



DEPARTMENT OF ADMINISTRATIVE SERVICES

Milwaukee County

December 1, 2023

To All Interested Consultants

Project: Milwaukee County Community Reintegration Center Facility Master Plan

Project No.: 5704-23960

Subject: REQUEST FOR PROPOSALS (R.F.P.)

Milwaukee County Department of Administrative Services is requesting proposals from qualified consultants for preparation of a facility master plan for facilities at the Milwaukee County Community Reintegration Center (CRC). The intent of the CRC Facility Master Plan is to prioritize existing deferred and planned maintenance requirements, incorporating anticipated changes to programming requirements and associated capital projects. The final product will be a defensible capital program which will be used to advocate for capital funding in the annual Milwaukee County capital budget process.

I. BACKGROUND

The Milwaukee County Community Reintegration Center (CRC) planned and deferred capital projects continue to accumulate as CRC capital project requests compete with other capital project requests for many other Milwaukee County facilities. During the annual capital budget request cycle, CRC staff must present projects to the County Executive and County Board for funding consideration. CRC staff would like to improve the chances of getting capital projects funded. CRC would also like to incorporate new or updated approaches to resident rehabilitation, which will require additional capital investments.

The CRC is located at 8885 South 68th Street, Franklin, Wisconsin. The Milwaukee County Community Reintegration Center is an honorable organization of committed officers with the integrity to adapt, overcome and achieve. The CRC maintains and ensures a safe and secure environment that consists of correctional programs to rehabilitate and re-introduce citizens back into the community. The CRC houses 978 residents as of 11/12/2023. The average daily population (ADP) is 978.5, the average days served (ADS) has been around 950 for 2023. Both the ADP and ADS has risen significantly since 9/2022 and not expected to decline. The CRC campus consists of a series of occupied buildings and storage/warehouse buildings on 204 acres of land. A site map is located in Attachment 5.

The CRC's vision is to enhance public safety and quality of life through the successful reintegration of residents in our care.

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CRC facility management staff have identified life/safety issues and projects addressing building envelopes as priority areas for capital investment. The Milwaukee County Facilities Condition Assessment Program (FCAP) team has conducted assessments of the buildings and site. Assessments were completed in 2017, with supplemental information collected in spring of 2021 and currently underway in the fall/winter of 2023. The FCAP team uploads assessment data to a facilities condition assessment software, VFA.

The buildings to be included in this project are as follows:

Building Name	Use	Approximate Size (square feet)	Year Constructed
Admin 600 and 400 Bed Dormitory Addition	Correctional dormitory building	254,400	1997/1999
Dormitory Building Boiler House	Correctional dormitory building	116,707	1946±
ESO Guard Shack	Correctional services building	64	2000
FML (Lotter Dorm)	Correctional services building	26,400	1990
Garage/Print Shop	Maintenance building	4,534	1948
Print Shop	Correction services building	9,625	2004
Pump House	Maintenance building	1,616	1948
Sally Port	Guard station	414	1999
Surges Multi-Purpose Building	Correctional services building	26,768	1988
Truck Storage Building	Storage building	5,040	1987
Warehouse/Maintenance Storage	Storage building	4,800	1969

See Attachment 5. GIS Aerial of CRC Site for visual.

Based on the 2017, 2021 condition assessment, \$77 million in deferred and planned maintenance requirements through 2041 have been identified. The County is currently updating the assessment information in VFA. Updated assessment information will be made available to the successful proposer upon completion. Please see attachment 4 for more details of the buildings, including VFA facility condition assessment data.

The State of Wisconsin Department of Corrections Office of Detention Facilities conducted its 2022 Annual Inspection in late 2022.

CRC will use the findings and recommendations to support development of capital requests to address identified needs.

County Initiatives with Project Impacts

While the primary intent of this facility master plan is to provide a roadmap for future capital project requests, the Consultant should consider the County’s strategic plan, which may influence subsequent recommendations related to facility needs. Milwaukee County has identified racial equity, organizational effectiveness, and fiscal health as critical elements for consideration in strategic planning, with a particular emphasis on racial equity and its benefits to the health of Milwaukee County. The CRC facility master plan should address how the

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recommendations align with the Milwaukee County Strategic Plan, for example, providing for equitable access to County resources supports achieving racial equity in Milwaukee County, and reducing total cost of ownership contributes to fiscal health. The CRC is in the process of creating their own specific strategic plan.

