

DEPARTMENT OF ADMINISTRATIVE SERVICES

Milwaukee County



January 21, 2022

To All Interested Program Managers

Project: Milwaukee County ARPA Capital Program Management Office

Project No.: TBD

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

Milwaukee County Department of Administrative Services, Facilities Management Division (Owner) is requesting proposals for professional consulting services to support the execution of capital projects funded by the American Rescue Plan Act (ARPA). This request is for Program Management Office as well as Project Manager/Owner's Representative (PM/OR) services.

The scope of work will include:

- a. Work with Owner to set up and operate a Capital Program Management Office (CPMO) for capital projects funded through the Milwaukee County allocation of American Rescue Plan Act (ARPA) funds.
- b. Provide resources and act as project manager and owner's representative for projects, or bundles of projects, that are ARPA funded where Owner determines that additional project management support is required.
 - i. Be the independent advocate and advisor for Owner to coordinate all activities of the project team, manage project costs, identify and mitigate risks, accelerate project delivery and optimize value for Owner.
 - ii. Support all phases of project execution – including design, construction, commissioning, move-in, startup, and close-out.
 - iii. Work closely with the Owner Program team and customer to coordinate all bidding, contracting, design and construction activities, manage relationships, seek efficiency in all phases of the project, provide reports, and monitor/assure contractor compliance with Milwaukee County TBE,

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residency, record-keeping and reporting requirements.

The Owner's budget for the operation of the ARPA CPMO is \$500,000. It is Owner's intent to enter into an agreement with the successful proposer to provide the complete range of services as outlined in this RFP.

I. BACKGROUND

Milwaukee County will directly receive \$183 million between 2021-24 in Federal American Rescue Plan Act of 2021 (ARPA) aid. In response, we have created an ARPA Task Force to review and recommend funding allocations to the Milwaukee County Board of Supervisors. Approximately \$116 million has been allotted for Revenue Loss Recovery projects which will include addressing the backlog of capital projects and deferred maintenance, as well as making cost-saving and efficiency investments in technology, service delivery, and facilities.

With potentially over \$100M of capital projects that may be funded over the next three years, the Department of Administrative Services (DAS) is planning how to best manage this unique opportunity. The Architecture, Engineering and Environmental Services (AE&ES) section of the Facilities Management Division (FMD) of DAS currently is charged with planning and executing the majority of County capital projects (exceptions include Highway and Transit projects) and is expecting to be charged with planning and executing capital projects funded via ARPA. AE&ES is not sufficiently staffed to fully support the influx of capital projects. The unit currently has a long list (over 200 projects and \$100M of capital) of active projects and has limited bandwidth to manage significant project inflow from ARPA. The number and scale of ARPA-funded projects is currently unknown, yet ARPA comes with a specific timeframe for completing these projects.

An ARPA Capital Program Management Office (CPMO) shall be set up within AE&ES to provide overall organization of all approved ARPA capital projects. Its purpose will be to establish procedures, provide oversight and controls, and provide uniform reporting of status of projects. Responsibilities would include project intake, assignments, record-keeping, procurement strategies, project accounting and reporting of all ARPA capital projects. The CPMO shall meet regularly to provide oversight and guidance to the execution of approved projects.

The CPMO is envisioned to operate with a combination of internal and external resources. Internal resources will be responsible for setting County standards and compliance expectations, administration of project contracting, and financial monitoring and liaison to other offices. External resources shall provide organization, setup, standard protocols, tools, strategic advice, overall coordination, intake, records, and reporting for the CPMO. External resources may also be called upon to manage all aspects of capital projects execution including

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design processes and construction management. The intent of the CPMO and any PM/OR services that arise is to provide overall consistency to the program and projects funded by ARPA, drive efficiency in project execution, meet all Customer objectives, and achieve full compliance with County standards and legal requirements.

On December 17, 2021, the County Board approved the establishment and funding for the ARPA CPMO. The CPMO is expected to be operational starting Q1 2022 through at least December 2024, coinciding with the requirement within ARPA legislation that all funded projects be financially committed by end of 2024. Because AE&ES is insufficiently staffed for the influx of capital projects, this RFP seeks external resources to set up and operate the CPMO. Additionally, and as required, we seek external resources to provide project management services as Owner's Representative on projects that we determine cannot be managed with internal resources.

