



2021-2022 Florida Job Growth Grant Fund Public Infrastructure Grant Proposal

Proposal Instructions: Please read this document carefully and provide the information requested below. Some questions may request that a separate narrative be completed. If additional space is needed, attach a word document with your entire answer.

Governmental Entity Information

Name of Governmental Entity: North Broward Hospital District d/b/a Broward Health

Government Federal Employer Identification Number: [REDACTED]

Primary Contact Name: David Clark

Title: SVP, Operations

Mailing Address: 1800 NW 49th Street
Fort Lauderdale, FL 33309

Phone Number: 954-473-7450

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Secondary Contact Name: Kelly Hearne

Title: Director, Grants Administration

Phone Number: 954-767-5271

Public Infrastructure Grant Eligibility

Pursuant to section 288.101, F.S., the Florida Job Growth Grant Fund was created to promote economic opportunity by improving public infrastructure and enhancing workforce training. Eligible entities that wish to access this grant fund must submit public infrastructure proposals that:

- Promote economic recovery in specific regions of the state, economic diversification or economic enhancement in a targeted industry. ([View Florida's Targeted Industries here.](#))
- Are not for the exclusive benefit of any single company, corporation or business entity.
- Are for infrastructure that is owned by the public and is for public use or predominately benefits the Public.

1. Program Requirements:

(If additional space is needed, attach a word document with your entire answer.)

Each proposal must include the following information describing how the project satisfies eligibility requirements listed on page 1.

A. Provide a detailed description of the public infrastructure improvements.

Please see Addendum for a detailed description of the proposed public infrastructure improvements.

B. Provide location of public infrastructure, including physical address and county of project.

The project is located in Broward County, Florida. The physical address is 15 SE 15th Street, Fort Lauderdale, FL 33316. The legal description and survey of the property is included in the Addendum.

C. Is this infrastructure currently owned by the public?

Yes No

If no, is there a current option to purchase or right of way provided to the County?

D. Provide current property owner.

The property is currently owned by the North Broward Hospital District d/b/a Broward Health, which is a legislatively-created special taxing district established pursuant to ch. 2006-347, Laws of Florida for the sole purpose of providing healthcare services to the residents of the northern 2/3 of Broward County. The North Broward Hospital District is governed by the Board of Commissioners of North Broward Hospital District.

E. Is this infrastructure for public use or does it predominately benefit the public?

Yes No

Yes, the infrastructure project predmoninantly benefits the public. Please review the Addendum for a complete response.

F. Will the public infrastructure improvements be for the exclusive benefit of any single company, corporation, or business entity?

Yes No

No. As a government entity of the State of Florida, North Broward Hospital District d/b/a Broward Health is legally prohibited from engaging in business ventures that are for the sole benefit of a company, entity, or corporation. Instead, the infrastructure improvements were conceptualized and developed to ensure the maximum community benefit by redeveloping the area surrounding Broward Health Medical Center, creating more jobs, and promoting economic development.

G. Provide a detailed description of, and quantitative evidence demonstrating, how the proposed public infrastructure project will promote:

- Economic recovery in specific regions of the state;
- Economic diversification; or
- Economic enhancement of a Targeted Industry ([View Florida's Targeted Industries here.](#))

o Describe how the project will promote specific job growth. Include the number of jobs that will be retained or created, and in which industry(ies) the new net jobs will be created using the North American Industry Classification System ([NAICS](#)) codes. Where applicable, you may list specific businesses that will retain or create jobs or make capital investment.

o Provide a detailed explanation of how the public infrastructure improvements will connect to a broader economic development vision for the community and benefit additional current or future businesses.

The proposed project will promote economic recovery and enhancement of the Life Sciences sector in South Florida. A detailed response may be found in the attached Addendum.

2. Additional Information:

(If additional space is needed, attach a word document with your entire answer.)

A. Provide the proposed commencement date and number of days required to complete construction of the public infrastructure project.

The proposed commencement date is April 2023. The project will require approximately 548 days (18 months) to complete, however, with supply chain demands and delays, the project may take up to 36 months. Additional information can be found in the Addendum. A detailed conceptual schedule is included in the Appendix.

B. What permits are necessary for the public infrastructure project?

State and County permits will be required, and include but are not limited to, two master building permits, plumbing, electrical, fire protection, roofing, structural, etc.

- C. Detail whether required permits have been secured, and if not, detail the timeline for securing these permits. Additionally, if any required permits are local permits, will these permits be prioritized?

Currently, all permitting is pending and scheduled to be completed prior to commencement.

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- D. What is the future land use and zoning designation on the proposed site of the infrastructure improvements, and will the improvements conform to those uses?

There will be no change in zoning.

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- E. Will an amendment to the local comprehensive plan or a development order be required on the site of the proposed project or on adjacent property to accommodate the infrastructure and potential current or future job creation opportunities? If yes, please detail the timeline.

Yes No

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- F. Is the project ready to commence upon grant fund approval and contract execution? If no, please explain.

Yes No

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- G. Does this project have a local match amount?

Yes No

If yes, please describe the entity providing the match and the amount.

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- H. Provide any additional information or attachments to be considered for this proposal. Maps and other supporting documents are encouraged.

Additional attachments can be found in the Appendix. The appendix contains a table of contents listing the letter of support, site plans, maps, and all supporting documentation.

3. Program Budget

(If additional space is needed, attach a word document with your entire answer.)

Estimated Costs and Sources of Funding: Include all applicable public infrastructure costs and other funding sources available to support the proposal.

1.) **Total Amount Requested** \$ 4,606,330.90
 Florida Job Growth Grant Fund

A. Other Public Infrastructure Project Funding Sources:

City/County \$ 0.00
 Private Sources \$ 0.00

Other (grants, etc.) \$ 0.00
Total Other Funding \$ 0.00

Please Specify: _____

B. Public Infrastructure Project Costs:

Construction \$ 0.00
 Reconstruction \$ 2,987,056.00
 Design & Engineering \$ 575,769.60
 Land Acquisition \$ 0.00
 Land Improvement \$ 351,900.00

Other \$ 691,605.30
Total Project Costs \$ 4,606,330.90

Please Specify: Contingency and Indirects

Note: The total amount requested must be calculated by subtracting the total other public infrastructure project funding sources in A. from the total public infrastructure project costs in B.

- C. Provide a detailed budget narrative, including the timing and steps necessary to obtain the funding and any other pertinent budget-related information.

Budget narrative information can be found in the Addendum and Appendix.

4. Approvals and Authority

(If additional space is needed, attach a word document with your entire answer.)

- A. If the governmental entity is awarded grant funds based on this proposal, what approvals must be obtained before it can execute a grant agreement with the Florida Department of Economic Opportunity (e.g., approval of a board, commission or council)?

All grant agreements pass through a standard contracting process where various departments, including Ethics, Compliance, Risk, and Legal review the agreement. Once approved, the contract will be signed by one of Broward Health's authorized signers.

If board authorization is not required, who is authorized to sign?

North Broward Hospital District's SVP/CFO, Alexander Fernandez, along with the President/CEO, Shane Strum, are both authorized to sign an agreement on behalf of the health system.

- B. If approval of a board, commission, council or other group is needed prior to execution of an agreement between the governmental entity and the Florida Department of Economic Opportunity:

- i. Provide the schedule of upcoming meetings for the group for a period of at least six months.
- ii. State whether entity is willing and able to hold special meetings, and if so, upon how many days' notice.

N/A

- C. Attach evidence that the undersigned has all necessary authority to execute this proposal on behalf of the governmental entity. This evidence may take a variety of forms, including but not limited to: a delegation of authority, citation to relevant laws or codes, policy documents, etc.

North Broward Hospital District's Master Procurement Code outlines who may sign on behalf of the health system. Additional information is found in the Addendum and the Master Procurement Code may be found in the Appendix.

I, the undersigned, do hereby certify that I have express authority to sign this proposal on behalf of the above-described entity and to the best of my knowledge, that all data and information submitted in proposal is truthful and accurate and no material fact has been omitted.

Name of Governmental Entity: North Broward Hospital District d/b/a Broward Health

Name and Title of Authorized Representative: Shane Strum

Representative Signature: Shane Strum

Signature Date: 4/27/2022

**Florida Job Growth Grant Fund
Public Infrastructure Grant Proposal
North Broward Hospital District d/b/a Broward Health**

Addendum

1. Program Requirements

A. Provide a detailed description of the public infrastructure improvements.

Prosperous communities provide opportunities for people to live healthy lives. The inverse is also true; communities that are unsafe, have poor economic opportunities, and weak infrastructure also have poor health. **This project aims to strengthen the infrastructure in Broward County through the creation of a designated Health District, including the rehabilitation of a vacant 20-room apartment building and resident/community parking structure, as well as the rehabilitation of the associated, surrounding public space.** The improvements made through this work will benefit the public by:

- Addressing safety concerns caused by the decline of an uninhabited building and adjacent, aging parking garage
- Leveraging critical workforce and growth of targeted industries through increased affordable housing options
- Creating a Health District to benefit the community and increase quality of living and health equity among Broward County residents

New fiscal efficiencies and quality improvements in health care and community development programs will be driven by facilitating partnerships between Broward Health and the surrounding community during this project. Strengthening the public health infrastructure in a non-traditional way will set the stage for **improving health outcomes through workforce strengthening and development of Florida targeted industries, and community collaboration.**

The rehabilitation of the 20-room building will consist of restoration to create an affordable housing complex, renovation of adjacent parking structure, landscaping, hardscaping, in-and-outbound roadways surrounding the housing complex, pedestrian thoroughfares, utilities, etc. **Phase one**, and the initiation of the project, will include bringing the structure up to building code as the building has been uninhabited since 2018 and it is imperative for public safety that it is structurally sound. **Phase two** of the project will involve rehabbing surrounding access roads, traffic lights, and public parking access to the building. **The final phase** of the project will be the installation of the Community Health Hub and designation of the surrounding area as a “Health District”. Creation of the Health District will have no tax implications; **Broward Health is not seeking to create an additional taxing district with this designation.** The Health District designation is by name only and has no additional implications. Broward Health’s proposed project will help strengthen the local economy. Through improving the physical structures, Broward Health will create workforce development opportunities and provide community resources to improve the wellbeing of Broward County residents.

Addressing Public Safety Concerns

The building in question, located at 15 SE 15th Street, Fort Lauderdale, FL 33316, is currently vacant and in need of rehabilitation to meet current building code regulations. In 2021, there was a 95% increase in property crimes in the Downtown area surrounding the property, compared with the same time period in 2020 (City of Fort Lauderdale Police Department, 2021). In aligning with the City of Fort Lauderdale's Downtown Master Plan, the improvement of the SE 15th Street building, along with improvements to the surrounding area, will continue current plans to connect Fort Lauderdale's Downtown Civic district to Broward Health and the proposed Health District, creating economic development opportunities not only in the new Health District but in the newly expanded/connecting area between Downtown and the proposed Health District.

Research has shown that houses within 150 feet of a vacant or abandoned property experienced a net loss of \$7,627 in value, and properties within 150 to 300 feet experienced a loss of \$6,819 (HUD, 2005). To contain any potential harm to the community it is imperative to restore the building for economic and safety purposes. Sound structural integrity and meeting codes requirements are necessary, especially to a community recently shaken by the events of the Surfside building collapse in June 2021 when a 12-story condominium collapsed and 98 people lost their lives and costing an estimated \$1 billion in property damage. The main contributing factor of this tragedy was suspected to be degradation of structural supports under the housing units. **This project will safeguard the structural supports of this unit and eliminate safety concerns.** Additionally, left vacant there would likely be a wide variety of costs absorbed by the area, including city services (nuisance abatement, crime and fire prevention), decreased property values and tax revenues, as well as the costs to homeowners for diminished home values. To ensure safety and preserve property value within the Health District during this Downtown expansion, the proposed project will include specific improvements to the property, including renovation and updating of interior spaces and an exterior "facelift" to further beautify the area.

Leveraging Critical Workforce and Growth of Targeted Industries

Broward Health's service sites, specifically the site of the infrastructure improvement, is located in a Health Professional Shortage/Medically Underserved (HPSA/MUSA) area. According to a September 2021 report released from the Florida Hospital Association and the Safety Net Hospital Alliance of Florida, it was projected that by 2035 Florida will face a shortfall of roughly 59,100 nurses. In 2020, one in four nurses left their position. Even prior to the COVID-19 pandemic, Broward County faced nursing shortages; now overwhelmed by the pandemic, some Broward hospitals have even closed entire departments due to staffing shortages. As Florida's population continues to grow, the community will need to meet an ever-increasing demand for healthcare services. **The proposed infrastructure improvements will create jobs**, improve the safety of the surrounding area, and provide more affordable housing options for healthcare trainees and providers who often have difficulty finding affordable short and long-term housing in South Florida, one of the nation's most expensive housing markets.

A barrier to increase the number of medical professionals living in and serving the Broward County community is the ever-increasing housing costs in South Florida. Broward County is ranked fifth highest in the state for cost of living. According to a Harvard report, **South Florida's rental affordability is the worst in the nation with 2 out of 3 renters spending more than 30% of their income on housing costs** (Barreto, Kirkpatrick, and McGhee, 2021). The high cost of living negatively impacts Broward County's

ability to retain needed labor. Studies consistently show that affordable housing improves job growth and is also important for trying **to attract skilled workers to a region** (Florida Housing Coalition, 2019). This project will utilize a linked workforce-housing model to ensure Broward County has the staffing necessary to care for and serve its population while retaining them in the community they serve.

In ensuring affordable housing options for healthcare trainees, **Broward Health is contributing to Florida's targeted industries** in the Life Sciences sector. Broward Health trains close to 200 medical residents (physicians in training) and over 5,000 nursing, laboratory, and other allied health students each year, partnering with Nova Southeastern University, Florida International University, Florida Atlantic University, University of Miami, Broward College, Florida Gulf Coast University, Meharry Medical College, and others, to ensure a continued pipeline of STEAM students and trainees into advanced training and the job market. To continue a pipeline of potential employees to the Life Sciences sector, it is imperative to **incentivize training** in South Florida. This project will build a stronger healthcare workforce and increase capacity in the medical education system, incentivizing trainees to continue to reside in the area through affordable housing solutions. Housing units of the rehabilitated building will be open to the general affordable-housing population, however, will be marketed mainly to medical residency program participants, laboratory professionals and trainees, nurses, nurse trainees, and other medical/hospital personnel and trainees who meet the criteria for affordable housing solutions. Letters of support from educational partners are included for review in the Appendix.

In addition to the Life Sciences sector, this infrastructure project will help to **incentivize Broward residents to pursue jobs locally**, especially in the recovering hotel and tourism industry. Lack of affordable housing within a reasonable distance from Fort Lauderdale's beaches and entertainment districts has been identified as a major barrier to adequately staffing current tourism needs and further growing the industry post-pandemic. As such, there has been **significant support for projects that prioritize affordable housing as a necessary infrastructure improvement to continue workforce development and economic enhancement**. The Broward County Tourism Coalition Council and South Florida Business Council Tourism Embassy, and their member hotels and businesses, are dedicated to working with community partners like Broward Health on this project. As above, letters of support have been included for review in the Appendix.