The findings in this Facility Master Plan will be used to inform and support development of capital project requests during the County's annual capital budget development process. Typically, for projects planned for the next fiscal year, capital project request information such as project charters, risk registers and cost estimates are developed between approximately February and May. For example, for 2025 capital project requests, project charters, risk registers and cost estimates will be developed (for new capital project requests) or updated (for projects that were not adopted in previous capital budgets) from February 2024 through May 2024. The Facility Master Plan will provide recommended capital projects for consideration in the 2026 and future capital budgets.

Milwaukee County also conducted a food service study related to various County facilities, including the CRC. Two of the goals of the study were to determine efficiencies for food service and explore options for developing vocational programs to provide training opportunities for residents of the CRC and other County correctional facilities. CRC is purchasing equipment based on the study results in 2024.

II. SCOPE OF SERVICES

The successful Consultant shall provide all services as specified per the standard terms and conditions of AIA B101 (Consultant) modified to incorporate Milwaukee County requirements (a copy will be emailed upon request).

General Requirements

The Consultant for this project shall:

- attend and participate in a project kick-off meeting to confirm scope, schedule, budget, points of contact and project management expectations.
- manage and administer the services provided, and see that any subconsultants' services are managed appropriately
- consult with the designated County representatives as needed
- for project coordination and data gathering meetings required throughout this project, coordinate proposed meetings with the County project manager and CRC facilities management staff. Prepare and distribute exhibits and supporting information for meetings as required. Prepare and distribute agendas and minutes for each meeting.
- communicate with members of the project team
- issue written progress reports on a regular basis (not less than every two weeks), providing status updates on scope, schedule, budget, and deliverables, and identifying additional input needed from Milwaukee County
- coordinate the work of their team including any subconsultant(s)
- coordinate their work with those services provided by Milwaukee County and Milwaukee County's consultants

Phase One – Data Collection and Analysis

1. Collect, review, and understand the following information:

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- i. CRC strategic direction
 - ii. resident population trends
 - iii. existing and proposed staffing information
 - iv. operational needs and operational budget which may impact capital requests
 - v. facility condition assessments
 - vi. County capital budget request development requirements
2. Conduct site visits of the CRC facilities to gain a better understanding of the quality, functions and activities at each facility, and to verify condition assessment information. Coordinate site visits with CRC facility manager.
 3. Meet with CRC leadership as necessary to verify strategic direction and new program considerations. Assume two meetings.
 4. Compare existing facilities and processes against regulatory requirements such as WI DOC Chapter 350 and current best practices for correctional facilities.
 5. Develop project mission.
 6. Develop main objectives and business drivers to define strategies for a 10-year facility planning horizon. Identify and document:
 - i. changes to programs or operations that CRC wants to effect
 - ii. potential impediments
 - iii. external factors (mandates, real estate and financial market factors, funding sources) that may impact change strategies
 7. Prioritize objectives and identify key success factors.

Phase Two –Preparation of Facility Master Plan

1. Prepare detailed recommendations for current and future facilities investments, considering existing facility assessment information, proposed changes to corrections programs, anticipated changes to the resident population, WI DOC Chapter 350 requirements, other regulatory compliance (e.g., ADA compliance, hazardous waste management and occupational health & safety), economic service life, obsolescence, and deterioration. Provide adequate detail to allow CRC staff to present and defend the recommendations during capital project request reviews with policymakers. Recommendations should also maximize efficiency and utility of current and projected operations.
2. Specify how the CRC facility master plan recommendations align with the Milwaukee County Strategic Plan.
3. Identify key investment priorities that provide CRC with the greatest return on investment.
4. Prepare conceptual-level cost estimates that can be used for initial capital budget requests, and that can be refined by the County in the future.

