



SAN FRANCISCO  
GENERAL HOSPITAL  
FOUNDATION

**SAN FRANCISCO GENERAL HOSPITAL FOUNDATION  
REQUEST FOR PROPOSAL (RFP)**

**FOR**

**CAMPUS WAYFINDING ANALYSIS & IMPLEMENTATION FOR  
ZUCKERBERG SAN FRANCISCO GENERAL**

**Date Issued: March 5, 2018**

**Pre-proposal conference: March 28, 2018**

**Proposals Due: April 23, 2018**

**For additional information or assistance, please email:  
Matthew Shaffer, Vice President of Marketing at the San Francisco  
General Hospital Foundation, at [mshaffer@sfg hf.org](mailto:mshaffer@sfg hf.org)**



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## SECTION I – GENERAL INFORMATION

### 1.1 Introduction

The San Francisco General Hospital Foundation (Foundation) is issuing this Request for Proposal (RFP) to complete a campus wayfinding analysis and implementation plan for Zuckerberg San Francisco General (ZSFG). The Foundation seeks proposals from a firm or team (“Consultant”) for a wayfinding design that is functional, inviting, and reflective of the ZSFG brand.

### 1.2 Project Background

For 24 years, the San Francisco General Hospital Foundation has strived to improve the care and comfort of patients at ZSFG. Since its implementation, the Foundation has raised more than \$220 million in support of ZSFG, and continues to match the needs at ZSFG with donor interests to ensure that San Francisco’s public hospital remains a nationally recognized facility.

As a part of the San Francisco Health Network, ZSFG has served the city and county of San Francisco and northern San Mateo County for more than 140 years. The hospital treats more than 100,000 patients annually; and is the only level 1 trauma center in San Francisco and northern San Mateo County, serving 3,900 trauma patients annually, 24 hours a day. ZSFG was the first acute hospital in the country to be certified for a Traumatic Brain Injury program. In addition, the Emergency Room receives about a third of all ambulance calls in the city.

ZSFG provides a full complement of inpatient, outpatient, emergency, skilled nursing, diagnostic, mental health and rehabilitation services for adults and children. It is the largest acute inpatient and rehabilitation hospital for psychiatric patients in the city. Additionally, it is the only acute hospital in San Francisco that provides 24-hour psychiatric emergency services.

The vision of ZSFG is “to be the best hospital by exceeding patient expectations and advancing community wellness in a patient-centered, healing environment.” The hospital’s mission is to provide quality health care and trauma services with compassion and respect. All ZSFG staff strive to meet the True North Goals of: equity, safety, quality, care experience, workforce care and development, and financial stewardship. That is what we call, the ZSFG Way.

Most patients in the San Francisco Health Network are either uninsured, or covered by Medical or Covered-California. As a public hospital, ZSFG cares for patients who are low-income and underserved in San Francisco. Many patients are multilingual at ZSFG, English is not their primary language, or they do not speak English. Spanish and Chinese are the most common non-English languages used by patients, followed by Tagalog and Russian. The hospital strives to translate information in the three most used languages: Spanish, Chinese and Tagalog. In total, more than 20 languages are spoken by ZSFG staff and patients.



The ZSFG campus is expansive and ever-changing with a total of 13 buildings, including four on-site outpatient clinics. In spring 2016, the campus added a new \$887 million inpatient hospital, transforming the city's San Francisco General Hospital into Zuckerberg San Francisco General Hospital. More ZSFG campus upgrades are underway through the city's 2016 Public Health and Safety General Obligation Bond. At ZSFG, the \$222 million bond will fund seismic retrofit and safety improvements to the outpatient hospital, previously the main hospital. The project include upgrades and relocation of the Public Health laboratory, rehabilitation, chronic dialysis, and the Adult Urgent Care Center.