Creating a Health District and Community Outpost

Broward Health aims to create a **Health District**, similar to those of Houston, and Broward County's neighbor to the South, Miami-Dade. Miami's Health District, also known as the Civic Center, has the second largest concentration of medical and research facilities in the United States, and is composed of hospitals, research institutes, clinics, government offices, educational centers, etc., and is the center of Miami's growing biotechnology and life sciences industry. Miami's Health District is approximately five miles north of the center of Downtown Miami and is connected via rapid transit and newer pedestrian routes. In land use and planning projections of Broward Health's Fort Lauderdale campus, ensuring a variety of buildings, clinics, housing, educational centers, hospitals, and institutes is essential in the creation of the Health District and expansion of the Broward Health footprint in Downtown Fort Lauderdale. Additionally, connection to Downtown Fort Lauderdale through pedestrian and mass transit routes remains paramount in development of the Health District. **The creation of a Health District is by name only, and solely for zoning and planning purposes. No additional taxing district will be created through this project.**

In conjunction with the infrastructure improvements, Broward Health will continue its mission to *provide quality healthcare for all those served and support the needs of all physicians and employees*, through the addition of a Community Outpost center as the hub of the Health District. The creation of a designated, community-driven Health District will expand and improve healthcare, research, and other medical services, as well as create new jobs, and promote optimal health and well-being for all Broward residents. **This endeavor invests in the well-being of all Broward citizens and will have practical, economic, and civic implications including helping to create a healthier, more productive workforce, capable of fueling future economic growth through attracting more talented employees, vendors, and potential business partners.**

The Community Outpost hub of the Health District will be located on the main floor of the rehabilitated affordable housing structure and will coordinate initiatives to improve the well-being of Broward citizens. The Community Outpost will initiate a tactical urbanism project in the surrounding area, creating opportunities for active commuting, group exercise, and creating a more equitable community. **The inclusion of a community health initiative is economically beneficial;** the American Public Health Association reports that every dollar invested in walking trails can result in a return of \$11.80 (2019). Furthermore, with the expansion of Fort Lauderdale’s Downtown Civic neighborhood, the Community Health Hub’s walking trail initiate a community shift from driving to creating an active-transportation infrastructure within the community. Evidence suggest this initiative can create remarkable economic returns and improve quality of life. Nationally the return on investment on this type of infrastructure is reported to be as high as \$138 billion, resulting in fewer cars on clogged roads and less pollution, while creating an accessible environment for all (The Active Transportation Transforms America Report, 2019). Additionally, the proposed infrastructure project, inclusive of the Community Health Hub, is consistent with other Health District resources, which typically offer a variety of community resources for all.

Broward Health will partner with **Urban Health Partnership (UHP)** on this initiative. UHP is a non-profit community organization providing a wide range of services in support of health equity, focusing specifically on community engagement and development as a central driver of their mission, “to invest in our communities by co-designing sustainable change and promoting equity and well-being across the life span”. As a partner and collaborator in this project, UHP proposes to facilitate and lead the co-design of a Community Action Plan (CAP) that will engage local decision-makers, organizational and community partners, academics, health care professionals, community members, and experts around the visioning and planning toward a designated Health District in Broward County. Additionally, UHP will facilitate implementation of a community-driven quick-build project to highlight, promote and garner community engagement in the Health District development.

The proposed effort would follow UHP’s policy, systems, and environmental changes (PSEs) & 8-Steps to Build a Successful CAP (aka “the 8-Step/s”) framework which focuses on:

1. Setting a common goal
2. Sharing, gathering, and aggregating knowledges
3. Exploring & assessing networks and contexts
4. Identifying motivators
5. Identifying intercepts (PSEs)
6. Proposing and implementing change (PSEs)
7. Monitoring & evaluating progress/success

8. Reassessing & readjusting.

UHP facilitates the 8-Steps as a community-participatory process that seeks to engage all stakeholders through each of the steps, so that together, they can define the goals, and lead to the definition of the PSEs to support a path to success. In tandem, UHP administers a Community Liaison (CL) Framework that hires local community members onto the project team, as a social justice effort, to better integrate community voice, perspective, and leadership into the CAP development process. Community Liaisons (CLs) also support, assist, guide and lead community outreach and engagement efforts with the goal of mobilizing communities around PSEs that can have beneficial impacts to health and wellbeing, thus building a dynamic culture of health equity that strengthens collaborative efforts.

With CLs and other diverse stakeholders, UHP will also lead the development of short-term, quick build projects aimed at:

1. Showcasing possible temporary examples of built environment changes
2. Engage community members and other stakeholders around these spaces
3. Gather additional information to help support the CAP development process.

These types of activities, also known as **Tactical Urbanism** are community-led approaches that use short-term, low-cost, and scalable interventions—like pop-up parks, art installations, and sidewalk decals—to catalyze long-term change **to neighborhood safety and connectivity**. These demonstrations help **showcase possibilities for the built environment and accessibility in our communities**

B. Provide location of public infrastructure, including physical address and county of project.

The legal description and survey of the property is as follows:

CROISSANT PARK 4-28 B LOT 13,14 AND CROISSANT PARK 4-28 B LOTS 1 THRU 13 BLK 34 TOG WITH 15' VACD ALLEY PER31283/1643, LESS R/W IN OR 31528/1346; TOG WITH TRACT C OF BROWARDGENERAL HOSP ADD 90-2 B;TOG WITH W1/2 OF SE 1 AVE AND N1/2 SE 16 ST ASVAC'D IN OR 31283/1638

E. Is this infrastructure for public use or does it predominantly benefit the public?

Yes, the infrastructure project predominantly benefits the public. The North Broward Hospital District d/b/a Broward Health is the legislatively-created safety net hospital system for the northern two-thirds of Broward County and is one of Broward County's largest employers with approximately 8,000 employees. The North Broward Hospital District d/b/a Broward Health, pursuant to its enabling legislation (ch. 2006-347, Laws of Florida), may only engage in endeavors that directly benefit the public and areas within the boundaries of the North Broward Hospital District. As explained in greater detail in the attached Addendum, this project will promote economic recovery and enhancement in "targeted industries" in Fort Lauderdale, Florida.

To ensure program growth strategies align with public need, a community health needs assessment (CHNA) is completed every three years. The CHNA is required by the Internal Revenue Service and serves as a guiding document for strategic planning. In the most recently completed CHNA (2021-2023), Housing and Homelessness ranked third in Social Determinants of Health (SDOH)-Related Need. The two

SDOH related needs outranking Housing were Economic Stability (second) and Health Care Access and Quality (first). The proposed infrastructure improvements aim to benefit the public-at-large through the physical infrastructure of the renovated building that addressing the housing need directly, while also improving other SDOH-related needs identified by the CHNA including Economic Stability and Healthcare Access and Quality through the designated Health District and Community Outpost initiatives included in this proposal.

G. Provide a detailed description of, and quantitative evidence demonstrating how the proposed public infrastructure project will promote:

- **Economic recovery in a specific region of the state;**
- **Economic diversification; or**
- **Describe how the project will promote specific job growth**

The proposed project will promote economic recovery and enhancement of the Life Sciences sector in South Florida.

Economic Recovery

Broward County is part of one of the largest and fastest growing urban localities in the United States. The County employs over one million people; the top industries in Broward County include Health Care and Social Assistance, Retail Trade, and Tourism (Accommodation and Food Services). Nearly two million residents live in Broward County and it is anticipated the population will increase by 235,000 new residents by the year 2040 (MIT, 2015). In August 2017, the South Florida Regional Planning Council conducted an analysis of the Broward region and identified **housing affordability as one of the biggest threats to attracting and retaining a talented workforce**, leading to economic threat and greater inequality (2020). Additionally, according to the non-profit Center for Neighborhood Technology (CNT), no more than 45% of household income should be spent on housing and transportation. CNT's Housing and Transportation Affordability Index shows that as of 2015, Broward County's housing and transportation cost index was 65%, making it one of the **most expensive** areas in the country. Housing costs continue to rise in the current, post-pandemic world. The City of Fort Lauderdale's Master Plan, updated in November 2020, states that "there is a strong, largely untapped market for housing beyond the luxury market for housing at various of price points" and that "**there is a critical need to provide "workforce" housing in the Downtown area to ensure housing options for the whole community.**" The proposed project would address not only economic recovery, but also a demonstrated need.

While cost of living is high, Broward County has experienced an **impressive economic recovery**, with a 3% unemployment rate. However, when looking at individual zip codes, there is a large discrepancy in unemployment rates, with lower-income neighborhoods experiencing a 9-15% unemployment rate. In 2021, Broward County saw impressive job growth. The industries gaining in jobs over the year were leisure and hospitality (+35,800 jobs); trade, transportation, and utilities (+14,800 jobs); **education and health services (+9,500 jobs)**; other services (+6,200 jobs); professional and business services (+5,400 jobs); construction (+2,800 jobs); financial activities (+1,500 jobs); manufacturing (+1,100 jobs); government (+600 jobs); and information (+300 jobs). This information is illustrated below (Broward County, 2021).

Unemployment Rates (not seasonally adjusted)			
	Apr-21	Mar-21	Apr-20
CareerSource Broward (Broward County)	5.3%	5.3%	16.4%
Florida	5.1%	5.3%	13.9%
United States	5.7%	6.2%	14.4%

Nonagricultural Employment by Industry (not seasonally adjusted)	Ft. Lauderdale-Pompano Beach-Deerfield Beach Metropolitan Division				Florida			
	Apr-21	Apr-20	change	percent change	Apr-21	Apr-20	change	percent change
	Total Employment	815,600	737,600	78,000	10.6	8,609,500	7,854,000	755,500
Mining and Logging	NA	NA	NA	NA	5,300	5,400	-100	-1.9
Construction	49,200	46,400	2,800	6.0	565,200	537,200	28,000	5.2
Manufacturing	27,200	26,100	1,100	4.2	382,500	361,000	21,500	6.0
Trade, Transportation, and Utilities	183,700	168,900	14,800	8.8	1,742,700	1,596,300	146,400	9.2
Wholesale Trade	48,000	47,900	100	0.2	344,500	334,200	10,300	3.1
Retail Trade	102,200	90,100	12,100	13.4	1,055,500	937,900	117,600	12.5
Transportation, Warehousing, and Utiliti	33,500	30,900	2,600	8.4	342,700	324,200	18,500	5.7
Information	18,400	18,100	300	1.7	129,500	125,900	3,600	2.9
Financial Activities	63,400	61,900	1,500	2.4	600,800	577,400	23,400	4.1
Professional and Business Services	141,600	136,200	5,400	4.0	1,387,300	1,273,500	113,800	8.9
Education and Health Services	109,000	99,500	9,500	9.5	1,330,800	1,235,400	95,400	7.7
Leisure and Hospitality	86,700	50,900	35,800	70.3	1,034,200	735,700	298,500	40.6
Other Services	32,500	26,300	6,200	23.6	331,600	275,300	56,300	20.5
Government	103,800	103,200	600	0.6	1,099,600	1,130,900	-31,300	-2.8

Population	2019	2018	change	percent change
CareerSource Broward (Broward County)	1,935,878	1,917,122	18,756	1.0
Florida	21,477,737	21,244,317	233,420	1.1

Average Annual Wage	2019	2018	change	percent change
CareerSource Broward (Broward County)	\$54,646	\$52,974	\$1,672	3.2
Florida	\$51,744	\$50,092	\$1,652	3.3

Broward County strives to accommodate population and economic growth, especially for those neighborhoods who have not experienced the same level of economic recovery as other parts of the County. The expansion of the Downtown Civic and Health Districts will promote employment and education opportunities. During the proposed timeline for project completion, **Broward Health plans to add upwards of 1,000 new employment opportunities and fill nearly 6,000 open positions** to account for turnover and currently open positions.

This projection is in line with the City of Fort Lauderdale’s Demand Projections by Use (2003), which supported the City Master Plan (memo attached for review). While there are no recent projections by the City of Fort Lauderdale, outside of Broward Health, Retail/Hospitality has been identified as a major source of employment in the area. It is estimated that there is approximately 600,000 square feet of retail space within the downtown market. At an estimated 500 square feet per worker, downtown retail employment is estimated to be 1,200 workers. There is an additional assumption of 300 professional employees working within the area’s hotel facilities, however, this does not account for the Fort Lauderdale Beach area hotels, hotels that have been opened prior to 2018, or hotel support staff (housekeeping, maintenance, restaurant) that are essential to retail and tourism operations. Utilizing the employment growth rate projections prepared by the Department of Labor, retail/hospitality employment should increase by 1.7 percent per year, or 25 to 30 jobs annually. However, it is reasonable to assume that with the amount of new development and related activity currently taking place in downtown Fort Lauderdale, retail/hospitality employment growth may actually be 50 to 60 jobs per year.

During the renovation of the affordable housing complex, adjacent parking structure, and associated land/hardscaping, road paving, creation of pedestrian thoroughfares, utilities, etc., workforce opportunities linked directly to the project will be created. **Broward Health will work with a diverse set of vendors and contractors to complete these projects. Potential workforce opportunities include:**

Trade/Career	Number of Opportunities	Industry	NAICS Code
Architect	8	Architectural Services	541310
Engineer	8	Mechanical engineering services, electrical engineering services, heavy and civil engineering services, structural engineering services	541330, 237990
Painter	18	Painting and wall covering contractors	238320
Flooring	6	Flooring contractors; tile contractors	238330, 238340
Plumbing	8	Plumbing, heating, and air conditioning contractors	238220
Air Conditioning/HVAC	2	Plumbing, heating, and air conditioning contractors	238220
Dry Wall	12	Drywall and insulation contractors	238310
Waste Management	1	Solid waste collection	562111
Electrician	2	Electrical contractors and other wiring installation contractors	238210
Elevator Mechanic	2	Other building equipment contractors	238290
Environmental Services	4	Janitorial services	561720
Cabinetry	6	Finish carpentry contractors	238350
Appliance	2	Electrical equipment and appliance installation	334519
General Contractor Superintendent	2	Commercial construction	236220
General Contractor Project Manager	2	Commercial construction	236220
Concrete	4	Poured concrete foundation and structure contractors; concrete product installation; all other specialty trade contractors	238110, 238120, 238990
Landscaping	4	Landscaping services	561730

Those jobs that fall within a Florida Targeted Industry are highlighted in gray. For the initial project conception, design, and construction, Broward Health will contract with various vendors who fall within the NAICS Professional Services category, a Florida Targeted Industry. Employing these vendors, both targeted and non-targeted, will enhance post-pandemic economic recovery

The proposed infrastructure improvements will connect to a broader economic development vision for the community and benefit additional current and future businesses. As the Health District is created and connected to the expanding Downtown, a **“live, work, play, and give back”** community will be built, attracting a talented healthcare and life sciences workforce to the Health District who can live and play Downtown, with walkability to their jobs in the Health District, allowing for a multi-pronged approach to “giving back”. **Connecting these two areas of the City of Fort Lauderdale will prime the community for additional economic growth outside of the proposed infrastructure development.**

The proposed infrastructure project is **conceptualized and built within the framework of the City of Fort Lauderdale’s Master Plan. The project aligns with Planning Principles, specifically:**

- Planning Principle 1- Capture a greater share of regional development; downtown Fort Lauderdale is poised to support a significant increase in its residential population, which will, in turn, support and sustain future economic development and urban vitality
- Planning Principle 2- Increase residential opportunities downtown, include a variety of housing opportunities for **varied income levels, including workforce housing**
- Planning Principle 5- Surround the core with strong, walkable, mixed income neighborhoods; **healthy neighborhoods in close proximity to the downtown core are vital** and should be pedestrian friendly
- Planning Principle 11- Provide alternatives to the car by creating pedestrian oriented environments supporting having more types of people (elderly, young, those without cars, students, retired, etc.) and reducing traffic impact to and from downtown

In regards to regional opportunity, the City of Fort Lauderdale Master Plan states the **need to connect the downtown core to surrounding areas**, including to the south, into the proposed Health District.

- Connect the Downtown to important nearby destinations: Future Downtown transit should connect not only to regional transit and major tourist destinations, but also to surrounding neighborhoods. Nearby residents should be able to enjoy the benefits of Downtown's emerging amenities and opportunities without relying on automobiles; in addition to reducing traffic demand for short, potentially frequent car-trips, increased neighborhood transit allows freedom of movement for more residents (especially teenagers, the elderly, and the disabled.)
- Provide transit links south to the Hospital (Health) District around Broward Health. The Hospital (Health) District just south of the Downtown RAC is an important hub of activity, both as an employment base and as a community resource. Future Downtown transit should incorporate some form of transit link south to this area.

In reference to **need for infrastructure development** in the downtown area:

- With a population growth of approximately 29.2% (approximately 370,000 people) between 1990 and 2000 county-wide, Fort Lauderdale grew by only 2.1%. Fort Lauderdale has lagged

dramatically behind neighboring civic centers in population growth. An increased residential population is necessary to support and sustain economic development and urban vitality

- Snapshot of Real Estate Market Conditions:
 - Office Sector:
 - Fort Lauderdale Central Business District (CBD) has represented approximately 15 to 20 percent of the Broward County office inventory for the past 20 years.
 - The long-term health of office employment growth is reasonably strong.
 - Construction Since 1980: approximately 190,000 square feet per year.
 - Retail Sector:
 - 70 percent of projected retail demand comes from new residents and workers.
 - The need exists for a broader merchandise mix than in the past including supermarkets, pharmacies, and large general merchandisers.
 - Residential Sector:
 - **There is a strong, largely untapped market for housing beyond the luxury market for housing at various of price points.**
 - **There is a critical need to provide “workforce” housing in the Downtown area to ensure housing options for the whole community.**

Economic Enhancement of Targeted Industry

Broward Health is ripe for leading this innovative initiative, incentivizing workforce enhancement and economic growth through infrastructure development and the utilization of a linked workforce-housing model. Broward Health trains thousands of health care workers each year, including physicians, nurses, medical assistants, laboratory technicians and other clinicians and allied health professionals, in addition to housing a robust non-clinical internship program, training students in operations, finance, compliance, etc that contribute to a successful healthcare system. In working with community partners and business organizations, it is clear that this type of infrastructure development is needed in Broward County to ensure the continued care, prosperity, and growth of the area and its residents.

