When done properly such redevelopment efforts can help bolster the reputation of a medical center and contribute significantly to a neighborhood's revitalization.

As currently proposed, the study will be divided into two major components. **The first component, and the focus of this request for proposals, will be undertaken by a healthcare marketing consultant.** This effort will focus on the current state of the health care industry in the United States and the direction this industry is expected to go over the next 20 years, particularly from a facilities planning and employment standpoint. A similar analysis will also be undertaken of the major health care providers and hospitals in Central New York. This analysis will include a close examination of this industry cluster in Central New York to identify specific medical specialties and ancillary services that could be major net wealth generators for the region and beneficial uses for the Prospect Hill Neighborhood, particularly as these opportunities might apply to the operations and future development plans associated with St. Joseph's Hospital.

The second major component of this study will focus on St. Joseph's Hospital and the Prospect Hill Neighborhood from a community planning and design perspective. This component will focus on the development of a medical district concept that will provide a logical basis for the future development of the Prospect Hill Neighborhood in a manner that will accommodate the development opportunities associated with the health care industry in Central New York, the needs of St. Joseph's Hospital, and the residential and commercial interest of the neighborhood. This concept must provide for a vibrant mixed-use district, that combines the need for institutional space with commercial, housing, and other land uses in the area, to create an urban design framework that fosters a sense of place that is engaging, active, and authentic. As part of this planning effort, specific emphasis must be placed on facilitating compatible uses and employment opportunities. The analysis must also consider the potential for existing business or new industry segments to take advantage of the opportunities a medical district presents for

business retention, expansion, and relocation.

At the conclusion of the study, all of the information must be organized into a comprehensive report and an executive summary. This information will be shared with community leaders, health care institutions, and economic development officials throughout Central New York. It will also provide the basis for undertaking a public information and marketing campaign regarding the community benefits and economic opportunities associated with the proposed Prospect Hill Medical District.

3.0 Scope of Work

The consultant will be responsible for the completion of a wide range of tasks associated with this study. These tasks have been structured separately and are generally designed to be undertaken sequentially to allow for adequate review and input from a study advisory team. A general outline of the scope of work is presented below.

1. National Healthcare Market Report – The consultant will evaluate national trends in the health care industry particularly as they apply to large medical centers from a space utilization and facilities development standpoint. This evaluation will include an analysis of new technology and discoveries in the biotechnology field to determine if demand is sufficient to support commercial development and deployment in traditional hospital campus settings and adjacent neighborhoods
2. National Best Practice and Peer Hospital Report – The consultant will select 10-15 urban hospitals and neighborhood medical districts to serve as benchmarks for an analysis of land use trends and opportunities that currently exists in the marketplace.
3. Regional Healthcare Market Report – The consultant must complete a detailed analysis of the healthcare industry in Central New York with a particular focus on the region's large medical institutions. This analysis must include an evaluation of the impact of national healthcare trends on Central New York and a projection of new market opportunities that can be capitalized on in Central New York based on the strengths and resources of this region's medical industry cluster.
4. Prospect Hill Medical District Market Report – Based upon the information collected above, the consultant will prepare a report that identifies medical and non-medical ancillary opportunities and facilities that the marketplace can support in conjunction with the unique strengths of St. Joseph's Hospital and the proposed neighborhood medical district.
5. Executive Summary – The consultant must incorporate the work completed in section 1-4 above into an executive summary that would be suitable for public distribution and use in community planning and fundraising efforts being undertaken by the City of Syracuse and St. Joseph's Hospital.

5.0 Project Schedule

The CNY RPDB expects that the selection of a consultant will be made by June 4, 2008. The overall project schedule is outlined below:

Issue Request for Proposals	April 18, 2008
Proposal Submission Deadline	May 23, 2008
Consultant Selection	June 13, 2008
Contract Execution and Notice to Proceed	July 3, 2008
Project Completion	September 30, 2008

6.0 Submission Requirements

The CNY RPDB requests the following items from all respondents:

1. Complete and submit all forms including the Proposal Summary and Fee Proposal forms.
2. A formal written presentation of qualifications of the consulting team including:
 - List of the officers, director, or partners of the firm.
 - List and resumes of the proposed project manager and all project team members.
 - List of any professionals not associated with the firm to be used as consultants on the project, their qualifications, resumes and contribution to the project.
 - A description of the consultant's current level of the activity and the resources available for this project.
 - A description of projects completed by the consultant within the last five years, particularly those engagements that are relevant to strategic planning and healthcare market analysis.
 - List of at least five (5) clients served within the past year and the name and contact information of those individuals who can be contacted as references.
 - A copy of the most recent brochures for the firm and all proposed consultants.
3. A formal written proposal and work plan that includes:
 - A clear statement that the consultant fully understands the project and has the necessary experience and resources to complete the assignment as presented in a timely manner.
 - A detailed description of the methodology that will be used to complete the project.
 - A detailed description of all deliverables including illustrative examples of all graphic documents that will be provided.
 - The anticipated timetable for the completion of each phase of the project.
 - A proposed organizational chart for each phase including the names and titles of all people involved. Include with the organizational chart, the proposed staffing allocation (including support staff) to insure that tasks are accomplished in a timely manner.
 - A clear statement that the consultant is fully aware of the timetable for the completion of this project and will complete the project in accordance with the schedule.
 - Any other information the respondent wished to submit.