Additional future capital projects being planned for the ZSFG campus are:

- Building 9: ADA and fire life safety compliance and tenant improvements
- Building 80/90: Major seismic renovations with relocation of outpatient clinics
- UCSF Research Facility: New five-story building to house 800 UCSF staff

ZSFG has identified that extreme difficulty in navigating the campus has become a barrier to optimal patient service. It is critical that patients can easily locate the health care services they need while on campus, especially since ZSFG operates at 97% capacity (compared to the national average of 80%). To date, no comprehensive wayfinding solution has been implemented. Campus wayfinding currently consists of varying signage styles, predominately English signage, a confusing building number directory, and signage that needs to be updated for ADA and other regulatory requirements.

To improve wayfinding and signage, the Foundation is seeking a Consultant to develop a comprehensive and integrated wayfinding scheme at ZSFG that is supported on multiple platforms. All navigation systems must be designed and implemented to support current and future building renovations and additions on campus, as well as construction disruptions and department and clinic relocations. The wayfinding design should be informational, as well as inspirational and reflective of the current ZSFG vision, True North goals, and brand.

## **SECTION II – SCOPE OF WORK**

### **2.1 Purpose and Objectives**

The selected Consultant will conduct an analysis of the current ZSFG campus wayfinding deficiencies and propose a phased implementation plan based on the research findings that specifically addresses: 1.) Digital strategy; 2.) Room signage; 3.) Directional signage; 4.) Campus and building identification and navigation; 5.) Multilingual needs and regulatory compliance.

The overarching goal of ZSFG wayfinding is to implement a functional and integrated navigation system that helps patients and visitors find their intended hospital location. A high priority will



be placed on designing a sustainable, flexible, and successful system that meets all of the project goals, adheres to the ZSFG brand, and remains within the agreed upon budget.

The selected respondent will develop signage design and fabrication specifications for a campus-wide wayfinding system based on the strategy laid forth in this RFP. The consultant will develop a scope of work based on wayfinding components found in this document.

The proposal should include, but is not limited to the following:

- An overall approach for meeting goals and objectives of this RFP
- A plan for coordinating with the project team on this project
- Any innovations that can be identified as opportunities for this project
- Cost-saving measures to reduce proposed rates, budget, and/or not exceed budget
- Any additional suggestions for improving project outcomes
- A project schedule and milestones
- Measures of success for wayfinding

## **2.2 Background Research and Wayfinding Survey**

The selected Consultant will meet with a team from ZSFG, the Foundation, and any additional stakeholders selected by ZSFG and the Foundation to gain an understanding of the context, opportunities for collaboration, and potential partnerships. The Consultant will conduct a site survey of ZSFG existing signage and facility. The Consultant will analyze site conditions and architectural drawings to confirm locations of sign types.

The wayfinding survey activities should include, but is not limited to:

- Primary and secondary research
- Walk along analysis
- Immersive observations among patients and providers
- Shadowing stakeholders
- Mock patient and provider journeys
- Interviews among administration, patients, and providers
- Employee and/or patient workshops
- Photographing existing signage
- Review of wayfinding complaints on campus

The research data should:

- Summarize assessment findings
- Assess how wayfinding negatively or positively impacts the patient experience
- Identify critical wayfinding deficiencies to address immediately
- Propose wayfinding solutions (print and/or digital) for critical wayfinding deficiencies
- Establish a sign type menu and prepare preliminary sign location plans



### **2.3 Design of Wayfinding Components**

The selected Consultant will take an integral visual and functional approach to design development that is sensitive to issues of brand integrity, budget, renovations and capital additions at ZSFG, patient and visitor needs, signage clutter, and maintenance. The elements of the system should be cohesive, and reflect the priorities and strategies specified in this RFP. The Consultant will identify goals and metrics to measure the success of future ZSFG wayfinding.

The Consultant will collaborate with the Foundation, hospital staff, and possibly other agencies to provide a set of templates including dimensions, color palettes, fonts, symbols, and layout that will enable the wayfinding system to be used in the future. As part of the plan, detailed specifications will be required for physical fabrication and installation.