Life Sciences

Broward Health is including both medical and laboratory professionals in the Life Sciences industry. While this is an expanded definition of Florida’s Targeted Industries- Life Sciences Sector, it is necessary to include medical professionals in this definition to highlight their importance in the second largest county in Florida. As outlined in 1.A., Broward Health’s service sites, specifically the site of the infrastructure improvement, is located in a Health Professional Shortage/Medically Underserved (HPSA/MUSA) area. According to a September 2021 report released from the Florida Hospital Association and the Safety Net Hospital Alliance of Florida, it was projected that by 2035 Florida will face a shortfall of roughly 59,100 nurses. In 2020, one in four nurses left their position. Even prior to the COVID-19 pandemic, Broward County faced nursing shortages; now overwhelmed by the pandemic, some Broward hospitals have even closed entire departments due to staffing shortages. As Florida’s population continues to grow, the community will need to attract and retain healthcare professionals in a community with an ever-increasing cost of living. In partnering with various nursing and medical colleges, lack of affordable housing has been identified as a barrier to students studying, training, and building careers in South Florida. **Approximately 1/3 of the jobs Broward Health plans to add during the project period are clinical in nature.** Additionally, in creating and expanding the Health District,

additional clinics, research sites, rehabilitation centers, and other critical community infrastructure will be built and need staffing, allowing for another opportunity to grow and enhance the Life Sciences sector.

Similar to the previous table, the below illustrates a portion of the Life Science and Healthcare jobs that may be attracted and/or created by the proposed infrastructure project:

Career	Number of Opportunities	Industry	NAICS Code
Nurse	550	General Medical and Surgical Hospitals, Physicians' Assistants Offices	622110, 621399
Physician Assistant	10	General Medical and Surgical Hospitals, Physicians' Assistants Offices	622110, 621399
Physician	200	Medical Doctors, Mental Health, Offices or Clinics, General Medical and Surgical Hospitals	621111, 621112, 622110
Laboratory Technician	13	Medical Laboratories; Laboratory testing services, medical	621511
Medical Assistant	150	General Medical and Surgical Hospitals	622110

It is estimated that 1,250 clinical jobs will be created and/or filled during the project period.

Medical laboratory professionals are integral to the operation of healthcare systems and the need for skilled laboratory professionals has risen significantly in recent years (Strain & Sullivan, 2019). The shortage of skilled laboratory professionals is well documented, and calls to action to address the shortage have been in place since the 1980's. Broward Health's partnerships with academic institutions including the University of Central Florida, Florida Gulf Coast University, Barry University, and Kieser University help to ensure training of laboratory professionals can keep up with demand. All four of Broward Health's hospitals utilize laboratory professionals, hiring 13 per year. A documented barrier to growing the pool of trained laboratory staff is noncompetitive salaries, which is **compounded in South Florida by high cost of living**. While Broward Health is able to offer market rate salaries, with Broward County's housing and transportation cost index at 65%, it is difficult to keep those trained professionals within the community and working for the health system. **By continuing to offer market rate salaries and a more affordable housing option close to the workplace, Broward Health will incentivize this often-overlooked profession.**

As above, by providing a linked workforce-housing model, Broward Health aims to attract the needed life sciences professionals to adequately staff hospital and outpatient clinics, serving one of the neediest areas in Florida. Attracting, training, and retaining needed clinical staff allows Broward Health to grow medical services offered throughout the county, adding new avenues of revenue generation and

business growth for economic success. Additionally, as the health system continues to expand and workforce increase, Broward Health will work with regional leaders to support the addition of needed amenities in both the public and private sector, linking back to the City of Fort Lauderdale Master Plan which designates the need for increased residential units and their associated amenities.

2. Additional Information

A. Detailed conceptual schedule:

Please review Appendix for Detailed Conceptual Schedule.

3. Program Budget

C. Detailed Budget Narrative

Please review Appendix for Detailed Budget Narrative.

4. Approvals and Authority

C. Attach evidence that the undersigned has all necessary authority to execute this proposal on behalf of the governmental entity.

Broward Health is the fictitious name of the North Broward Hospital District. The North Broward Hospital District is a special taxing district of the State of Florida originally established by the Florida Legislature in 1951 under ch. 27438, Laws of Florida, which was recodified in ch. 2006-347, Laws of Florida, as amended. Pursuant to Section 24 of Section 3 of ch. 2006-347, Laws of Florida, the Board of Commissioners of North Broward Hospital District (the "Board") adopted Broward Health's Master Procurement Code ("Procurement Code") and its accompanying Procurement Policies via resolution (Resolution FY20-07, Oct. 30, 2019).

Pursuant to Section XVI.A.2.a. of the Procurement Code, the Board explicitly delegated the authority of executing contracts to bind Broward Health to Broward Health's Chief Executive Officer ("CEO") and Broward Health's Chief Financial Officer ("CFO"). In their absence and until their return, the CEO and CFO may delegate their execution authority to certain other individuals within Broward Health. See Section XVI.A.2.b. of the Procurement Code. The official codification of the Board's Master Procurement Code and its accompanying Procurement Policies may be found at the following link:

https://library.municode.com/fl/north_broward_hospital_district_-_broward_health/codes/code_of_ordinances?nodid=CONOBRHODI

The current CEO of Broward Health is Shane Strum and the current CFO of Broward Health is Alexander Fernandez. Pursuant to Broward Health's Procurement Code, these two individuals are legally authorized to execute and bind Broward Health to contracts. Broward Health's Master Procurement Code may be found in the Appendix.

**Florida Job Growth Grant Fund
Public Infrastructure Grant Proposal
North Broward Hospital District d/b/a Broward Health**

Appendix

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April 1, 2022

Dear Infrastructure Grant Review Committee:

I am pleased to support the Florida Job Growth Grant Fund Public Infrastructure Grant Proposal being submitted by North Broward Hospital District d/b/a Broward Health. Broward Health has been a leader in the healthcare industry for over 80 years, and consistently works to address the needs of the Broward County community through public health initiatives. The proposed project aims to strengthen the infrastructure in Broward County through the rehabilitation of a housing complex and job creation, **utilizing a linked workforce-housing model**. Through, emphasizing the importance of building a “live, work, play, and give back” community, this project offers multiple options for economic recovery that include job creation, affordable housing arrangement, public open/green space, and more equitable opportunities.

The proposed project aims to **strengthen the infrastructure in Broward County through the creation of a designated Health District**, including the rehabilitation of a vacant 20 room apartment building and resident/community parking structure, as well as the rehabilitation of the associated, surrounding public space inclusive of an activity walking path. The improvements made through this work will benefit the public by:

- Leveraging critical workforce through increased affordable housing options
- Addressing safety concerns caused by the deterioration and increased criminal activity encroaching on the structure and surrounding area
- Creating a Health District to benefit the community and increase quality of living and health equity amongst city residents

This project will build a stronger healthcare workforce and increase capacity in the medical education system, incentivizing trainees to continue to reside in the area through affordable housing solutions. Housing units of the rehabilitated building will be open to the general affordable-housing population, however, will be marketed mainly to medical residency program participants, nurses, nurse trainees, and other medical/hospital personnel and trainees who meet the criteria for affordable housing solutions.

The City of Fort Lauderdale supports Broward Health’s proposed infrastructure improvements that will not only improve community safety and security, but also create jobs and contribute to the growth of Florida’s targeted industries using a unique, innovative approach.

Sincerely,

Chris Lagerbloom, ICMA-CM
City Manager



BROWARD LEGISLATIVE DELEGATION

Broward County Governmental Center | 115 South Andrews Avenue, Room 429 | Fort Lauderdale, Florida 33301
Phone 954-357-6555 | Fax 954-357-6041 | Email: DelegationInfo@broward.org

April 4, 2022

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CHAIR**

**Rep. Patricia H. Williams
VICE CHAIR**

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Senator Lauren Book
District 32

Senator Rosalind Osgood
District 33

Senator Gary Farmer
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Senator Shevrin D. "Shev" Jones
District 35

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District 93

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Representative Felicia S. Robinson
District 102

Representative Tom Fabricio
District 103

Representative Robin Bartleman
District 104

Representative David Borrero
District 105

DELEGATION STAFF

Andrea C. Knowles, Executive Director
Sydni B. Wilson, Administrative Coordinator
Louis Reinstein, Delegation Counsel

Dear Infrastructure Grant Review Committee:

The Broward Legislative Delegation is pleased to support the Florida Job Growth Grant Fund Public Infrastructure Grant Proposal being submitted by North Broward Hospital District d/b/a Broward Health. Broward Health has been a leader in the healthcare industry for over 80 years, and consistently works to address the needs of the Broward County community through public health initiatives. The proposed project aims to strengthen the infrastructure in Broward County through the rehabilitation of a housing complex and job creation, **utilizing a linked workforce-housing model**. Through, emphasizing the importance of building a *"live, work, play, and give back"* community, this project offers multiple options for economic recovery that include job creation, affordable housing arrangement, public open/green space, and more equitable opportunities.

The proposed project aims to **strengthen the infrastructure in Broward County through the creation of a designated Health District**, including the rehabilitation of a vacant 20 room apartment building and resident/community parking structure, as well as the rehabilitation of the associated, surrounding public space inclusive of an activity walking path. The improvements made through this work will benefit the public by:

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This project will build a stronger healthcare workforce and increase capacity in the medical education system, incentivizing trainees to continue to reside in the area through affordable housing solutions. Housing units of the rehabilitated building will be open to the general affordable-housing population, however, will be marketed mainly to medical residency program participants, nurses, nurse trainees, and other medical/hospital personnel and trainees who meet the criteria for affordable housing solutions.

We, the Broward Legislative Delegation, supports Broward Health's proposed infrastructure improvements that will not only improve community safety and security, but also create jobs and contribute to the growth of Florida's targeted industries using a unique, innovative approach.

Sincerely,

State Representative Michael Gottlieb, Chair
For the Broward Legislative Delegation

Members of the CCB

Chair: Senator Nan Rich
Broward County Board of County Commissioners

Aging and Disability Resource Center
Charlotte Mather-Taylor, CEO

Broward Behavioral Health Coalition
Silvia Quintana, CEO

Broward College
Isabel Gonzalez, Chief of Staff; VP of Communications and Community Relations

Broward 211
Sheila Smith, CEO

Broward County
Kimm Campbell, Assistant County Administrator

Broward Health
Heather Woolf, VP of Ambulatory Services

Broward Regional Health Planning Council
Michael De Lucca, President and CEO

Broward Sheriff's Office
Colonel Nichole Anderson, Undersheriff

Broward Workshop
Kareen Boutros, Executive Director

Career Source Broward
Carol Hylton, President

ChildNet
Larry Rein, President and CEO

Children's Services Council
Cindy Arenberg Seltzer, President and CEO

Community Foundation of Broward
Jennifer O'Flannery Anderson, President and CEO

Department of Children & Families
Dawn Liberta, Administrator

Department of Health in Broward County
Dr. Paula Thaqi, Director

Early Learning Coalition of Broward
Renee Jaffe, President and CEO

Greater Fort Lauderdale Alliance/Six Pillars
Joseph Hovancak, Executive Director

Health Foundation of South Florida
Loreen Chant, President and CEO

Henderson Behavioral Health
Dr. Steve Ronik, President and CEO

Jewish Federation of Broward County
Bruce Yudewitz, Chief Operating Officer

Memorial Healthcare System
Tim Curtin, Admin Director, Community Services

South Florida Regional Planning Council
Isabel Cosio Carballo, Executive Director

School Board of Broward County
Dr. Antoine Hickman, Chief Officer, Student Support Initiatives & Recovery Division

United Way of Broward County
Kathleen Cannon, Chief Executive Officer



March 27, 2022

Dear Infrastructure Grant Review Committee:

The Coordinating Council of Broward is pleased to support the Florida Job Growth Grant Fund Public Infrastructure Grant Proposal being submitted by North Broward Hospital District d/b/a Broward Health. The proposed project supports supporting several key issues that impact Broward County including job creation, affordable housing and healthcare.

The mission of the Coordinating Council of Broward is to unite government, business and nonprofit leaders in advocacy and coordination of health and human services in Broward County.

The Coordinating Council of Broward (CCB) is composed of the top executives of state and county entities from the public, private and business sectors, who are responsible for funding and implementing a broad array of health, public safety, education, economic and human services in Broward County. The Council's goal is to better coordinate services and identify barriers that the ALICE (Asset Limited Income Constrained Employed) population experience. ALICE represents 50% of Broward County residents. The proposed project supports goals and objectives for many community partners.

We proudly support Broward Health's proposed infrastructure improvements that will not only improve community safety and security, but also create jobs and contribute to the growth of Florida's targeted industries using a unique, innovative approach.

Should you have any questions please call me at 754-224-0054 or Sandra@npobroward.org

Sincerely,

Sandra Veszi Einhorn
Executive Director

March 11, 2022

Dear Infrastructure Grant Review Committee:

I am pleased to support the Florida Job Growth Grant Fund Public Infrastructure Grant Proposal being submitted by North Broward Hospital District d/b/a Broward Health. Broward Health has been a leader in the healthcare industry for over 80 years and consistently works to address the needs of the Broward County community through public health initiatives. The proposed project aims to strengthen the infrastructure in Broward County through the rehabilitation of a housing complex and job creation **utilizing a linked workforce-housing model**. Through, emphasizing the importance of building a “live, work, play, and give back” community, this project offers multiple options for economic recovery that include job creation, affordable housing arrangements, public open/green space, and more equitable opportunities.

Broward Health works closely with the Broward College nursing programs, facilitating clinical education for Broward College nursing students at all Broward Health facilities. Housing and transportation insecurity are a significant concern among the nursing student population at Broward College. As a community college, our students are non-traditional and are often the breadwinner for their families. Nursing students who have housing provided at the same location as their clinical experiences and are able to work a flexible part-time schedule at the facility would contribute to the number of students graduating from the program and the number of qualified registered nurses entering the workforce.

The proposed project aims to **strengthen the infrastructure in Broward County through the creation of a designated Health District**, including the rehabilitation of a vacant 20-room apartment building and resident/community parking structure, as well as the rehabilitation of the associated surrounding public space inclusive of an activity walking path. The improvements made through this work will benefit the public by:

- Leveraging critical workforce through increased affordable housing options
- Addressing safety concerns caused by the deterioration and increased criminal activity encroaching on the structure and surrounding area
- Creating a Health District to benefit the community and increase quality of living and health equity among Broward County residents

This project will build a stronger healthcare workforce and increase capacity in the medical education system, incentivizing trainees to continue to reside in the area through affordable housing solutions. Housing units of the rehabilitated building will be open to the general affordable-housing population, however, will be marketed mainly to medical residency and related program participants, nurses, nurse trainees, and other medical/hospital personnel and trainees who meet the criteria for affordable housing solutions.

I support Broward Health's proposed infrastructure improvements that will not only improve community safety and security, but also create jobs and contribute to the growth of Florida's targeted industries using a unique, innovative approach.

Thank you,
Dr. Sara Turpel
Sara Turpel, PhD, RN
Dean, Nursing Administrator



JAMES E.K. HILDRETH, Ph.D., M.D.
President & Chief Executive Officer

April 6, 2022

RE: 2021-2022 Florida Job Growth Grant Fund Public Infrastructure Grant Proposal

Dear Members of the Infrastructure Grant Review Committee:

I am pleased to support the Florida Job Growth Grant Fund Public Infrastructure Grant Proposal being submitted by North Broward Hospital District d/b/a Broward Health. Broward Health has been a leader in the healthcare industry for over 80 years, and consistently works to address the needs of the Broward County community through public health initiatives. The proposed project aims to strengthen the infrastructure in Broward County through the rehabilitation of a housing complex and job creation, **utilizing a linked workforce-housing model**. Through, emphasizing the importance of building a “*live, work, play, and give back*” community, this project offers multiple options for economic recovery that include job creation, affordable housing arrangement, public open/green space, and more equitable opportunities.