II. POTENTIAL PROGRAM SCOPE

Examples of projects potentially under consideration for ARPA funding by the ARPA Task Force and County Board may include:

- a) Coggs Center Renovation \$38M bundle of projects
- b) Projects assessed by the Capital Improvements Committee and accelerated from the County 5-year capital plan
- c) Senior Center Upgrades \$10M bundle of projects
- d) Parks Department investment bundle \$TBD
- e) Various other projects \$TBD
- f) Forensic Science Center \$30M
- g) Secure Residential Care Center for Children and Youth (SRCCCY) \$25M

All ARPA project funding must be encumbered by 12/31/2024 and payments completed by 12/31/2026 to avoid penalties. Proposals will be reviewed by the ARPA Task Force on a rolling basis, with incremental reviews conducted in accordance with the following due dates: December 31, 2021, February 4, 2022 and April 8, 2022. Projects that are endorsed by the ARPA Task Force are then referred to the Milwaukee County Board of Supervisors for approval and allocation of funds. Projects can proceed then upon Board approval.

III. SCOPE OF PROGRAM MANAGER SERVICES

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The successful Program Manager shall provide all services as specified per the standard terms and conditions of the Milwaukee County Department of Administrative Services Consultant Agreement for Professional Services (Type D) (see Attachment G) along with the following:

1. GENERAL REQUIREMENTS

- a. The Program Manager selected for this Program shall manage and administer the required services. This Program Manager shall consult with the designated Owner representatives, attend meetings, communicate with members of the Owner, and issue progress reports and final work products. The Program Manager shall coordinate the work of their team including any sub-consultants. The Program Manager shall coordinate their work with those services provided by Owner and any other Owner consultants and contractors.
- b. Prior to initiation of work, the selected Program Manager shall confirm with Owner the scope and intent, timetable, points of contact and deliverables of the Program. Throughout the Program, the Consultant shall analyze potential problematic issues and advise the Owner of possible solutions.
- c. The Program Manager shall include under their contract any sub-consultants that may be required based on the Program scale, type of facility and specialized functions. These consultants, along with their expertise and level of participation shall be indicated in the Program Manager's response to this RFP. Management of the services of any sub-consultant shall be the responsibility of the Program Manager.
- d. Any work by any persons employed or subcontracted by the Program Manager that is conducted in person on any Milwaukee County site must conform with the latest Milwaukee County COVID protocols. This includes having a company COVID response plan, daily health screenings, and compliance with all current Milwaukee County COVID Administrative Orders. See Attachment H.

2. SCOPE OF SERVICES for the Capital Program Management Office

The Scope of Services for each Phase of the ARPA CPMO are shown below, broken down by tasks related to Phases such as:

- A. Planning Phase
- B. Intake Phase

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C. Operations Phase

D. Program Close-out Phase

Program Phases and tasks may overlap or lag each other as the overall program develops, and the Consultant shall adjust their work structure accordingly. Detailed requirements for each Phase are shown below. The scope and sequence of services can be negotiated at any time, and the Owner may apply internal resources as needed to address the needs of the Owner and the program.

TASK A. Planning Phase

The Program Manager shall:

1. Understand and assist with development of Owner program goals and objectives, including financial objectives and controls, schedule, sustainability, records and reporting, and Customer department key success factors.
2. Attend meetings with Owner and their participants in the CPMO to develop a complete understanding of the overall program, identify roles and responsibilities, and develop working protocols and standards for the operation of the CPMO.
3. Produce and maintain a “Responsibility Matrix” which addresses and identifies all active roles for key individuals and entities involved in the program.
4. Work with the Owner and develop an Owner’s Project Team and engagement plan including regular meeting cadence based on the requirements of the program. Owner’s internal Project Team shall include, but not be limited to:
 - a. Principal Architect
 - b. Contracts Administration
 - c. Financial Manager
5. Work with the Owner to define the protocol for using the Owner’s Unifier web-based project management information system, to maintain and update project files, schedules, milestones, costs, reports and other information as agreed with Owner.
6. Work with the Owner to define the protocols for using the Owner’s systems for meeting Targeted Business Enterprise (TBE) goals (B2GNow) and Residency Requirements (LCP Tracker).
7. Work with the Owner to define protocols for financial accounting, contract change orders or fee increases, fund transfers and reporting on projects.

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8. Work with the Owner to define protocols for periodic reporting to Customers on specific projects, and for measuring customer satisfaction upon project completion.
9. Work with the Owner to identify Owner-internal services and/or resources that may be engaged and required to execute projects, including, but not limited to Milwaukee County Information Management Services Division (IMSD).
10. Coordinate and run the CPMO Team meetings. Record minutes and action items. Produce reports for the APRA Task Force as needed and directed by Owner.