The Consultant will develop a statement of estimated costs for fabrication and installation. The consultant will work closely with the Foundation and ZSFG to finalize sign locations, routing, messaging, materials, sizes, and inventory; and to ensure compliance with state, local and licensing guidelines where applicable. The consultant will make scheduling or phasing recommendations for fabrication and installation of new signs in coordination with removal of current signs (as necessary) and in coordination with ZSFG.

Each element of the project will require a somewhat unique approach. The project phases will include: 1.) Programming and planning, 2.) Design, 3.) Permitting, 4.) Bid and award, 5.) Construction, 6.) Transition. The design development process will include review of each element by the Foundation and ZSFG. The Consultant will participate in regular meetings with the Foundation and ZSFG to provide updates, coordinate and provide collateral materials for ZSFG staff and public meetings, and acquire necessary information as appropriate to complete the scope of work.

#### **Signage Design Development**

All navigation tools should utilize an integrated signage system. The Consultant will prepare a signage design development plan that illustrates the proposed updated signage and graphics for ZSFG. The plan will include drawings for primary sign types, sign sizes, materials, fabrication methods, color, and graphic elements. The Consultant also will prepare signage for highly visible public areas on campus. The design development will emphasize:

- Digital strategy
- Room signage
- Directional signage
- Campus and building identification and navigation
- Multilingual patient and visitor needs
- Compliance of state, local and licensing guidelines



The project scope will include the replacement of all public area and back-of-house interior and exterior signage for the ZSFG campus. The new signage and graphics must be developed to reflect ZSFG branding guidelines. All work will be delivered according to a planned schedule approved by the Foundation and ZSFG.

Any of the signage listed below may be digital and/or print:

**Interior and exterior wayfinding signage:** Develop wayfinding signage that reflects the ZSFG brand, and patient and visitor needs. Sign messages should be in English, and include any universal wayfinding nomenclature when deemed appropriate. The inclusion of multilingual sign messages will be determined by ZSFG.

**Departmental back-of-house signage:** Where determined, develop departmental signage for all back-of-house areas that includes code-required, informational and directional signs.

**Directory map:** Develop directory map to incorporate final department name and numbering nomenclature. The directory should be compatible with smartphones and future app development. Map artwork must reflect ZSFG brand guidelines.

**Potential sign types that may be needed:**

1. Wayfinding signage (public areas)
  - a. Building directory
  - b. Department/area identification
  - c. Lobby and reception area signage
  - d. Wayfinding directional signage
2. Departmental signage (front and back-of-house, where determined)
  - a. Back-of-house directional signage
  - b. Room identification signage
  - c. Room number identification tags
  - d. Office name plaques
  - e. Informational and regulatory signage
3. Code signage (public areas and back-of-house)
  - a. Mandated regulatory (ARL) signage and posters
  - b. Restroom identification (code required)
  - c. Stairway identification (code required)
  - d. Emergency evacuation plans (code required)
  - e. Tactile and Braille egress signs (code required)



## 2.4 Delivery

As-needed Architectural Services will include, in general, the full range of professional architectural planning and design services including services of sub-consultants, typically required for architectural projects in the public sector for health facilities.

The prime consultant shall provide professional design services in a coordinated and integrated fashion for each designated project, with the involvement of core disciplines and any other specialty consultants necessary to execute a given scope. The prime consultant, in addition to providing the required technical expertise, shall also provide all required management and coordination of the disciplines to reliably execute the work within an assigned schedule and budget. Demonstrated capacity to effectively manage projects is essential, as well as the ability to expedite projects through the approval agencies.

Projects will range from full professional services for design-bid-build projects requiring multiple disciplines, to projects of limited scope which may involve only one specialized consulting service. Prime consultants may be selected on the basis of specific specialized services or expertise. Some disciplines may be utilized more heavily than others and some disciplines may not be utilized at all during the course of the contract, at the discretion of the SFGH Foundation.