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5. Prepare a cost-benefit analysis or similar evaluation method for capital-intensive recommendations.
6. Indicate the costs and consequences of maintaining the status quo, including impacts to current and projected operations.
7. Identify alternative funding options where applicable for recommendations.
8. Develop a phased implementation plan and specific recommendations for short-term (one to three years), medium-term (three to five years), and long term (five to 10 years) facility capital investments.
9. For projects anticipated to be submitted as a 2026 capital project request, assist County staff with preparation of a project charter, defining (at a minimum) project objectives, design intent, project scope/schedule/detailed estimate, project risks and risk mitigation approaches, key project stakeholders. See section IV.'s timetable for timeline.
10. Prepare and deliver draft Facility Master Plan documents at pre-determined milestone points for review by County staff. Incorporate edits as requested by County staff and as agreed upon.
11. Finalize and provide a final Facility Master Plan that incorporates all the findings and recommendations.
12. Present initial draft and final draft Facility Master Plan to CRC leadership and the County Facilities Planning Steering Committee for input. Assume four meetings total (two with CRC leadership and two with County Facilities Planning Steering Committee).

The County will also make available the following files and documents:

Attachments:

- 1) Proposal Preparation, Submission and Evaluation Guidelines
- 2) Consultant Proposal Form
- 3) Targeted Business Enterprise (TBE) Instructions and Forms
- 4) Facility Condition Assessment Information From April 2021
- 5) GIS Aerial of CRC Site

An update to Attachment 4, details of Attachment 5, and State of Wisconsin Department of Corrections Office of Detention Facilities 2022 Annual Inspection will also be available.

III. QUALITY CONTROL

Milwaukee County reserves the right to request partial or full reimbursement from consultants for change orders resulting from errors and omissions in the services they are contracted to provide.

IV. ANTICIPATED CONSULTANT SELECTION AND PROJECT TIMETABLE

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| 1. December 6, 2023 | Issue CRC Facility Master Plan Request for Proposals |
| 2. December 13, 2023, 11:00 a.m. | Optional pre-proposal meeting |
| 3. December 18, 2023, 4:00 p.m. | Deadline for submittal of questions |

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| 4. January 5, 2023, 2:00 p.m. | PROPOSALS DUE |
| 5. Week of January 12, 2024 | Selection Committee complete review of submitted proposals, possibly select |
| 6. Week of January 15, 2024 | Interviews (if necessary) |
| 7. April 17, 2024 | Execute a contract with selected consultant |
| 8. January 1, 2025 | Initial 2025 capital project recommendations (scope/schedule) |
| 9. April 5, 2025 | 2026 capital project recommendations charters and cost estimates |
| 10. May 31, 2025 | Initial draft of Facility Master Plan |
| 11. July 19, 2025 | Final draft of Facility Master Plan |
| 12. July 31, 2025 | Final Facility Master Plan |

V. **PRE-PROPOSAL MEETING**

There will be an optional pre-proposal meeting via Microsoft Teams at 11:00 a.m. on Wednesday, December 13, 2023. Milwaukee County staff will be on hand to answer questions about this RFP. Parties interested in participating in this pre-proposal meeting shall indicate their interest and provide emails of individuals to be invited via email to michael.brill@milwaukeecountywi.gov by no later than 4:00 p.m. on Monday, December 11, 2023.

VI. **PROPOSAL CONTENT**

The proposal shall conform to Milwaukee County's Proposal Preparation, Submission and Evaluation Guidelines (see Attachment 1). The proposal shall include the Consultant Proposal Form (see Attachment 2) and the following information:

- A. **Cover:** Include project number and name, project location, consultant's name, address, telephone number, e-mail address, proposal date, etc.
- B. **Table of Contents:** Include an identification of the material by section and page number.
- C. **Letter of Transmittal:** The name and description of the consultant submitting the RFP response briefly stating the consultant's understanding of the service to be provided. Consultant shall acknowledge the receipt of any amendments to the RFP.
- D. **Facility Master Plan Experience:** Include a list of facility master plan projects that your firm has participated on in the past five (5) years that are similar in size and scope to this proposed project. Provide five (5) examples similar to or of this project type which you feel best represent your firm's facility master plan experience with similar facilities. Include project size and description of involvement in various project phases and any other pertinent project facts. Attach maximum two sheets for each of the five (5) examples. Include the Owner and contact information as a reference with each of the projects.
- E. **Project Organization and Staff Experience:** Include an organizational structure of the project team, including the relationship of the subconsultants to be used for this project. Provide resumes and references for the Project Manager and key project staff to be

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assigned to this the project, and include their name, title and/or duties for the project, relevant professional registrations. Provide a brief description of the Project Manager's related experience including the time contributed in this capacity to past projects, and qualifications.