TASK B. Intake Phase

The Program Manager shall:

1. Following CPMO protocol established during Planning, accept and record projects as assigned by the Owner.
2. Upon Owner's request, support Customer departments in efforts to develop requests for project funding. Work with Owner and Customer department to define the scope and cost of any particular project that is proposed to be funded through ARPA. Complete a Project Charter and initial cost estimate.
3. For projects that achieve ARPA funding, identify project customer representative(s) and work with them to confirm project scope, budget, timing, and all other project constraints and delivery expectations. Complete a Project Charter and Risk Matrix for each project and enter the project into the CPMO log.
4. Provide written opinion on project scope, budget and schedule to Owner, and recommend mitigation measures for any particular risks. Upon Owner's request, provide preliminary/conceptual cost estimation or validate cost estimates for projects or portions of projects.
5. If a project delivery method has not yet been established, make a recommendation that best suits the project goals, characteristics and constraints.
 - a.  If the project delivery method recommendation includes the assignment of a Project Manager/Owner's Representative (PM/OR), include the specifics of that assignment in a written recommendation to Owner, to include, but not be limited to:
 - i. Identification of the project, and the rationale for assigning a PM/OR.
 - ii. Identification of the resource who would function as the PM/OR throughout the course of the project.

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- iii. Proposed cost on a not-to-exceed basis for the PM/OR.
 - iv. Identification of the resource proposed start date and any constraints on timing or schedule.
 - v. Scope of Services for each assigned Project Manager/Owner's Representative (PM/OR) shall be as shown below in Section III-3
6. Work with the Owner to define the general procurement strategy and plan for the project. Recommend strategies that reduce project risk, accelerate schedule, and/or reduce costs to Owner.
 7. Identify and notify Owner-internal services and/or resources that may be engaged and required to execute projects, including, but not limited to Milwaukee County Information Management Services Division (IMSD).
 8. Develop and maintain a Master Program Schedule that includes services provided by the Program Manager as well as projects managed under the Program. Include milestones for decisions to be made by Owner, and indicate level of completion of each ARPA-funded project.

TASK C. Operations Phase

The Program Manager shall:

1. Schedule and attend regular meetings with Owner's Project Team to coordinate tasks, personnel and activities to assure ARPA Capital Program success.
2. Coordinate and run the CPMO Team meetings. Record minutes and action items.
3. The Program Manager shall regularly monitor and update the Master Program Schedule. The Program Manager shall also prepare and regularly update (either on same form or different) the Master Program Schedule for Owner, and highlight any issues or concerns with meeting ARPA-required timing on commitment of funds.
4. Throughout the Program, on at least a quarterly basis, the Program Manager shall visit the project site(s) and make reasonable efforts to assess and verify the accuracy of project progress, plans, existing conditions, potential issues and status, and shall report such to Owner and advise on any required project coordination solutions.
5. The Program Manager shall coordinate, attend and facilitate periodic (at least monthly) Program update meetings with the Owner's Project Team. Program Manager shall prepare and distribute exhibits and supporting information for meetings as required. Program Manager shall prepare and distribute agendas and minutes for each Program

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coordination meeting, which shall include updates on status of scope, schedule, budget, Program issues, items requiring Owner or third-party input, and deliverables.

6. The Program Manager shall prepare a Monthly Progress Report, which will relate to the status of the Program, throughout the duration of the Program. The report shall include the following:
 - a. Executive Summary – include a summary of financial status, highlights of major events, risks and risk mitigation, and a schedule summary.
 - b. Status of Design – summarize design activities and identify known and potential delays.
 - c. Status of Construction – summarize construction activities and identify known and potential delays.
 - d. Status of Relocation – summarize Relocation plan and activities and identify known and potential delays.
 - e. Status of Close-out – summarize Project Close-out activities and identify known and potential delays.
 - f. Status of Owner's Items – summarize status and plans for items to be completed by the Owner (including professional services, fees, FF&E and move costs).
 - g. Budget Status Report – include a Master Program Budget which will include a summary of anticipated costs and status of scope changes that are approved, pending, and/or anticipated.
 - h. Schedules – include an updated Master Program Schedule.
 - i. Anticipated Program Activity – indicate, in narrative form, the activities of the Program in the upcoming month, actions to be taken during the period, and any scheduled governing agency reviews/approvals, etc.
 - j. Other – include such additional or revised information as required by the Owner.
7. Monitor and manage the financial accounting and reporting on active projects. Work with Owner as needed to support fund transfers.
8. The Program Manager shall regularly monitor, track and report contract compliance with County Targeted Business Enterprise (TBE) requirements using the County B2G-Now web-based application, not only for their own compliance, but also for all other Program Managers and contractors under contract with Owner for this Program. Work with Milwaukee County Community Business Development Partners (CBDP) staff, contractors and consultants to ensure payments to subcontractors are properly documented and meet CBDP goals. Issue goal compliance deficiency warning letters to consultants and contractors as necessary.