Meharry Medical College, located in Nashville, was founded in 1876 to provide opportunities for African Americans to receive training as physicians. The College is also committed to provide healthcare to those without access and to research designed to eliminate health inequities. Over the past 146 years, Meharry has trained a significant percentage of all Black physicians licensed in the U.S. Currently, Meharry is responsible for more than 40% of all Black dentists licensed in the country. Meharry has also trained a significant fraction of all Black biomedical researchers in the U.S. Both MD and DDS graduates choose overwhelmingly to serve the underserved (80%) and more than half of Meharry MD graduate choose a primary care specialty. Meharry trains students from all over the country and the vast majority of them come from households with economic challenges and require financial aid. We use a distributed model for training medical students with affiliated hospitals in multiple states including Broward Health in Florida. Access to affordable housing for our students at affiliated sites is critical for our success in training future physicians committed to serving the underserved.

The proposed project aims to **strengthen the infrastructure in Broward County through the creation of a designated Health District**, including the rehabilitation of a vacant 20 room apartment building and resident/community parking structure, as well as the rehabilitation of the associated, surrounding public space inclusive of an activity walking path. The improvements made through this work will benefit the public by:

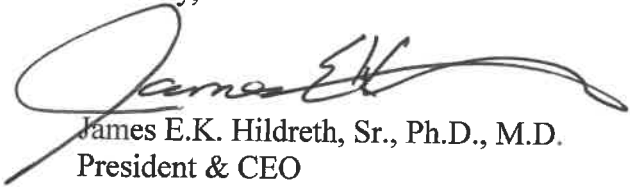
- Leveraging critical workforce through increased affordable housing options
- Addressing safety concerns caused by the deterioration and increased criminal activity encroaching on the structure and surrounding area
- Creating a Health District to benefit the community and increase quality of living and health equity among Broward County residents

This project will build a stronger healthcare workforce and increase capacity in the medical education system, incentivizing trainees to continue to reside in the area through affordable housing solutions. Housing units of the rehabilitated building will be open to the general affordable-housing population, however, will be marketed mainly to medical residency and related program participants, nurses, nurse trainees, and other medical/hospital personnel and trainees who meet the criteria for affordable housing

solutions. Meharry Medical College will work with Broward Health to place trainees or employees in need to affordable housing options in available units, cutting down on commute time, improving our workforce options, and building community.

Meharry strongly supports Broward Health's proposed infrastructure improvements that will not only improve community safety and security, but also create jobs and contribute to the growth of Florida's targeted industries using a unique, innovative approach.

Sincerely,

A handwritten signature in black ink, appearing to read "James E.K. Hildreth, Sr.", with a long, sweeping flourish extending to the right.

James E.K. Hildreth, Sr., Ph.D., M.D.
President & CEO



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FLIPANY
Board Member At Large

Frances Esposito, CEO
Broward Partnership for the Homeless
Immediate Past Chair

Sandra Veszi Einhorn

March 29, 2022

Dear Infrastructure Grant Review Committee:

We are pleased to support the Florida Job Growth Grant Fund Public Infrastructure Grant Proposal being submitted by North Broward Hospital District d/b/a Broward Health. Broward Health has been a leader in the healthcare industry for over 80 years, and consistently works to address the needs of the Broward County community through public health initiatives.

The Nonprofit Executive Alliance of Broward’s (NEAB) mission is to support health and human service organizations in Broward County through network of nonprofit CEOs that work together to promote advocacy, collaboration and education. Broward Health has been a strong partner of our organization for several years.

NEAB is proud to support Broward Health’s proposal to receive funding from this infrastructure grant to provide additional affordable housing options to employees in critical and frontline jobs. The proposed project aims to strengthen the infrastructure in Broward County through the rehabilitation of a housing complex and job creation, utilizing a linked workforce-housing model.

Broward Health’s experience and relationships with members in our organization will bring value and impact to this strategic project. Our CEO group meets monthly and provides a powerful platform to promote this initiative to our more than 110 members. Broward Health possesses the vision, leadership, passion and commitment and has been a leader in recognizing that healthcare needs to be addressed in a comprehensive way.

NEAB’s membership reflects the finest and most well-respected nonprofit CEO’s in the county. Collectively, every aspect of the nonprofit continuum is influenced and has strengthened the safety net for vulnerable populations. One of our organization’s strengths is the ability to magnify and leverage projects and opportunities such as this.

If you have any questions, please contact Sandra.

Sincerely,

Heather Siskind
Chair

Sandra Veszi Einhorn
Executive Director

Contact:
Sandra Veszi Einhorn, Executive Director
Sandra@npobroward.org
(754) 224-0054 cell

Dear Infrastructure Grant Review Committee:

I am pleased to support the Florida Job Growth Grant Fund Public Infrastructure Grant Proposal being submitted by North Broward Hospital District d/b/a Broward Health. Broward Health has been a leader in the healthcare industry for over 80 years and consistently works to address the needs of the Broward County community through public health initiatives. The proposed project aims to strengthen the infrastructure in Broward County through the rehabilitation of a housing complex and job creation **utilizing a linked workforce-housing model**. Through, emphasizing the importance of building a “*live, work, play, and give back*” community this project offers multiple options for economic recovery that include job creation, affordable housing arrangement, public open/green space and more equitable opportunities.

As the owner of TravelHost of Greater Fort Lauderdale, the number one issue that is facing our hospitality industry is a significant workforce deficit and will only increase in years to come. The lack of affordable workforce housing contributes greatly to this problem.

The proposed project aims to **strengthen the infrastructure in Broward County through the creation of a designated Health District** including the rehabilitation of a vacant 20 room apartment building and resident/community parking structure as well as the rehabilitation of the associated surrounding public space inclusive of an activity walking path. The improvements made through this work will benefit the public by:

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- Creating a Health District to benefit the community and increase quality of living and health equity among Broward County residents

This project will build a stronger healthcare workforce and increase capacity in the medical education system incentivizing trainees to continue to reside in the area through affordable housing solutions. Housing units of the rehabilitated building will be open to the general affordable-housing population however will be marketed mainly to medical residency and related program participants, nurses, nurse trainees and other medical/hospital personnel and trainees who meet the criteria for affordable housing solutions. TravelHost will work with Broward Health to place employees in need to affordable housing options in available units, cutting down on commute time, improving our workforce options and building community.

We support Broward Health’s proposed infrastructure improvements that will not only improve community safety and security but also create jobs and contribute to the growth of Florida’s targeted industries using a unique innovative approach.

Sincerely,

Mailee

President

Travelhost of Greater Fort Lauderdale

Dear Infrastructure Grant Review Committee:

I am pleased to support the Florida Job Growth Grant Fund Public Infrastructure Grant Proposal being submitted by North Broward Hospital District d/b/a Broward Health. Broward Health has been a leader in the healthcare industry for over 80 years, and consistently works to address the needs of the Broward County community through public health initiatives. The proposed project aims to strengthen the infrastructure in Broward County through the rehabilitation of a housing complex and job creation, **utilizing a linked workforce-housing model**. Through, emphasizing the importance of building a “live, work, play, and give back” community, this project offers multiple options for economic recovery that include job creation, affordable housing arrangement, public open/green space, and more equitable opportunities.

Hilton Fort Lauderdale Beach Resort has been a continued partner in the community for over 15 years in providing donations and charitable services to several out-reach organizations to support affordable housing, feeding the less-fortunate, and providing career opportunities. We share this vision of building a community that is safe to live, work with meaning and purpose, offering an abundant source of play and humbly giving back to the same community that has given so much to ourselves.

The proposed project aims to **strengthen the infrastructure in Broward County through the creation of a designated Health District**, including the rehabilitation of a vacant 20 room apartment building and resident/community parking structure, as well as the rehabilitation of the associated, surrounding public space inclusive of an activity walking path. The improvements made through this work will benefit the public by:

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We support Broward Health’s proposed infrastructure improvements that will not only improve community safety and security, but also create jobs and contribute to the growth of Florida’s targeted industries using a unique, innovative approach.

Sincerely,

Thomas Parke

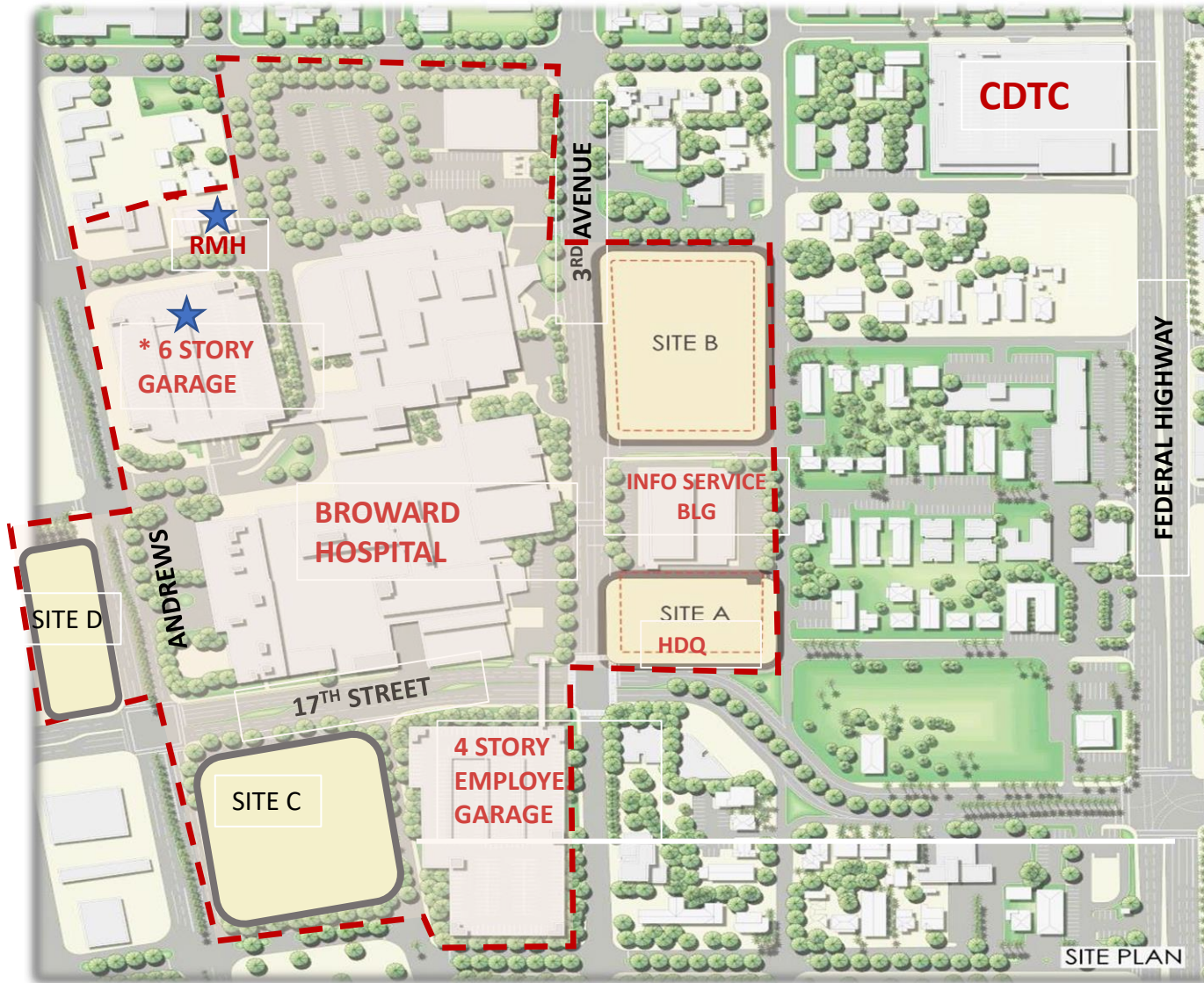
3.28.22

Thomas Parke, Director of Marketing + Sales - Hilton Fort Lauderdale Beach Resort

**Florida Job Growth Grant Fund
Public Infrastructure Grant Proposal
North Broward Hospital District d/b/a Broward Health**