7.0 Schedule of Fees

Note that the fee for this project is divided into six (6) parts. Fees are to be submitted on the attached Fee Proposal Form.

8.0 Evaluation

Respondents will be evaluated on a written proposal that demonstrates their understanding of the project scope and clearly outlines how the study will be completed, references, technical merit qualifications and expertise, project organization and team members, prior experience on projects of a similar nature, and consultant fee. Respondents may be asked to come to Syracuse for an interview as part of the selection process.

9.0 Award

The right is reserved, as the interest of the CNY RPDB may require, to reject any or all proposals and to waive any or all informalities or irregularities in proposals received. The CNY RPDB will award the contract to the firm that presents the best proposal and exhibits a clear understanding of the project.

The CNY RPDB reserves the right to change the scope of services during any phase of this project. Any change in the scope may result in a proportionate change in fee. Any change in fee shall be negotiated to the mutual satisfaction of the CNY RPDB and consultant and will be reflected in an amendment to the contract document.

Expenses incurred in the preparation of proposals shall be borne by the submitting firm with the express understanding that the firm shall not apply to the CNY RPDB for reimbursement for those expenses. Proposals will not be returned to any firms once submitted and the CNY RPDB may dispose of them in any way it sees fit.

10.0 Compliance

The U.S. Department of Commerce-Economic Development Administration (EDA), St. Joseph's Hospital Foundation, and the CNY RPDB are funding the project. All participants in this project must comply with all applicable federal, state, and local laws and regulations.

11.0 Other Conditions of the Contract

Ownership of documents – All reports and documents prepared by the consultant under the provisions of this RFP and contract shall be the property of the CNY RPDB.

Books and Records – The consultant selected will maintain accurate books and financial records concerning this project for the term of the contract agreement and five years from the expiration thereof, and will make these records available to the CNY RPDB upon request.

Payment – Lump sum payments will be made upon completion and acceptance of the work by the CNY RPDB for each element of the study as outlined in the consultant's fee proposal summary. No time and material progress payments will be made under this contract.

Insurance – The consultant will be required to carry and show evidence through a certificate of insurance that they have the following coverage:

<u>Type</u>	<u>Coverage Amounts</u>
NYS Workers Compensation	NYS Statutory
General Liability	\$1,000,000 combined single limit
Automobile – including hired, non-owned auto	\$1,000,000

The CNY RPDB will be required to be a named additional insured on the general liability and automobile insurance.

12.0 Submission Procedures and Deadline

The deadline for submittal of proposals is May 23, 2008. All proposals must be received by the CNY RPDB by 3:00 p.m. on the deadline date at the address listed in Section 13.0.

All proposals must be hand delivered or mailed. Five (5) hard copies of the proposal must be provided. Faxed or e-mailed proposals will not be accepted.

13.0 Contact

A complete copy of the request for proposals can be found at www.cnyrpdb.org.

The contact person for respondents to this request for proposals is:

David V. Bottar, Executive Director
Central New York Regional Planning & Development Board
126 North Salina Street, Suite 200
Syracuse, New York 13202

Phone: 315/422-8276, ext. 207

Fax: 315/422-9051

E-mail: dbottar@cnyrpdb.org

**CENTRAL NEW YORK REGIONAL PLANNING
AND DEVELOPMENT BOARD**

ST. JOSEPH'S HOSPITAL HEALTH CENTER

**STRATEGIC PLANNING AND MARKET STUDY FOR A
PROSPECT HILL MEDICAL DISTRICT IN
SYRACUSE, NEW YORK**

REQUEST FOR PROPOSAL SUMMARY

April 18, 2008

Consultant

Name: _____

Address: _____

Contact Person: _____

Phone/Fax/E-mail: _____

Other Project Team Members

List by Firm: _____

Total Fee: _____

Date: _____

**CENTRAL NEW YORK REGIONAL PLANNING AND
DEVELOPMENT BOARD**

ST. JOSEPH'S HOSPITAL HEALTH CENTER

**STRATEGIC PLANNING AND MARKET STUDY FOR A
PROSPECT HILL MEDICAL DISTRICT IN
SYRACUSE, NEW YORK**

REQUEST FOR PROPOSAL FEE FORM

April 18, 2008

Consultant: _____

<u>Tasks</u>	<u>Hours</u>	<u>Cost</u>
1. National Healthcare Market Report	_____	_____
2. National Best Practice and Peer Report	_____	_____
3. Regional Healthcare Market Report	_____	_____
4. Prospect Hill Market Report	_____	_____
5. Executive Summary	_____	_____
6. Study Advisory Team Meetings (6)	_____	_____
Totals:	_____	_____

Name / Title: _____

Signature: _____

Date: _____