- A. The Consultant Team may be required to provide services to include, but not limited to the following:
  1. Architectural Design
  2. Interior Design
  3. Electrical Engineering
  4. Structural Engineering
  5. Inspection (by OSHPD certified Inspector of Record)
  6. Cost Estimating
  7. CAD/BIM drafting
  8. Historic Preservation
- B. The professional work products to be delivered may include, but are not limited to:
  1. 2D CAD Documents
  2. Master Plans
  3. Programming and Planning Studies
  4. Facilities Conditions Assessments
  5. Code Evaluation
  6. Design Studies
  7. Design Drawings
  8. Specifications
  9. Renderings/Models/Mock-ups
  10. Cost Estimates
  11. Project Schedules
  12. OSHPD Verified Reports



13. Post Occupancy Evaluations
  14. Peer Reviews and Value Engineering
  15. Constructability Reviews and Technical Reports
  16. ADA building and/or site evaluations
  17. Permit and Bid Documents. (OSHPD and/or SFDBI)
- C. Per the Standard Agreement, the SFGH Foundation shall own all original work products produced under this RFP. Consultants shall provide all deliverables to the SFGH Foundation in both hard copy and electronic files. Typical submittal formats include, but are not limited to:
1. CAD drawings in AutoCAD 2014, Navisworks 2014, Revit 2016, and Sketchup 2016 or later versions.
  2. Written documents in Microsoft Word.
  3. Cost estimates or other numerical information in Microsoft Excel.
  4. Schedules in Microsoft Project or Primavera.
  5. Pictures and/or renderings in JPEG not bitmap
  6. Web-ready documents in HTML or Adobe Acrobat.

## **SECTION III – SUBMISSION REQUIREMENTS**

### **3.1 Time and Place for Submission of Proposals**

Proposals shall be submitted via email to Matthew Shaffer at [mshaffer@sfgfhf.org](mailto:mshaffer@sfgfhf.org) with the RFP name and Consultant name clearly shown in the email title. Proposals should be submitted as one PDF file, and are recommended to be a maximum of 20 pages. Profiles and resumes of consultant team, project managers, and key members may be submitted as a separate PDF. If files are larger than 3MB please submit using a file sharing service such as DropBox.

Proposals submitted by fax or late proposals will not be considered. Respondents take full responsibility for the Foundation receiving the Proposal. The Foundation is not responsible for emails not received.

Print submissions will not be accepted if the corresponding emailed submission is not received before the due date and time. A print proposal is not required but respondents may deliver a print copy before the deadline in a sealed envelope to:

San Francisco General Hospital Foundation

P.O. Box 410836

San Francisco, CA 94141-0836

Attn: Matthew Shaffer

Include PDF file on a USB drive with the envelope containing the bound proposal.



Proposals must include, but are not limited to, the following:

- Cover page, with project manager contact information and an authorized signature accepting ZSFG's terms and conditions as stated in this solicitation.
- A detailed approach to this project, including but not limited to: scope of work, timeline, proposed review process, and deliverables. The proposal should reflect the respondent's intent, creativity, and understanding of the scope of work.
- Profile of consultant team, including the project manager and key members. This may be presented in the form of very brief personal résumés. The profile should clearly convey previous relevant experience of team members, and provide clear reference to the required qualifications listed above. These profiles may be submitted as a separate PDF.
- Samples of relevant previous work of key team members. Proposal must include relevant samples of work completed by Consultant (links can be included).
- Billing Rates
- Hourly rates of team members.
- Proposed fee schedule and general breakdown of costs for each task in proposed scope of work. Include justification for tasks and costs.
- Measures for rating successful wayfinding.
- List of at least three relevant references and contact information, including phone number and email.