Linked Workforce-Housing Concept Proposal

Site Plans and Maps

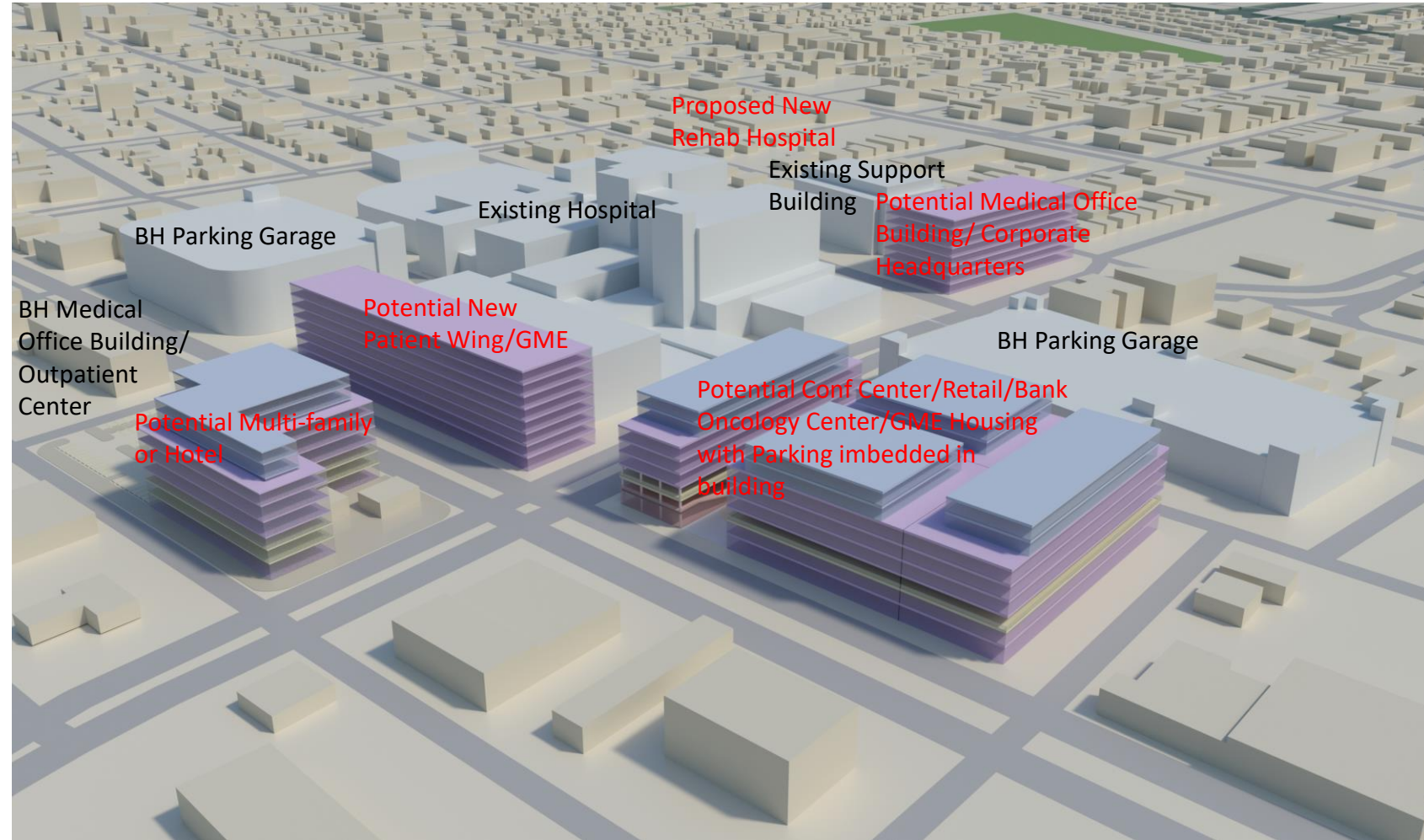


OBJECTIVE

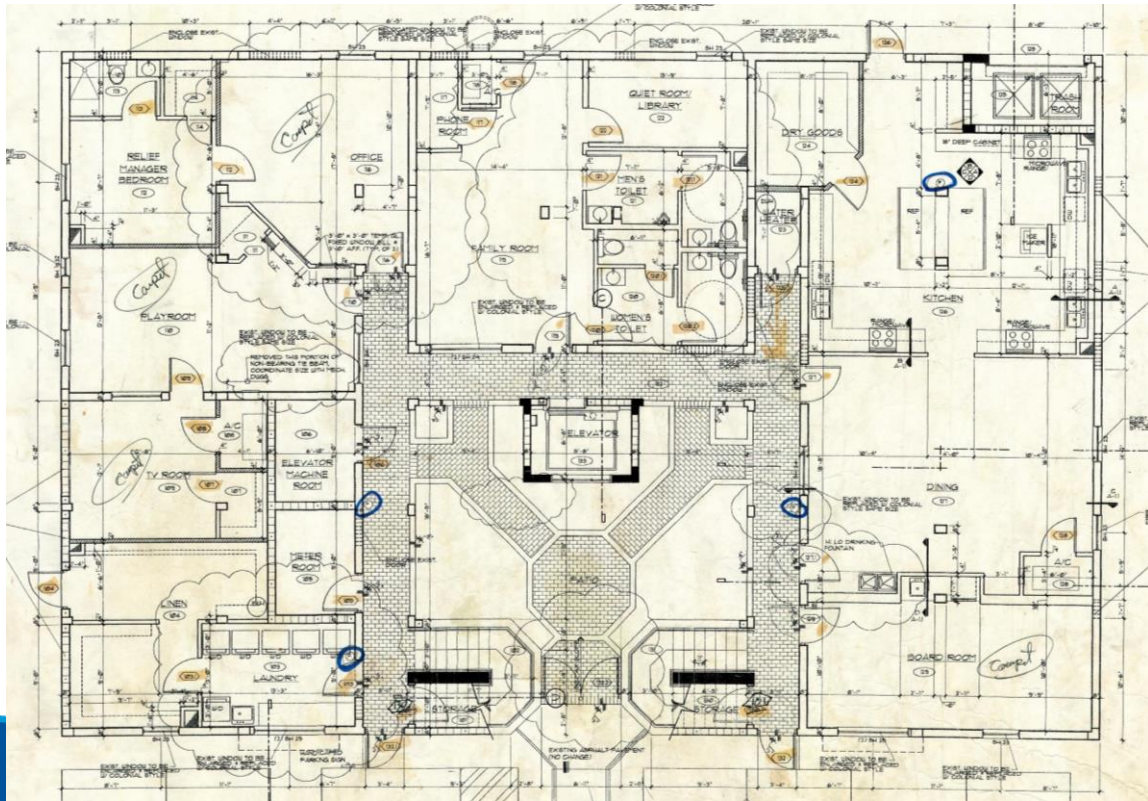
- CREATE A COMPREHENSIVE MEDICAL CAMPUS
- INTEGRATE CDTC INTO MEDICAL CAMPUS FOOTPRINT
- PREPARE MEDICAL CAMPUS OR FUTURE GROWTH
- CREATE A PEDESTRIAN FRIENDLY ENVIRONMENT
- MAXIMIZE PROPERTY USE OPERATIONALLY AND FINANCIALLY



BH MEDICAL CENTER – POTENTIAL EXPANSION OPPORTUNITIES



EXISTING BUILDING TO BE RENOVATED FOR AFFORDABLE HOUSING



EXISTING PARKING GARAGE TO BE REPAIRED



CONNECTIVITY BETWEEN GARAGE AND AFFORDABLE HOUSING SITE

MEDICAL CAMPUS
PARKING GARAGE



PROPOSED
AFFORDABLE
HOUSING

**Florida Job Growth Grant Fund
Public Infrastructure Grant Proposal
North Broward Hospital District d/b/a Broward Health**

Detailed Budget Narrative

1. Construction- N/A

2. Reconstruction/Renovation

- a. Apartment First Floor Renovations-** Apartment first floor renovations have been quoted to cost \$131.00/square foot for 4,000 square feet of space. Work to include painting and patching all walls, cleaning and repainting all doors, cleaning tile and grout including acid washing, repair and replace damaged ceiling, replace missing lighting, replace washer and dryers, replace window trims, replace elevator controls, elevator modernization, replace all sprinkler heads, seal around all A/C units to prevent leaks, replace all doors throughout building and reset doors as required. The total cost for first floor renovations is \$524,000.00.
- b. Apartment Second & Third Floor Renovations-** Apartment second and third floor renovations have been quoted to cost \$131.00/square foot for 8,000 square feet of space. Work to include painting and patching all walls and ceilings, cleaning and repainting all doors, replacing window trims, cleaning tile and grout, replacing water heaters, replace elevator controls, replace all sprinkler heads, seal around all A/C units to prevent leaks, replace all doors throughout building and reset doors as required, replace toilets and sinks. The total cost for second and third floor renovations is \$1,048,000.00.
- c. Parking Garage Repairs/Renovation-** Parking garage repairs and renovation are required to support additional and continued usage by the surrounding Health District. Parking garage repairs and renovations are estimated to cost \$1,112,000.00. Renovations to include concrete repairs including types 1-3 joist repairs, supporting beam repairs, column repairs, slab repairs, wall repairs, wall cracks, slab cracks, removal and installation of joint sealants and cant beads, surface preparation for waterproofing, installation of vehicular waterproofing membrane, removal and replacement of expansion joint, removal and reinstallation of wheel stops, removal and reinstallation of parking stall striping, installation of drains and associated piping to remove ponding,
- d. Signage-** Signage includes artwork, acknowledgement, naming, etc. for the apartment building and garage as required. The total cost of signage for the two locations is \$139,568.00 (\$81,744.00 for the apartment, \$57,824.00 for the garage).
- e. Telephone/IT-** Proper telephone/IT wiring and connection is required only in the apartment building and is quoted to cost \$163,488.00. This work will allow residents internet, cable, and telephone capability.

3. Design & Engineering

- a. Design & Engineering (Garage)-** Engineering consultation is required for the garage project and will ensure the design and buildout are structurally sound. Engineering is expected to cost \$133,440.00.
- b. Environmental-** Calculated at 2.5% of the total construction cost of each project, this line item allots funding for asbestos containment and mitigation (ACM) if and where necessary. The amount budgeted for the apartment complex is \$40,872; the amount budgeted for the garage is \$28,915.00. The total project ACM cost is \$69,787.00.

- c. **Testing & Miscellaneous-** Also calculated at 2.5% of the total construction cost and allows for materials testing and inspection. The amount budgeted for the apartment complex is \$40,872.00; the amount budgeted for the garage is \$28,915.00. The total project testing cost is \$69,787.00.
 - d. **Permit Fees-** All necessary permits will be obtained for both projects including those from AHCA and City of Fort Lauderdale. For the apartment project, permits are estimated to cost \$114,441.60 and for the garage, \$80,954.00.
 - e. **Escalation-** Escalation fees are included to ensure increases in materials throughout the course of the projects are covered and accounted for within the budget. Due to current supply chain issues, this is a necessary line item. Total escalation is budgeted at \$107,360.00 (apartment escalation, \$62,880.00; garage escalation, \$44,480.00).
4. **Land Acquisition- N/A**
5. **Land Improvement**
- a. **Exterior Improvement-** Exterior improvements for both projects will include power washing building exterior, seal around all A/C units to prevent leaks, landscaping and hardscaping, sealing walkways, LED lighting and security cameras, and additional enhancements to the façade and surrounding areas. Exterior improvement will cost \$251,900.00.
 - b. **Tactical Urbanism Project-** An additional improvement to the land in and around the proposed projects is a tactical urbanism project, which may consist of a scalable art installation, pop-up park, sidewalk/road decals, etc to enhance the surrounding area and bring the community into the Health District. The Tactical Urbanism Project is budgeted at \$100,000 and includes project management, community engagement, and the tactical urbanism project direct costs.
6. **Other**
- a. **Contingency (10%)-** Contingencies are calculated as 10% of the total Renovation costs, ensuring unforeseen costs essential to project completion may be covered. Contingency is budgeted at \$157,200.00 for the apartment renovation and \$115,648.00 for the garage renovation, totaling \$272,848.00.
 - b. **Indirect Costs (10%)-** Indirect costs are calculated as 10% of the total project costs. Indirect costs include administrative and legal costs and are consistent with the federal de-minimus indirect cost rate allowable. Indirect costs are budgeted at \$691,605.30.

Total Project Costs: \$4,606,330.90



Origination: 11/2019
Effective: 09/2021
Last Reviewed: 09/2021
Last Revised: 02/2020
Next Review: 09/2022
Sponsor: Jorge Hernandez: VP, SUPPLY CHAIN/CPO
Section: GA-System Governance
Manuals: General Administrative

GA-001-150 Master Procurement Code

FUNCTION:	ADMINISTRATION	SECTION: General Administration	
POLICY TITLE:	MASTER PROCUREMENT CODE	EFFECTIVE DATE:	10/2004
OWNER: VP, SUPPLY CHAIN SERVICES/ CPO		REVISED:	10/2019
APPROVED: BOARD OF COMMISSIONERS OF NORTH BROWARD HOSPITAL DISTRICT		APPROVED FOR USE:	System-Wide

MASTER PROCUREMENT CODE

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I. INTRODUCTION AND PURPOSE

North Broward Hospital District d/b/a Broward Health ("Broward Health"), a special taxing district of the State of Florida, was originally established and created through its enabling legislation in 1951 under chapter 27438, Laws of Florida, and such enabling legislation was recodified in Chapter 2006-347, Laws of Florida, and subsequently amended by 2007-299, Laws of Florida (collectively, the "Charter"). It is the policy of Broward Health, consistent with its Charter, to promote competitive, fair, open and transparent Procurement processes for its effective and efficient operation, to reduce the appearance of improprieties and opportunities of favoritism, and to establish public confidence in the process by which commodities and contractual services are procured. To that end, the purpose of this Master Procurement Code (the "Code") is to govern the Procurement of goods and services by Broward Health and to facilitate such goals and processes, except to the extent a more specific policy of the Board of Commissioners of North Broward Hospital District (the "Board") applies to specific types of Procurements, including, but not limited to, those for design and construction services. This Code is intended to provide guidance to Broward Health employees in the conduct of orderly administrative Procurements under ordinary circumstances. Minor or immaterial deviations from this Code shall not constitute grounds for a protest or appeal by the persons affected by the activity at issue. As a special taxing district, Broward Health is not necessarily subject to all Florida state laws and regulations relating to Procurement matters but must still conduct its business efficiently, with integrity, and in compliance with all applicable laws and regulations.

II. DEFINITIONS AND ACRONYMS

The words and acronyms defined in this Section shall have the meanings set forth below wherever they appear in this Code, regardless of whether they are capitalized, unless:

1. The context in which they are used clearly requires a different meaning; or
2. A different definition is prescribed for a particular Section of this Code.

Words not defined shall be given their common and ordinary meaning unless the context in which they are used requires otherwise.

A. Definitions

TERM	DEFINITION
"Applicable Law"	Means the Charter, applicable provisions of the Florida Constitution, and applicable Florida and federal laws, rules, and regulations, all as amended from time to time.
"Bid" or "Proposal"	Means an offer submitted by a vendor in response to a Request for Quote or a Request for Proposal issued by Broward Health.
"Bidder" or "Offeror"	Means a person or entity submitting a Bid, quote, or Proposal to Broward Health for the supply of goods or services.
"Biomedical Equipment"	Means all clinical, electrical equipment used to treat patients.
"Board"	Means the Board of Commissioners of North Broward Hospital District.
"Broward Health"	Means the fictitious name established in 2007 for North

	Broward Hospital District to promote and effectively target the services of North Broward Hospital District in the healthcare marketplace. The naming of Broward Health does not modify or amend any covenants, Contracts, or other obligations of North Broward Hospital District. References to Broward Health throughout this Code mean and refer to the North Broward Hospital District and all of North Broward Hospital District's other DBAs and wholly-owned entities now established and as further established from time to time by the Board. The term "Broward Health" shall specifically exclude all joint ventures of North Broward Hospital District unless the charter or articles of such joint venture indicate otherwise or unless the Board establishes a policy to subject such joint venture to the provisions of this Code.
"Budgeted"	Means expenditures by Broward Health which have been approved by the Board at a regular or a special meeting called for that purpose following a Budget Workshop and/or revised through the Final Tax Hearing.
"Business Day"	Means Monday through Friday from 9:00 a.m. to 5:00 p.m., excluding legal holidays that are recognized by the Broward County Government.
"Charter"	Means North Broward Hospital District's enabling legislation, Chapter 2006-347, Laws of Florida, as amended by 2007-299, Laws of Florida, and any subsequent amendments or successor legislation thereof.
"Chief Procurement Officer"	Means the Broward Health employee acting as the principal public purchasing official for Broward Health that shall be responsible for the Procurement of goods, services, and materials in accordance with this Code.
"Code"	Means this Master Procurement Code.
"Code of Conduct"	Means Broward Health's Code of Conduct, then in effect and as amended from time to time, as established by Broward Health's Compliance and Ethics Program.
"Construction"	Means the process of designing, building, altering, repairing, remodeling, renovating, modifying, improving, or demolishing any structure, or building any real property owned or under the control of Broward Health.
"Contract"	Means all types of Broward Health agreements, regardless of what they may be called or referred to, for the Procurement or disposal of goods or services of any kind. Contracts also include amendments, modifications, supplemental agreements, addendums, exhibits, and/or attachments with respect to any of the foregoing. Every Contract must be duly authorized and approved prior to

	execution as provided within this Code.
"Contract Custodian"	Means the Broward Health employee designated in the Contract as the individual who is responsible for understanding the terms of the Contract and for insuring/ monitoring the compliance of the Contract.
"Contract Modification"	Means any written alteration in specifications, delivery point, rate of delivery, period of performance, price, quantity, term, delivery date, payment date or other dates, or any other provisions of any Contract accomplished by mutual action of the parties to the Contract, in accordance with the terms the Contract.
"Contract Renewal"	Means the exercise of extending the term that a Contract is in effect.
"Contractor"	Means any person or entity having a Contract with Broward Health to provide goods or services of any kind.
"Cooperative Purchasing/ Piggyback Contracts"	Means a Procurement process to procure goods or services by direct negotiation or another method from a supplier where the underlying purchasing agreement or Contract was competitively awarded by Broward Health or another public or government agency or entity (including, but not limited to, federal agencies or entities; tribal governments and entities; agencies, entities, counties, municipalities, special districts, boards, local governments, or other political subdivisions of the State of Florida; buying cooperatives; and other state and local governments) and which may also include shared Procurement programs and resources including advice and assistance.
"Diverse Vendor"	Means a Broward Health Certified or Verified Minority, Woman or Small Business Enterprise (M/W/SBE)
"Diverse Vendor Enhancements"	Means strategies designed by Broward Health which are intended to increase Procurement opportunities with Diverse Vendors, in accordance with the Procurement Policy Table.
"Formal Bid"	Means an RFP or RFQ as defined in this Code.
"Formal Bid Process"	Means the process of proceeding with the Procurement Procedures of an RFP or RFQ as provided in this Code.
"Group Purchasing Organization"	Means an entity or organization that aggregates the purchasing volume of members, such as hospitals and other health care providers, to leverage discounts with manufacturers, distributors, and other vendors to realize administrative savings and efficiencies. Also referred to as "Group Purchasing Plans."
"General Services Administration Contracts" or "GSA Contracts"	Means Contracts entered into by the General Services Administration of the Federal Government (also known as