- F. **Subconsultants:** Indicate the names and addresses of any subconsultants and/or associates proposed to be used in this project. State the capacity they would be used in and the approximate percentage of the total services they would provide. Also state their past experience in the field.
- G. **Project Approach:** Provide a description of issues you anticipate in this project and how you propose to overcome them. Discuss how you plan to staff the project to efficiently complete the work effort.
- H. **Scheduling:** Provide a project schedule indicating a sequenced timetable with necessary tasks, based on the schedule provided in this RFP.
- I. **Constant Effort:** Include a spreadsheet/matrix listing the names, classifications, hourly rates, and hours to be spent to provide services for the proposed facility master plan services as described in this RFP.
- J. **Quality Control:** Submit a contract document quality control plan. Quality control is to be performed by individuals not assigned to the project on an ongoing basis.
- K. **Insurance:** Provide a one page with insurance information and limit.
- L. **Fee Proposal.** The fee for facility master plan services for this project shall be clearly stated as a lump sum fee.

VII. PROPOSAL EVALUATION

See the attached Milwaukee County Proposal Preparation, Submission and Evaluation Guidelines for the evaluation criteria. Proposers must recognize this is not a bid procedure, and a Professional Services agreement will not be awarded solely on the basis of the low fee proposal. Milwaukee County reserves the right to accept or reject any and all proposals, issue addenda, request clarification, waive technicalities, alter the nature and/or scope of the proposed project, request additional submittals, and/or discontinue this process.

Final evaluation will include but not be limited to the following: commissioning tools or software that differentiate or are unique from others, proposed project team, ability to work as an integrated team, general project approach and quality controls.

VIII. GENERAL PROPOSAL REQUIREMENTS

- A. **TARGETED BUSINESS ENTERPRISE (TBE) REQUIREMENTS**
The Targeted Business Enterprise (TBE) Utilization Specifications and forms to be used are included in the RFP (Attachment 3). Targeted Business Enterprise participation is set at 17% for this project.

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- B. Selected Consultant shall follow Milwaukee County Code of Ethics as follows: No person(s) with a personal financial interest in the approval or denial of a Contract being considered by a County department or with an agency funded and regulated by a County department, may make a campaign contribution to any County official who has approval authority over that Contract during its consideration. Contract consideration shall begin when a Contract is submitted directly to a County department or to an agency until the Contract has reached final disposition, including adoption, County Executive action, proceeding on veto (if necessary) or departmental approval.
- C. Communication initiated by a proposer to any County official, employee or representative evaluating or considering to proposals, prior to the time of any award is prohibited unless at the explicit direction of the RFP Contact/Project Manager and any such unauthorized communication may constitute grounds for rejection or elimination of a proposal from further consideration, in the sole discretion of the County.
- D. The successful consultant must be an Equal Opportunity Employer.
- E. The proposal shall conform to all attached documents. All proposals should use this RFP and its attachments as the sole basis for the proposal. The issuance of a written addendum is the only official method through which interpretation, clarification or additional information will be given.
- F. All costs for preparing a proposal, attending the selection interview if required, or supplying additional information requested by Milwaukee County, is the sole responsibility of the submitting party. Material submitted will not be returned.
- G. The proposal must be submitted in emailed pdf document.
- H. With the signing and submission of a statement or proposal the submitting consultant certifies that the standard terms and conditions of the AIA B101 (Consultant) agreement modified to incorporate Milwaukee County requirements (that will be used to contract with the selected consultant) has been read and understood and that the submitting consultant is ready, willing, and able to sign the agreement when requested without making any substantive changes.

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Please provide one pdf version of your proposal no later than **2:00 P.M. on January 5, 2023** to email Michael Brill: michael.brill@milwaukeecountywi.gov).

Please direct questions regarding this RFP to me using the contact information provided above.

Sincerely,

Michael Brill
Capital Planning Manager, Facilities Planning and Development
Facilities Management Division
Department of Administrative Services
Milwaukee County

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cc: P. Nilles, DAS-FMD
L. Robinson, OEI
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