Proposals will be determined non-responsive and removed from further consideration if it is not received in accordance with the terms of this RFP, or the Consultant does not meet the basic minimum qualifications and proposal requirements set forth in this RFP.

**3.2 Questions and RFP Addenda** Questions or request for clarifications regarding this RFP shall be submitted in writing via email to Jason Zook, Project Manager at the San Francisco Department of Public Health, at [jason.zook@sfdph.org](mailto:jason.zook@sfdph.org). Requests for clarifications should include name of individual to be contacted, company name, and a telephone number where the individual can be reached. Verbal responses, explanations or interpretations do not govern over the written RFP. The Foundation will issue a clarification in an Addendum if necessary.

Consultants are responsible for reviewing all portions of this RFP. Consultants are to promptly notify the Contract Manager by email upon discovery of any ambiguity, discrepancy, omission, or other errors in the RFP. Any such notification should be directed to the Foundation after discovery, but in no event later than five working days prior to the date of receipt of proposals.

Requests for clarification must be submitted before the deadline as specified in the RFP. The Foundation is not obligated to issue an addenda in response to requests submitted after the deadline. Oral statements do not qualify as legitimate responses and shall not be binding.



Modifications and clarifications will be made by an addenda as provided below. Any interpretation of, clarification, modification, or change in this RFP will be made by written addendum and shall become part of the RFP and any contract awarded. The Foundation shall be bound only by the written terms of this RFP and any addenda hereto. The Foundation will not be responsible for any other explanation or interpretation.

### 3.3 Submittal and Selection Process

ITEM	Date
RFP issued	March 5, 2018
Pre-proposal conference	March 28, 2018
Proposals due	April 23, 2018

(All dates are subject to change.)

Executive sponsors Jason Zook and Terry Saltz, of the San Francisco Department of Public Health, will host an in-person, pre-proposal conference to answer questions for all applicants. Information at the pre-proposal conference will only be available in-person at the conference.

- March 28, 2018
- Time: 3:30pm – 5:00pm

### 3.4 Qualification Requirements

To be eligible for this opportunity, the Consultant must have the following qualifications:

- Have been in business performing Professional Architectural services for a minimum of 5 years AND either the Prime or Partnering Consultant has a minimum of 5 years of verified experience performing Architectural services for health facilities.
- Knowledge of current local, state, and federal regulations and codes governing Architecture and design work, including hospitals and general acute care facilities under jurisdiction of the OSHPD.
- Current registration as a licensed Professional Architect in the State of California.
- A strong project manager skilled at managing complex projects with political implications, and experience with public and other stakeholder involvement. The project manager must be skilled at managing design projects to ensure that they are delivered within scope, according to schedule, and within budget.
- Strong and demonstrated graphic design and branding skills.
- Demonstrated experience designing for hospitals, adhering to accessibility requirements, and other relevant guidelines and standards.
- Familiarity with relevant materials, fabrication and maintenance needs, and experience working closely with fabricators.
- Experience with digital wayfinding strategies.
- Report monthly on budget and progress of the project.
- Support the Foundation in developing budget reports for review.



While not required, the following qualifications are preferred:

- Experience in designing successful wayfinding and signage projects.
- Familiarity with health care; knowledge of the communities, cultures and ethnicities that makeup San Francisco City and County.
- Experience collaborating with public artists and fabricators.
- Expertise in user interface and user experience across multiple computer platforms, including mobile and digital devices (smartphones, tablets, wearables, GPS systems).
- Experience in LEED design concept.

### **3.5 Campus assessment**

Based on the parameters in this proposal, partners must demonstrate a proven research method that will identify interior and exterior wayfinding deficiencies throughout the ZSFG campus. The Consultant should describe the process used for a wayfinding assessment on the ZSFG campus. In addition, the wayfinding plan should address the specific needs of ZSFG, including caring for patients and visitors who are multilingual and of various income levels.