	GSA Schedules) that are multiple award contracts containing prices to be utilized by all federal government agencies. GSA Contracts also contain the most-preferred-customer clause, making the prices contained in GSA Contracts equivalent with those that are given to the most preferred customer of the vendor. For purposes of this Code, GSA Contracts are a form of Cooperative Purchasing/Piggyback Contracts.
"Informational Threshold"	Means the threshold amount referenced within the Procurement Policy Table which requires Broward Health's Senior Management to provide information to the Board regarding Broward Health's Procurements and contractual engagements.
"Legacy System"	Means systems including, but not limited to, computer software, computer hardware, and Biomedical Equipment that are integrated into the daily operations of one or more of Broward Health's Departments, are considered strategic in nature, or are unique to the producer, manufacturer, distributor, and/or provider.
"Legal Counsel"	Means the General Counsel in charge of Broward Health's General Counsel's office, other legal counsel of Broward Health's General Counsel's Office of Broward Health, or other legal counsel reporting to or retained by Broward Health's General Counsel's Office.
"Line-Item Budget" or "Line-Item Budgeted"	Means a budget for the current fiscal year that was sorted by line-item categories presented separately in the budget and approved by the Board. Such line items must be separated into categories and subcategories specific enough to identify the services to be rendered or goods to be Procured to be considered Line-Item Budgeted.
"Non-Professional Services"	Means services that do not require professional licensure or professional expertise.
"Person"	Means any business, individual, union, committee, club, other organization, or group of individuals.
"Procurement" or "Procuring" or "Procurement Procedures"	Means the buying, purchasing, renting, leasing, or otherwise acquiring of any supplies, commodities, products, equipment, or services, and all functions that pertain thereto, including the description of requirements, selection, and solicitation of sources and award of Contracts.
"Procurement Policy" or "Procurement Policies"	Means all of the Board's Procurement policies and procedures referenced in the Procurement Policy Table, GA-001-151 within Broward Health's electronic policy database.
"Procurement Policy Table"	Means the Broward Health Policy containing the list and incorporation of all Procurement Policies applicable to this

	Code.
"Professional Services" and "Consulting Services"	Means non-Construction related services that require professional licensure or professional expertise.
"Purchase Order"	Means a purchaser's document to formalize a purchase transaction with a vendor conveying acceptance of a vendor's Proposal or Bid. The Purchase Order should contain statements as to quantity, description, and price of the supplies or services ordered, and applicable terms as to payment, discounts, date(s) of performance, transportation, and other factors or suitable references pertinent to the purchase and its execution by the vendor.
"Qualified Contractor"	Means an entity or person who: (1) has evidenced current qualifications to do business in the State of Florida; (2) possesses appropriate licensure; (3) maintains liability insurance in an amount determined to be adequate by Broward Health's Risk Management Department; and (4) is registered in VRS.
"Request for Information"	Means a request by Broward Health for specific information from a group of suppliers or the general public. An RFI does not commit Broward Health to a purchase and is not a method of Procurement of goods or services by Broward Health. An RFI usually requests suppliers to provide qualifications, products, or services regarding interest in the general areas of the information requested. The information gathered may be used to assist in developing an RFQ or RFP or to simply validate the availability or interest level of suppliers responding to the specific RFI request.
"Request for Proposal"	Means a solicitation by Broward Health for Proposals and includes all documents, whether attached or incorporated by reference, utilized for soliciting Proposals.
"Request for Quote"	Means a solicitation by Broward Health for Bids, and includes all documents, whether attached or incorporated by reference, utilized for soliciting Bids.
"Responsible Bidder" or "Offeror"	Means a Bidder or Offeror who, as determined by Broward Health, has the capability in all respects to perform fully the Contract requirements, and the integrity and reliability which will assure good faith performance.
"Responsive Bidder"	Means a Bidder or Offeror who, as determined by Broward Health, has submitted a Bid which conforms in all material respects to a solicitation.
"Selection/Evaluation Committee"	Means a group of persons appointed by the Chief Procurement Officer or designee to evaluate Proposals in competitive Procurement processes by Broward Health.

"Senior Management"	Means Broward Health's President/CEO and certain other Executive Vice Presidents and Senior Vice Presidents overseeing North Broward Hospital District's operations.
"Sole Source"	Means the only vendor or the only reasonable vendor capable of providing a service or commodity.
"Solicitation"	Means a Request for Proposals or a Request for Quote.
"Spending Threshold"	Means the threshold amount referenced within the Procurement Policy Table which permits authorized signatories to execute Contracts and requisitions without obtaining Board approval.
"Standardization"	Means the use (standardization) of the same, similar, or compatible products or services providing consistency throughout Broward Health thereby reducing inventory of product, maximizing cost savings resulting in greater cost efficiencies, including, but not limited to, price, training, maintenance of equipment, etc.
"Supply Chain Services"	Means the entire Procurement Department and all of its individual divisions including, but not limited to, Purchasing, Sourcing, Materials Management, IT Systems, Bids, and Value Analysis.
"Threshold Category"	Means the specific Threshold Category referenced within the Procurement Policy Table.
"Vendor" or "Supplier"	Means any person or entity, other than a Broward Health employee, that is doing business with or providing a service or product to Broward Health, or that otherwise seeks to do so.
"Vendor Registration System"	Means a Broward Health system where vendors and prospective vendors are required to register as a condition to providing goods or services to Broward Health.

B. Acronyms

To the extent used in this Code, the acronyms below refer to the following:

TERM	NAME/TITLE
CEO	Chief Executive Officer of Broward Health
CFO	Chief Financial Officer of Broward Health
CPO	Chief Procurement Officer
GA	General Administrative
GPO	Group Purchasing Organization
GSA	General Services Administration
OEM	Original Equipment Manufacturer
OSD	Office of Supplier Diversity

PSC	Procurement Steering Committee
RFI	Request for Information
RFP	Request for Proposal
RFQ	Request for Quote
VRS	Vendor Registration System

III. APPLICATION OF THIS CODE

This Code shall apply to the purchase of goods or services made by Broward Health, irrespective of the source of funds, except as otherwise provided by Applicable Law, the provisions of this Code, or any applicable and related policies. No provision of this Code shall be construed as conflicting with or exceeding Applicable Law. In the event of a conflict between this Code and Applicable Law, Applicable Law shall govern and control as if fully set forth herein. In the event of a conflict between this Code and any applicable and related Procurement Policies or other policies, the Procurement Policy or other policy or policies shall govern and control unless otherwise specifically provided in this Code or prohibited under Applicable Law.

If any one or more of the provisions of this Code, or the applicability of any provision to a specific situation, shall be held invalid or unenforceable, the provision shall be modified to the minimum extent necessary to make it or its application valid and enforceable, and the validity and enforceability of all other provisions of this Code and all other applications of any provision shall not be affected thereby. The headings contained in this Code are for reference purposes only and shall not affect in any way the meaning or interpretation of this Code.

IV. EXCLUSIONS

With the exception of Section XVI., Information, Approval, and Execution Authority, the provisions of this Code, as they pertain to the Procurement of goods and services, by Broward Health are not applicable to the following:

1. Accounting or Audit Services;
2. Employment Contracts and Employment Matters Generally;
3. Finance-Related Services;
4. Legal Services;
5. Lobbyist Services;
6. Marketing Services;
7. Pharmaceuticals and Products Specific to the Regional Pharmacy Departments;
8. Physician Services;
9. Products specific to the Nutritional Services Department;
10. Professional Construction Services, Electrical Work, and Construction-Related Design Services and Selection of construction contractors, Electricians, and Professional Design Services Providers;
11. Professional Services and Consulting Services (non-construction);
12. Purchases with Broward Health Procurement Cards;
13. Purchasing and Procurement of Federal Awards;
14. Real Estate Initiatives;
15. Travel and Entertainment-Related Services; and

16. Any other services and goods referenced in a Procurement Policy as incorporated into the Procurement Policy Table.

The above items shall at all times follow the Procurement procedures established in the relevant Procurement Policy, Broward Health policy, separate Standard Operating Procedure established by Supply Chain Services, or separate Standard Operating Procedure established by another Broward Health department, division, hospital or facility and approved by Supply Chain Services as the procedures to be following when Procuring such items.

V. OTHER POLICIES RELEVANT TO PROCUREMENT

Notwithstanding any specific exclusions to this Code, the Board has established several policies and procedures complementary to this Code that pertain to the Procurement of supplies, materials, and services to ensure an open, transparent, and fair Procurement process. To that end, any and all Procurement Policies, as defined above, are hereby incorporated by reference as if full set forth herein. All such Procurement Policies are Board policies and may only be modified upon Board approval and any such modifications of these Procurement Policies absent Board approval are void ab initio.

Broward Health's officers, employees, agents, and personnel are responsible for reviewing and complying with all applicable Procurement Policies and for raising any issues of applicability or interpretation with the CPO as appropriate. In the event of a conflict between this Code and any Procurement Policy, the Procurement Policy shall control, unless otherwise explicitly stated in the Procurement Policy or this Code. Supply Chain Services may establish a Standard Operating Procedure (the "SOP") that establishes further procedures pertaining to the Procurement of goods and services whether covered under this Code or excluded from this Code; provided, however, in no event may the SOP contain provisions that conflict with this Code or any Procurement Policies. Broward Health's officers, employees, agents, and personnel, in addition to reviewing and complying with this Code and any Procurement Policies, are also responsible for reviewing and complying with the SOP. In the event of a conflict between the SOP, this Code, or any Procurement Policy, this Code and such Procurement Policy shall control.

VI. CODE OF ETHICS AND PROFESSIONAL CONDUCT

Broward Health and its officers, employees, and personnel, as well as persons or entities who offer to or do business or provide services at or on behalf of Broward Health, must at all times comply with Applicable Law and perform their responsibility in an ethical and proper manner, consistent with the Code of Conduct. For questions or concerns related to a compliance issue under the Code of Conduct or Broward Health's Compliance and Ethics Program, please contact the Compliance Department at 954-473-7500 or contact the Compliance Hotline at 1-888-511-7370.

VII. PROCUREMENT ORGANIZATION AND AUTHORITIES

A. Chief Procurement Officer

The President/CEO shall appoint a CPO for Broward Health, which role may be served by a current employee of Broward Health. The CPO shall perform the duties of the principal public purchasing official for Broward Health and shall be responsible for the Procurement of goods, services, and materials in accordance with this Code. Except as otherwise provided in this Code, the CPO shall be responsible for:

1. Interpreting the provisions of this Code;
2. Procuring or supervising the Procurement of all goods, materials, and services needed by Broward Health in accordance with this Code;
3. Soliciting and advertising Bids and Proposals for public improvements, goods, materials and services;
4. Establishing and maintaining programs for the inspection, testing, and acceptance of goods and services;

and

5. Ensuring compliance with this Code by reviewing and monitoring Procurements conducted by any person to whom the CPO has delegated authority under this Code.

The CPO may delegate in writing the authority assigned or delegated by this Code to designees within Broward Health. All Procurement transactions and commitments to vendors must be performed by the CPO or such designees.

B. Procurement Steering Committee (PSC)

PSC performs pre-purchase analysis when (a) requests for Procurements of Contracts exceed Threshold Category 3, or (b) in the event of multiple Contracts for one single Project, requests whereby the aggregate cost of the Contracts for a single Project exceeds Threshold Category 4. For the purposes of this Section, a "Project" shall be defined as a large or major undertaking, especially one involving considerable money, personnel, and/or equipment (e.g., construction, renovations, improvements to real or personal property, etc.). PSC's pre-purchase analysis includes, but is not limited to, focusing on and ensuring that Broward Health employees and departments are properly adhering to this Code and its Formal Bid requirements, and compliance with maximum diverse vendor participation as assigned by the OSD and approved by PSC.

1. Committee Membership

PSC's membership is as follows:

Chairperson:	CPO
Ex Officio:	Internal Audit representative
Membership:	Procurement/Sourcing representative Contracts Administration representative Director, Supply Chain Services Value Analysis representative Vendor Relations/Bids representative OSD representative Clinical/Biomedical Engineering representative Design & Construction representative CFO or designee CIO or designee
Non-Membership Regular Invitees:	These individuals receive meeting invitations, meeting agendas, and minutes of the PSC, but are not eligible to vote or participate in the PSC's deliberations: Supply Chain Managers Regional CEOs Regional CFOs Regional COOs

2. PSC Committee Meetings

PSC's committee meetings shall be conducted as follows:

- a. Meetings are scheduled on a monthly basis unless otherwise rescheduled due to extenuating circumstances. Special meetings may be called by the CPO.
- b. Pre-meeting documents (i.e., agendas, exhibits and prior month's minutes) should be distributed via e-mail prior to the scheduled meeting.

- c. A quorum for any meeting is fifty percent (50%) of PSC's members. A majority vote of the members in attendance at a meeting at which there is a quorum shall constitute an affirmative vote and recommendation of PSC to the CPO regarding the issues at hand. Members may attend meetings via telephone or videoconference and such attendance shall be counted towards the quorum and vote. Notwithstanding, in no event shall a PSC committee meeting be held unless the CPO or CFO are present; provided, however, the CFO can delegate temporary Chairperson authority in the CPO's and CFO's absence and, in such an event, a PSC committee meeting may be held.
- d. The CPO shall be the ultimate authority regarding the decisions of the PSC. In making decisions and/or determinations, the CPO shall consider the recommendations and consensus of PSC's members, but the CPO's decision regarding a particular issue shall be the final decision unless otherwise overruled in whole or part by the CFO. In the event the CPO makes a final decision adverse to the consensus of PSC's members, the CPO shall indicate his or her reasoning on the record.
- e. Because the CPO is the ultimate authority regarding the decisions of PSC, in the event PSC cannot meet—because of an inability to establish a quorum or otherwise—or the CPO decides it is within Broward Health's best interests, the CPO may make any decisions regarding Procurement methods and/or diverse vendor enhancements in the absence of a gathering of the PSC and without any input from the PSC. To the extent the CPO makes any such decisions in the absence of input from PSC, the CPO must properly document such decisions within the applicable arrangement in Broward Health's electronic contracting database.
- f. The CFO may, in his or her sole discretion, overrule in whole or part any final decision of the CPO regarding Procurements and/or diverse vendor enhancements. The CFO may also make any decisions regarding Procurement methods and/or diverse vendor enhancements in the absence of a gathering of the PSC and without any input from the PSC. To the extent the CFO makes any such decisions in the absence of input from PSC, the CFO must properly document such decisions within the applicable arrangement in Broward Health's electronic contracting database.
- g. In the absence of the CPO, the CFO may temporarily delegate the authority of Chairperson of the PSC to another responsible individual.
- h. Minutes shall be taken for all PSC meetings. Following the preparation of draft minutes, such draft minutes shall be distributed to PSC's committee members via e-mail. All minutes shall be reflective of recommendations of PSC, decisions of the CPO, actions affected and approved, and will include any post-PSC action items such as Supplier Diversity Enhancements or any pending portions of the regular monthly meeting. All minutes shall be formerly approved at the following PSC meeting.
- i. A master set of all agendas, minutes, exhibits, and supporting documentation shall be retained in Supply Chain Services as required under Florida law and its record retention schedules, as amended from time to time.

3. PSC's and CPO's Role in Procurement

PSC shall be tasked with reviewing and recommending, and the CPO for deciding and approving, proper Procurement methods (collectively, "PSC's Roles"). The following list contains PSC's Roles:

- a. *Formal Bids* – Reviewing and approving all requests for Formal Bids to Procure any goods or services exceeding Threshold Category 3 except those purchases made in Emergency Situations (as defined below);
- b. *Bid Waivers* – Reviewing and approving all Bid Waivers except those purchases made in Emergency Situations (as defined below);

- c. *Vendor Performance Issues* – Reviewing and recommending actions related to vendor performance issues; and
- d. *Supplier Diversity Vendor Opportunities* - Reviewing and approving Supplier Diversity Enhancements made by the OSD.

VIII. BID WAIVERS

A Contract may be awarded without following this Code's Formal Bid Process when a Bid Waiver applies in accordance with this Section or as otherwise required by Applicable Law.

The Board waives this Code's Formal Bid Process for the following types of Procurements even when the value of such Procurements exceeds Threshold Category 3. Notwithstanding the foregoing, with the exception of Procurements obtained through a GPO Contract, GSA Contract, Cooperative Purchasing/Piggyback Contract, or purchases made in an Emergency Situation (as defined below), the following Bid Waivers do not apply to Procurements of supplies, equipment, materials, or construction projects if the value of such Procurements, exceed one-and-one-half (1.5) mills of the total annual District revenues for the previous fiscal year. In such an event, such Procurements shall follow the Formal Bid Process.

A. Group Purchasing Organizations & General Services Administration

The Board recognizes, in accordance with its Charter, that purchases made through a GPO and/or GSA Contract are best practices in hospital Procurements nationwide with associated efficiencies, savings, and speed. Purchasing completed utilizing GPO or GSA Contracts are exempt from the competitive acquisition or Procurement process; however, should the purchase be a GPO multisource contract, Supply Chain Services may obtain multiple GPO and/or GSA Contract quotes.

B. Cooperative Purchasing/Piggyback Contracts

When it is in the best interest of Broward Health, and consistent with Applicable Law, Broward Health may Procure goods or services through Cooperative Purchasing/Piggyback Contracts whereby the Formal Bid Process or another process of competitive solicitations were consistent with the provisions of this Code and Procured by another government or public entity including, but not limited to, any state, regional, county, local, or municipal government entity of Florida or another state, whether executive, judicial, or legislative; any department, division, bureau, commission, authority, board, local government, special district, or political subdivision of Florida or another state; any public school, community college, or state university of Florida or another State; any and all federal or tribal agencies or entities, whether executive, judicial, or legislative; any public agencies or entities of any state, federal, or tribal governments; any buying cooperatives; and any other units of Florida government, other state governments, tribal governments, or the federal government. Notwithstanding the foregoing, Broward Health may, in its sole and absolute discretion, negotiate the terms and pricing of any Cooperative Purchasing/Piggyback Contract provided such negotiation is in accordance with Applicable Law.

PSC, consistent with its procedures as set forth in this Code, shall review and approve all requests for procurement by virtue of a Cooperative Purchasing/Piggyback Contract status. All items presented to PSC as a Cooperative Purchasing/Piggyback Contract must be validated and approved before further action may be taken.

C. Legacy Systems

All determinations regarding the status of systems as Legacy Systems and all requests for the support, maintenance, and expansion of Legacy Systems including, but not limited to, computer software, computer hardware, and Biomedical Equipment shall be decided, reviewed, and approved by PSC. The criteria used to identify and determine whether a system is deemed a Legacy System includes, but is not limited to, the following:

1. Systems that are fully integrated into the daily operations of one or more departments of Broward Health;
2. Systems that are strategic in nature; and/or
3. Systems that are unique to the producer, manufacturer, distributor, and/or provider.

Any unbudgeted Legacy System expenditures exceeding the Spending Threshold in a single fiscal year require the Board's determination that a system is a Legacy System and the Board's approval to continue the maintenance, support, expansion and/or funding of a Legacy System. Notwithstanding the foregoing, a Legacy System that is Line-Item Budgeted indicates the Board's determination that a system is indeed a Legacy System and includes a commitment to the continued maintenance and expansion of these Legacy Systems. The Board's approval of a Line-Item Budget with Legacy Systems thereby empowers the PSC to waive/exempt Legacy Systems exceeding the Spending Threshold from the Formal Bid Process requirements without further Board approval even in the event the proposed Contract will extend beyond a single fiscal year; provided, however, in no event shall a Budgeted Legacy System Contract be entered into, renewed, or extended beyond a three (3) year term without the Board's approval. Notwithstanding anything in this Code to the contrary, Legacy System expenditures requiring Board approval are not approved when Budgeted unless the line item specifically designates the Legacy System or Contract. The CPO, or his or her designee, is responsible for determining whether a line item in a budget is specific enough to constitute Board approval of a Legacy System.

Any expenditures or Contracts deemed Legacy Systems by PSC or the Board shall maintain the status of a Legacy System for a period of five (5) years from the date the status of the Legacy System was decided. All Legacy System determinations must be reviewed at least every five (5) years by PSC or the Board, as applicable, for a previously deemed Legacy System to continue in its status as a Legacy System.

D. Sole Source

All determinations regarding the status of Sole Source shall be decided, reviewed, and approved by PSC. The criteria used to identify and determine whether Sole Source status is appropriate in a particular Procurement includes, but is not limited to, the following:

1. Equipment or services which are deemed unique and have a single producer, manufacturer, distributor, and/or provider;
2. Software and hardware upgrades and maintenance agreements and Contracts for such software and hardware as provided by the OEM;
3. Equipment needed to add to or expand an existing system and maintenance agreements and Contracts for such equipment as provided by the OEM; and/or
4. Equipment, supplies, or services needed where using an alternative product jeopardizes a warranty, maintenance agreement, or Contract, or creates any user, patient, and/or financial risks. This includes consideration of lead times and geographical availability to avoid these risks.

All unbudgeted Sole Source expenditures exceeding the Spending Threshold in a single fiscal year require the Board's approval and a determination that the goods, equipment, and/or services are a Sole Source. Notwithstanding the foregoing, a Sole Source expenditure that is Line-Item Budgeted indicates the Board's determination that the goods, equipment, and/or services are indeed a Sole Source and the Board's approval to proceed with a Procurement exceeding the Spending Threshold in a single fiscal year without further Board approval even if the proposed Contract will extend beyond a single fiscal year; provided, however, in no event shall a Budgeted Sole Source Contract be entered into, renewed, or extended beyond a three (3) year term without the Board's approval. Notwithstanding anything in this Code to the contrary, Sole Source expenditures

or Contracts requiring Board approval are not approved when Budgeted unless the line item specifically designates the Sole Source expenditures or Contract. The CPO, or his or her designee, is responsible for determining whether a line item in a budget is specific enough to constitute Board approval of a Sole Source expenditure or Contract.

Any expenditures or Contracts deemed a Sole Source by PSC or the Board shall maintain the status of a Sole Source for a period of five (5) years from the date the status of the Sole Source was decided. All Sole Source determinations must be reviewed at least every five (5) years by PSC or the Board, as applicable, for a previously deemed Sole Source to continue in its status as a Sole Source.

E. Standardization

All requests for Bid Waivers by virtue of a Standardization status shall be reviewed, determined, and approved by the PSC. The criteria used to determine a Standardization status includes, but is not limited to, the following:

1. Equipment or services which are deemed appropriate to standardize at two (2) or more facilities due to technology or to promote cost savings and cost efficiencies including consistency of negotiated prices, services, training, or maintenance for equipment;
2. Reduction of inventory requirements (one (1) item is stocked in place of two (2) or more items);
3. Reduction in purchase price because the volume of purchases for two (2) or more previous items will be added together to provide additional leverage in negotiating price concessions;
4. Savings in training time when the same products are used throughout Broward Health or within individual facilities or hospitals;
5. Negotiating long-term Contracts for the purchase of multiple units over a period of multiple years which can be undertaken by standardizing one (1) type of equipment and such a purchase can provide significant savings in the cost of a few units that might be purchased within a single year; and/or
6. Supplies required to operate the equipment and equipment repair parts will be consistent because multiple units are in use throughout Broward Health, such consistency reduces the inventories necessary to support the equipment, and higher-volume purchases can be used to negotiate lower purchase prices.

All unbudgeted requests for Standardization Bid Waivers exceeding the Spending Threshold within a single fiscal year require the Board's approval unless the selection of the equipment, goods, or services were initially made through the Formal Bid process. Notwithstanding, a Standardization expenditure or Contract that is Line-Item Budgeted indicates the Board's approval to proceed with a Procurement exceeding the Spending Threshold in a single fiscal year without further Board approval even if the proposed Standardization expenditure or Contract will extend beyond a single fiscal year; provided, however, in no event shall a Budgeted Standardization Contract be entered into, renewed, or extended beyond a three (3) year term without the Board's approval. Notwithstanding anything in this Code to the contrary, Standardization expenditures requiring Board approval are not approved when Budgeted unless the line item specifically designates the Standardization expenditures or Contract. The CPO, or his or her designee, is responsible for determining whether a line item in a budget is specific enough to constitute Board approval of a Standardization expenditure or Contract.

Any expenditures or Contracts deemed a Standardization Contract by PSC or the Board shall maintain the status of a Standardization Contract for a period of five (5) years from the date the status of the Standardization Contract was decided. All Standardization Contract determinations must be reviewed at least every five (5) years by PSC or the Board, as applicable, for a previously deemed Standardization Contract to

continue in its status as a Standardization Contract.

IX. EMERGENCY COMMITMENTS AND INTERNAL APPROVALS

Broward Health's hospitals, medical centers, and non-acute health care facilities provide patient care twenty-four (24) hours per day and three hundred sixty-five (365) days per year. The Board, in accordance with the Charter, is permitted via resolution to identify emergency or unusual conditions, the existence of which compliance with this Code and the Formal Bid Process would be detrimental to the District. Accordingly, the Board has determined and makes a finding that in the event that following this Code may result in an actual or perceived threat to: (a) Broward Health's compliance with regulatory requirements; (b) the life, health, safety, or welfare of patients, employees, or the public; or (c) the operations of Broward Health facilities (an "Emergency Situation"), such an Emergency Situation constitutes emergency or unusual conditions to permit deviations from this Code and the Formal Bid Process. Accordingly, in the event such an Emergency Situation exists, Broward Health may, at its sole discretion and without following the Formal Bid Process or the provisions of this Code, acquire goods, supplies, and/or services through an emergency purchase ("Emergency Purchase") by adhering to the following procedures:

1. To the extent possible, before engaging in any Emergency Purchase, appropriate authorization must be obtained from a department head;
2. To the extent possible, prior confirmation of funding and approval by the CFO, or his or her designee, shall accompany all Emergency Purchases. If confirmation of funding and approval cannot be obtained in advance, such confirmation shall be obtained as soon as possible following the Emergency Purchase;
3. An Emergency Purchase shall be communicated to the CPO, or his or her designee, by email the same day or otherwise as soon as such communication is possible;
4. The requesting department must complete an emergency procurement authorization request, as approved by Supply Chain Services, with a justification for the Emergency Purchase. The completed emergency procurement authorization request with its accompanying justification must be forwarded to the CPO, or his or her designee, prior to the Emergency Purchase or otherwise as soon as such communication is possible following the Emergency Purchase.
5. The CPO, or his or her designee, will verify and forward the completed emergency procurement authorization request for approval to a person with a sufficient limit of requisition authority. Once signed by such person, a copy of the approved emergency procurement authorization form shall be retained by Supply Chain Services and the original emergency procurement authorization request shall be returned to the requesting department; and
6. The requesting department shall enter a requisition and forward the requisition along with the emergency procurement authorization request and invoice to Accounts Payable for processing, if applicable.

Any Emergency Purchase shall be limited only to those goods, supplies, or services necessary to meet the Emergency Situation. All emergency purchases exceeding the CEO's Spending Threshold shall be submitted to the Board for ratification as soon as possible following the Emergency Purchase.

X. ACQUISITION PROCEDURES

The CPO shall select the method of Procurement based on the application of the guidelines set forth in this Code. Unless a Bid Waiver applies, an Emergency Situation exists, or unless otherwise authorized by this Code, the Charter, or Applicable Law, all Broward Health Contracts subject to this Code shall be Procured in accordance with the methods outlined below as applicable to each of the following categories:

1. **Micro Purchases or Commitments Up To and Including Threshold Category 1;**

2. **Small Purchases or Commitments Exceeding Threshold Category 1 and Up To and Including Threshold Category 2;**
3. **Medium Purchases or Commitments Exceeding Threshold Category 2 and Up To and Including Threshold Category 3; and**
4. **Large/Formal Purchases or Commitments Exceeding Threshold Category 3.**

All transactions are subject to be reviewed and audited periodically by Supply Chain Services to ensure adherence to this Code. DEPARTMENTS SHALL NOT BREAK UP REQUESTS WITH THE INTENT TO AVOID REQUIRED APPROVALS.

A. Micro Purchases or Commitments Up To and Including Threshold Category 1

For a Procurement equal to or less than Threshold Category 1 ("Micro Purchase"), only one (1) quotation is required. The quotation may be written or verbal and shall be recorded on the purchase requisition. However, to the extent there is time and multiple available suppliers/vendors, Broward Health employees are encouraged to obtain information from multiple vendors/sources to maximize savings. Broward Health employees must still conduct business in a manner that is fair and reasonable regardless if such Procurement is a Micro Purchase.

The Procurement of goods and services constituting a Micro Purchase may be made without any Formal Bid or other competition because the benefits from following such procedures typically will not outweigh the costs. Notwithstanding, Broward Health employees should still conduct reasonable checks, such as a telephone or written quote request, to ensure pricing is fair and reasonable.

A written record shall be maintained in the Procurement file for each Micro Purchase and shall contain the price information obtained to support the determination of reasonableness and any other pertinent information regarding a particular Micro Purchase. Supply Chain Services may, in its sole and absolute discretion, solicit written Proposals or quotes via VRS.

B. Small Purchases or Commitments Exceeding Threshold Category 1 and Up To and Including Threshold Category 2

With respect to a Procurement exceeding Threshold Category 1 and up to and including Threshold Category 2 ("Small Purchase"), to the extent sufficient vendors are reasonably available, quotations or Proposals must be requested from a minimum of **two (2) different** vendors unless the transaction has an approved Bid Waiver, there is an Emergency Situation, or the transaction is otherwise exempt from this Code. Written quotes and Proposals may be in electronic form.

The Procurement of goods and services constituting a Small Purchase may be made based on quotations or Proposals from only two (2) vendors/suppliers because the benefits from a Formal Bid or conducting competition from a broader pool of vendors typically will not outweigh the time and costs.

A written record shall be maintained in the Procurement file for each Small Purchase and shall contain the price information obtained to support the determination of reasonableness of a particular Small Purchase and any other pertinent information regarding a particular Small Purchase. In cases where the selected vendor is not the apparent lowest-cost vendor, an explanation of the factor(s) considered and relied upon to select such vendor shall be provided. Supply Chain Services may, in its sole and absolute discretion, solicit written Proposals or quotes via VRS.

C. Medium Purchases or Commitments Exceeding Threshold Category 2 and Up To and Including Threshold Category 3

With respect to a Procurement exceeding Threshold Category 2 and up to and including Threshold Category 3 ("Medium Purchase"), to the extent sufficient vendors are reasonably available, quotations or Proposals must be requested from a minimum of **three (3) different vendors** unless the transaction has an approved Bid Waiver, there is an Emergency Situation, or the transaction is otherwise exempt from

this Code. Written quotes and Proposals may be in electronic form.

The Procurement of goods and services constituting a Medium Purchase may be made based on quotations or Proposals from three (3) vendors/suppliers because the benefits from a Formal Bid or conducting competition typically will not outweigh the time and costs.

A written record shall be maintained in the Procurement file for each Medium Purchase and shall contain the price information obtained to support the determination of reasonableness of a particular Medium Purchase and any other pertinent information regarding a particular Medium Purchase. In cases where the selected vendor is not the apparent lowest-cost vendor, an explanation of the factor(s) considered and relied upon to select such vendor shall be provided. Supply Chain Services may, in its sole and absolute discretion, solicit written Proposals or quotes via VRS.

D. Large/Formal Purchases or Commitments Exceeding Threshold Category 3

All purchases and Contracts exceeding Threshold Category 3 **must be conducted pursuant to the advertisement requirements** set forth below unless a Bid Waiver applies, there is an Emergency Situation, or such Procurement is otherwise exempt from this Code.

The CPO may authorize the release of an RFI to gather information to assist in determining acquisition methodology in the best interests of Broward Health. Since an RFI does not commit Broward Health to any business endeavor, it does not need to follow the advertisement requirements below.

1. Cancellation of Solicitation, Rejection of Bids/Proposals and Waiver of Minor Irregularities

Any RFQ, RFP, RFI or other solicitation may be canceled, or any or all Bids or Proposals may be rejected, in whole or in part, when it is in the best interests of Broward Health. Broward Health further reserves the right to waive any minor irregularity, technicality or omission in any Bid or Proposal if Broward Health determines, in its sole and absolute discretion, that doing so will serve Broward Health's best interests.

2. Advertisement Requirements

The following advertisement requirements apply to Large/Formal Purchases or Commitments unless otherwise provided in Applicable Law:

- a. *Large/Formal Purchases up to and including Threshold Category 5:* Where it is anticipated that the total Contract price for the initial term of an awarded Contract to a Bidder will be equal to or less than Threshold Category 5, the Formal Bid Process only requires an online advertisement via a posting on Broward Health's website, www.browardhealth.org and a physical advertisement via a posting on a "Sunshine Board" located in the lobby of Broward Health's Corporate Offices ("Advertisement Category 1"). The foregoing Advertisement Category 1 is based only on the anticipated total Contract price of the initial term of the awarded Contract and is not applicable to any renewal options or future or potential renewals or extensions of such Contracts. Notwithstanding, to the extent the total Contract price for the initial term of an awarded contract comes in at a higher value than was expected and exceeds Advertisement Category 1, the Formal Bid will be considered valid in the absence of a newspaper advertisement provided the total value of the initial term of the awarded contract does not exceed Threshold Category 6 (a "Permitted Increase Over Expected Amount").
- b. *Large/Formal Purchases over Threshold Category 5:* Except to the extent the total Contract price for the initial term of an awarded Contract is a Permitted Increase Over Expected Amount as defined above, where it is anticipated that the total Contract price for the initial term of an awarded Contract to a Bidder will exceed Threshold Category 5, advertisements during the Formal Bid Process must be made by a publication in a newspaper of general circulation in the North Broward Hospital District ("Advertisement Category 2"). In addition to, but not in lieu of, such publication in a newspaper of general circulation,

advertisements of Formal Bids over Threshold Category 5 may also be made by posting at www.browardhealth.org, and/or by posting on a "Sunshine Board" located in the lobby of Broward Health's Corporate Offices. The foregoing Advertisement Category 2 is based only on the anticipated total Contract price of the initial term of the awarded Contract and is not applicable to any renewal options or future or potential renewals or extensions of such Contracts.