### **3.6 Wayfinding evaluation**

The Consultant will provide a wayfinding evaluation process that can be used beyond the scope of this project for future building additions and program changes at ZSFG.

### **3.7 Implementation plan**

The Consultant should provide examples of previous interior and exterior wayfinding projects that aligned with insights discovered from the analysis portion of that project. The inclusion of health care and non-health care examples is preferred.

### **3.8 Financial Responsibility**

This RFP is subject to fiscal provisions, contracting, and regulatory process of ZSFG, and the terms and provisions of ZSFG's Charter and Administrative Code. Consultant's assumption of risk for possible non-appropriation is part of the consideration of this RFP.

The Foundation and ZSFG accepts no financial responsibility for any costs incurred by a firm in responding to this RFP. Submissions of the RFP will become the property of the Foundation and may be used by the Foundation and ZSFG in any way deemed appropriate.

The Foundation is not obligated to award a contract (Master Agreement) under any circumstance, and specifically reserves the right to withdraw this RFP, or modify any contract let pursuant to this RFP, at no cost to the Foundation or ZSFG.

### **3.9 References**

The Consultant should provide up to three references from the sample projects submitted in the RFP response. At least one reference must be a health care entity. A reference may include



the owner, project manager, or another person who can verify the involvement of the Consultant on the project. For references, include his/her full name, title, firm, phone number, email address, and a brief description of involvement.

**3.10 Appendices**

If necessary, include a portfolio with previous project photos, renderings, and drawings.

**3.11 Schedule**

The Consultant should identify opportunities to shorten project duration, and ways to be accountable for achieving deadlines. The Consultant should provide actual project examples.

**SECTION IV – Evaluation and Selection Process**

**4.1 Evaluation and Award Process**

The Foundation and ZSFG will rank all candidates. A Committee comprised of key members of the Foundation and ZSFG will make a final ranking based on qualifications and fee.

The Committee may choose to select the three highest ranked applicants to be interviewed. If so, the short-listed applicants will be notified of the date, time and place for their interview, in addition to other pertinent information. The project manager and key staff must be present for the interview. Within a reasonable period of time after the last interview, the Committee shall select the successful applicant based on qualifications, fee, and performance at the interview.

Proposals will be evaluated based on the criteria outlined below:

A. Project Management.	Maximum	Actual
Demonstrates overall success preparing wayfinding designs of a high-quality, delivered within scope, according to schedule, and within budget (provide examples of past work in response).	20	
References of project manager, lead designer and other key team members.	10	
<b>Sub total</b>	<b>30</b>	



B. Experience	Maximum	Actual
Demonstrates strong design aesthetic	25	
Experience in developing wayfinding design for hospitals, health care and/or city government.	15	
Prime contractor has a minimum of two wayfinding designs implemented	15	
<b>Sub total</b>	<b>55</b>	

C. Public Process	Maximum	Actual
Experience in building community consensus and working collaboratively with groups to address concerns	10	
Experience harnessing input and incorporating ideas into design guidelines	5	
<b>Sub total</b>	<b>15</b>	

D. Design Strategy	Maximum	Actual
How your overall vision, strategy & approach meets project goals and aligns with the ZSFG brand & mission.	40	
<b>Sub total</b>	<b>40</b>	



#### **4.2 Price**

If two or more responses are technically equivalent, the award may be made to the lower-priced proposal. However, the award may be made to a proposal that is not the lowest-priced if the Foundation and ZSFG determine that a price premium is warranted due to technical merit.

#### **4.3 Contract Implementation**

Upon award notification and prior to final contract approval, the successful Consultant will be required to submit:

- Proof of insurance
- A completed W9 form and, if applicable, non-resident withholding exemption form; and
- Proof of a current San Francisco business tax certificate if the Consultant is located in, or performs services within, the city limits for more than 6 days annually.

Thank you for considering a partnership with the SFGH Foundation and Zuckerberg San Francisco General Hospital. We look forward to your response.