- c. *Construction-Related Contracts and Professional Design Services*: These Advertisement Requirements are inapplicable to construction-related projects, electrical work, and professional design services. Such construction-related projects, electrical work, and professional design services must follow the applicable policy referenced in the Procurement Policy Table.

XI. SUPPLIER DIVERSITY IN PROCUREMENT

Broward Health is committed to the participation of diverse vendors in the Procurement of supplies, equipment, services, and Contracts for general business purposes and will adhere to the OSD procedures documented in the Procurement Policy Table.

XII. SELECTION/EVALUATION COMMITTEES

Selection/Evaluation Committees shall be utilized for the evaluation of Bids and Proposals in Formal Bid Processes. The determination of the membership of Selection/Evaluation Committees shall follow the following procedures:

1. Recommendations are requested from the project custodian regarding the Selection/Evaluation Committee participants. Those recommendations are provided to CPO for consideration and approval. The CPO may approve or modify the Selection/Evaluation Committee as considered appropriate.
2. The CPO may appoint, alternate or substitute members to a Selection/Evaluation Committee as the CPO deems necessary. The CPO may also, in his or her sole discretion, permit a Selection/Evaluation Committee to consist of a reduced number of voting members when appointed members are unavailable to serve and the appointment of alternate members would, in CPO's sole determination, compromise or unreasonably delay the Procurement process.
3. Supply Chain Services will provide appropriate instructions and training regarding the roles and responsibilities of the Selection/Evaluation Committee. Prior to serving on the Selection/Evaluation Committee, each member shall execute a Conflict of Interest Certification Form.

XIII. CONE OF SILENCE

Broward Health prohibits communication by any potential Vendor, contractor, subcontractor, service provider, Bidder, lobbyist, or consultant to or with any member of Broward Health's Board or to or with any Broward Health officer, employee, agent, department, or division related to any Broward Health RFQ, RFP, or other competitive solicitation beginning upon the date on which the solicitation is first advertised by Broward Health and continuing until the later of the date of the final award of the competitive solicitation, the date of rejection of all Bids or responses to the competitive solicitation, or the date of final disposition by Broward Health of any protest of the competitive solicitation ("Cone of Silence"). Violation of this Cone of Silence may, at Broward Health's sole discretion, result in disqualification of the offending vendor from the competitive solicitation, as well as possible suspension or debarment from participating in any future Broward Health Procurements or competitive solicitations. The Cone of Silence shall not apply to: (1) communications to or with the designated point of contact identified in any RFQ, RFP, or other competitive solicitation; (2) presentations by any Bidder or Proposer at duly noticed pre-Bid conferences; or (3) presentations before duly noticed Selection/Evaluation Committee meetings. All RFQs RFPs, and other competitive solicitations shall include provisions describing the requirements and prohibitions of this Cone of Silence.

XIV. CHANGES AND MODIFICATIONS WITHIN 20% OF AGREED PRICE

Pursuant to the Charter, Broward Health may negotiate and agree with a successful Bidder for changes and modifications to the successful Bid provided the total value of changes and modifications do not exceed twenty percent (20%) of the agreed price. To the extent any changes or modifications to the agreed price exceed twenty percent (20%), the Contract shall be void and the Formal Bid Process shall be redone.

XV. OWNER DIRECT PURCHASES (TAX-EXEMPT STATUS)

Rather than reimburse a contractor for the costs of the materials or supplies, which would include sales tax, Broward Health may determine, in its sole and absolute discretion, it is in its best interest to use its tax-exempt status to purchase materials or supplies on its own directly from its own suppliers or from suppliers or subcontractors designated by an awarded contractor. In such event, Broward Health may issue a Purchase Order for such supplies or materials, pay all associated invoices, and deduct from the awarded contract the cost of the materials and supplies and the amount of sales tax that would have been owed if the contractor had made the purchase or the actual amount stipulated in the contract for such materials or supplies.

XVI. INFORMATION, APPROVAL, AND EXECUTION AUTHORITY

A. Spending Threshold

The Board from time to time sets Spending Thresholds and permits Senior Management to execute Contracts and requisitions to purchase services, goods, supplies, materials, and other Procurements. When such Procurements or Contracts are equal to or below the Spending Threshold, no Board authorization or approval is required. Any Procurements or Contracts beyond the Spending Threshold require Board authorization or approval. The President/CEO is permitted to set his or her own authorization levels for requisitions when they do not exceed the Spending Threshold. However, only the Board may designate those positions authorized to bind the District to Contracts.

The Board's approval of a Contract over the Spending Threshold only constitutes approval to enter into a Contract over the Spending Threshold and is not approval of a Bid Waiver or any other provisions of this Code requiring Board approval unless the Board so indicates. To that end, to the extent Broward Health requests Procurements and Contracts over the Spending Threshold that contain Bid Waivers or any other procedures or exemptions of this Code requiring Board approval, Broward Health must request Board approval and the Board must approve all of the foregoing before Broward Health proceeds with the Procurement. If the Board, pursuant to a request to approve all the foregoing, only approves the Procurement over the Spending Threshold, Broward Health may only proceed after following the Formal Bid Process.

1. Exceptions to the Spending Threshold

a. Line-Item Budgets

The Spending Threshold is inapplicable to Budgeted Contracts or Procurements provided such Contracts or Procurements are Line-Item Budgeted and approved by the Board. Once the Board approves the annual budget, the goods, services, Contracts, and other Procurements requested, as defined in the approved Line-Item Budget category regardless of amount, are approved for acquisition in accordance with Broward Health's Policies and Procedures without further Board approval. To the extent a category is Line-Item Budgeted, the total amount of expected expenditures within the category—or any combination thereof (whether in one or multiple Contracts) up to the total amount in the Line-Item Budget category—may be Procured without further Board approval regardless of if the compensation amount in the Contract exceeds the Spending Threshold within a single year of the Contract's effective term. Board-approved Line-Item Budgeted expenditures or Contracts are approved to extend beyond a single fiscal year; provided, however, in no event shall an expenditure or Contract in a Line-Item Budget that

exceeds the Spending Threshold be entered into, renewed, or extended beyond a three (3) year term without the Board's approval. Line-Item Budgeted expenditures are not approval of Bid Waivers unless the line item specifically designates the system, expenditure, or Contract claiming such Bid Waiver. The CPO, or his or her designee, is responsible for determining whether a line item in a budget is specific enough to constitute a Bid Waiver or an exception to the Spending Threshold.

b. *Pass-Through Funds*

The Spending Threshold is inapplicable to funding obtained from grantors, government entities, or private entities used to fund a program or programs for which such funding was furnished to Broward Health ("Program") provided such funding is solely pass-through funding and there are no funds (whether received from ad valorem taxes or otherwise) used from Broward Health's own finances. Accordingly, the use of such pass-through funds and entering into Contracts using pass-through funds which exceed the Spending Threshold do not require Board approval. Notwithstanding, this exception for pass-through funds does not exempt such Procurements from any other procedures of this code including, but not limited to, the Formal Bid Process unless such Procurements are required from a particular Vendor or contractor pursuant to the terms of the Program.

c. *Receipt of Funds*

The Spending Threshold is inapplicable to Broward Health's receipt of funds regardless of its source. Accordingly, any grants, Contracts, or other methods or means used by Broward Health to receive funding which are over the Spending Threshold do not require Board approval.

2. Execution of Contracts

a. *Entering Into or Renewing Contracts*

The Board hereby delegates the authority of executing Contracts and Contract renewals, whether on the same or different terms, to the CEO and the CFO.

b. *Delegation of Signing Authority*

The CEO and/or CFO may, in their absence, delegate the authority to execute Contracts to another employee or officer of Senior Management. Any delegation of signing authority shall be evidenced by a letter from the CEO or CFO, as applicable, delegating the authority to the employee or officer and such letter shall be documented in the Contract's electronic file within Broward Health's electronic database. In the event of delegation, the employee or officer delegated the CEO's or CFO's signing authority shall have the same power to bind the District as the CEO or CFO and may execute Contracts exceeding the Spending Threshold provided such Contracts were approved by the Board. Any authority delegated by the CEO or CFO shall no longer be effective upon return of the CEO or CFO unless and until the CEO again delegates his or her signing authority pursuant to this Section. Nothing herein shall be construed as preventing the CEO from delegating such authority in his or her absence despite the presence of the CFO nor shall it be construed as preventing the CFO from delegating such authority in his or her absence despite the presence of the CEO.

B. Informational Threshold

While the Board has delegated the authority to certain Senior Management to enter into Contracts and to requisition for Procurements equal to or under the Spending Threshold, the Board, pursuant to the Charter, maintains responsibility for the oversight of Broward Health. To that end, any Contracts or Procurements at or above the Informational Threshold and up to and including the Spending Threshold shall be communicated to all members of the Board; provided, however, that those Contracts and Procurements excepted from the Spending Threshold as indicated above (i.e., Line-Item Budgets, Pass-Through Funds, and Receipt of Funds)

are also excepted from the Informational Threshold and do not need to be communicated to the Board for informational purposes.

XVII. PUBLIC RECORDS AND SUNSHINE LAW

All Bidders, Offerors, and Vendors are put on notice that Broward Health is subject to Florida's Public Records Law (Ch. 119, Fla. Stat.) and Florida's Government in the Sunshine Law (Ch. 286, Fla. Stat.). It is the responsibility of all Bidders, Offerors, and Vendors, consistent with the directions contained within each RFP or RFQ, to protect any trade secrets or proprietary information they submit in response to a Formal Bid. Broward Health is not responsible for protecting any trade secrets or proprietary information. Submission of a response to a Formal Bid constitutes the agreement by Bidders, Offerors, and Vendors to indemnify, defend, and hold Broward Health, its commissioners, officers, employees, and agents harmless from and against any actions pertaining to a public records request due to the Bidder's, Offeror's, or Vendor's assertion of an exemption under Florida law. If a Bidder, Offeror, or Vendor has any questions regarding application of these laws, such questions should be sent to Broward Health's Public Records Custodian at PublicRecordsRequest@browardhealth.org.

XVIII. PROTESTS

Protest provisions enhance the accountability of the Procurement process, but the protest process also must not interfere with the prompt and efficient acquisition of goods and services needed by Broward Health. Broward Health's goal is to ensure the prompt and fair resolution of vendor protests. The CPO, or his or her designee, shall be the point of contact for all Timely Protests, as defined below, to an RFP or RFQ advertisement and/or award. Upon receipt of a written and Timely Protest in accordance with the timeline and procedures below, the CPO, or his or her designee, shall notify appropriate parties and proceed consistent with the following:

1. Any actual or prospective Bidder, Offeror, or contractor who is an interested party and is aggrieved in connection with a solicitation or award of a Contract over Threshold Category 3 may protest an award by submitting a timely and written protest to the Chief Procurement Officer no later than: (a) five (5) Business Days after the solicitation or any amendment/addendum to the solicitation is issued if protesting or challenging any of the terms or conditions of the solicitation or addendum, or (b) five (5) Business Days after the date of Notice of Intent to Award is given by Broward Health if protesting or challenging an award ("Timely Protest"). The Timely Protest must: (1) adequately identify the solicitation or Contract number; (2) set forth a detailed statement of the legal and factual grounds of protest, including copies of relevant documents; (3) provide a statement as to how the protestor is interested and aggrieved; and (4) state the relief requested. THE FAILURE TO TIMELY SUBMIT A WRITTEN PROTEST CONSISTENT WITH THIS SECTION SHALL CONSTITUTE A WAIVER OF ANY AND ALL PROTEST RIGHTS. Protests relating to solicitations or awards below Threshold Category 3 may be considered, but are not required to be considered by Broward Health and such consideration is within Broward Health's sole and absolute discretion.
2. In the event of a Timely Protest, Broward Health may decide, within its sole and absolute discretion, not to proceed further with the solicitation or with the award of the Contract until a final decision on the protest is issued by Broward Health.
3. All protests shall follow the procedures in this Section and all appeals must be exhausted before the commencement of an action in court concerning the controversy. The CPO, or his or her designee, shall have the authority, in consultation with Legal Counsel, to settle and resolve a protest or appeal of an aggrieved actual or prospective Bidder, Offeror, or contractor concerning the solicitation or award of a Contract prior to the commencement of an action in court or another venue of competent jurisdiction

concerning the controversy. In the event an action is filed in court or another venue of competent jurisdiction, any resolution or settlement may only be approved by the Board. Broward Health may allow an awardee to participate in a protest as an intervenor if deemed advantageous to the resolution of the matter by Broward Health in its sole discretion.

4. If the protest is not resolved by mutual agreement, the CPO, or his or her designee, will endeavor to issue a written decision on the protest within sixty (60) days after receipt of the protestor's written and Timely Protest ("Written Decision"). The Written Decision shall state the reasons for the action taken and advise the protestor of its right to appeal the decision in accordance with this Code. The Written Decision on the protest shall be provided to the protesting vendor and, if relevant, the intended awardee by email and/or by certified mail, return receipt requested. Such delivery through the foregoing methods shall be deemed sufficient delivery of notice of the Written Decision and, in the event of delivery by email, such notice of the Written Decision shall be deemed received by the protesting vendor upon sending the email.
5. Aggrieved parties to the original protest may appeal the CPO or his or her designee's decision by filing a written appeal with the CFO within five (5) Business Days of the date of receipt of the Written Decision ("Written and Timely Appeal"). The Written and Timely Appeal must: (1) adequately identify the solicitation or Contract number; (2) attach a copy of the decision being appealed as rendered by the CPO, or his or her designee; (3) set forth a detailed statement of the legal and factual grounds for the appeal; and (4) state the relief requested. THE FAILURE TO SUBMIT A WRITTEN AND TIMELY APPEAL SHALL CONSTITUTE WAIVER OF ALL APPEAL RIGHTS AND THE CPO'S DECISION SHALL BE CONSIDERED FINAL.
6. To the extent a Written and Timely Appeal is filed, the CFO will endeavor to render a written decision on the Written and Timely Appeal within ninety (90) days after receipt of the notice of the Written and Timely Appeal. The CFO's written decision shall state the reasons for the decision, actions taken, if any, and shall be the final order on the protest. The written decision shall be provided to the appealing party by email and/or by certified mail, return receipt requested. The institution and filing of an appeal, and obtaining a decision from the CFO thereon, is an administrative remedy to be satisfied as a condition precedent to the institution and filing of any civil action against Broward Health concerning the action or intended action by Broward Health.
7. The burden in any protest or appeal under this Section is on the party filing the protest or appeal to establish that the intended action by Broward Health is materially contrary to Broward Health's governing statutes, its Charter, this Code, Broward Health's Policies and Procedures, or the solicitation's specifications. The standard of proof for such proceedings shall be whether the intended action by Broward Health would be clearly arbitrary or capricious.

Attachments

No Attachments

Approval Signatures

Step Description	Approver	Date
	Alexander Fernandez: SVP, CHIEF FINANCIAL OFFICER	09/2021

Step Description	Approver	Date
	Jorge Hernandez: VP, SUPPLY CHAIN/CPO	09/2021
Older Version Approval Signatures		
	Alexander Fernandez: SVP, CHIEF FINANCIAL OFFICER	02/2020
	Jorge Hernandez: VP, SUPPLY CHAIN/CPO	02/2020
	Alexander Fernandez: SVP, CHIEF FINANCIAL OFFICER	11/2019
	Jorge Hernandez: VP, SUPPLY CHAIN/CPO	10/2019

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