TASK D. Program Close-out Phase

The Program Manager shall:

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1. Monitor projects and manage the CPMO until a time of substantial completion of the Program is determined by Owner.
2. Upon substantial completion, develop and provide a detailed and comprehensive final report on the Program to include, at a minimum, the following:
 - a. Executive Summary – include a summary of financial status, highlights of major events, risks and risk mitigation, and a schedule summary.
 - b. The list of ARPA-funded capital projects
 - c. Project status and projected schedule
 - d. Approved budgets, commitments, and forecast
 - e. Continuing activities for Owner to manage.
 - f. List of standards and project management protocols developed during this program which may be useful to Owner on-going.
3. Provide information as required by Owner for closing out this contract.
4. Participate in a final Program debriefing meeting as may be scheduled by Owner.

3. SCOPE OF SERVICES for the Project Manager/Owner's Representative

The Scope of Services for each Phase of a project managed by an assigned Project Manager/Owner's Representative (PM/OR) are shown below, broken down by tasks related to Phases such as:

- A. **Intake and Planning Phase**
- B. **Design Phase**
- C. **Construction Phase**
- D. **Relocation Phase**
- E. **Project Close-out Phase**

Project Phases and tasks may overlap or lag each other as the overall project develops, and the PM/OR shall adjust their work structure accordingly. Detailed requirements for each Phase are shown below. The scope and sequence of services can be negotiated at any time, and the Owner may apply internal resources as needed to address the needs of the Owner and the program.

- A. **Intake and Planning Phase**

The Consultant shall:

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1. Work with Owner and the CPMO to develop a complete understanding of the project assignment, including identification of the project Customer and the project delivery method/contracting strategy.
2. Identify and notify Owner-internal services and/or resources that may be engaged and required to execute projects, including, but not limited to Milwaukee County Information Management Services Division (IMSD). Develop an engagement plan for each required Owner service.
3. Attend meetings with Owner and the project Customer to develop a mutual understanding of the assigned project, identify roles and responsibilities, and develop working protocols and standards for the execution of the project.
4. Confirm Customer project goals and objectives, including financial objectives and controls, schedule, sustainability, relocation and timing requirements, records and reporting, and Customer department key success factors. Maintain the "Project Charter" which documents the full scope, goals and objectives of the project.
5. Produce and maintain a "Responsibility Matrix" which addresses and identifies all active roles for key individuals and entities involved in the project.
6. Further develop and maintain the "Project Risk Matrix" which addresses and identifies all constraints and risks presented in the project. Initiate risk mitigation measures as needed to assure project success.
7. Throughout the course of the project, the PM/OR shall use the Owner's Unifier web-based project management information system, to maintain and update project files, schedules, milestones, costs, reports and other information as agreed with Owner. Owner shall grant PM/OR an active license to access the Oracle Primavera Unifier Project Management software system (Version: 19.2 b-01302019-17).

B. Design Phase

The PM/OR shall:

1. Per the developed CPMO engagement plan and to the extent required by the owner, assist/prepare requests for proposals for services of professionals; solicit and review proposals from such professionals; assist in the preparation of contracts for the retention of such professionals; and recommend selection of such professionals. Review/negotiate, with Owner and its legal counsel, scope revisions within professional service agreements and help resolve disputes relating to such scope revisions with such professionals, which may include:
 - a. Architect and Engineers

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- b. Contractor(s)
 - c. Specialty consultants and contractors
2. Verify that the milestone schedule requirements and other known and reasonably foreseeable steps necessary to perform and complete the project have been included and/or accounted for within the contract documents.
3. If required by the Owner, develop a project specific Project Management Plan. If not required implement a generic PMP based on typical industry standards.
4. Develop a strategy, procedure, and schedule to assist the Owner in obtaining the required reviews and approvals of authorities having jurisdiction over the Project; and assist the Owner in connection with the Owner's responsibility for filing documents required for such approvals.
5. Implement, maintain, and update as necessary, the Owner's Unifier web-based Project Management Information System to be used to receive, distribute, and maintain Project Reports, Project Schedules, and other information as agreed and under license with the Owner.
6. Implement, maintain, and upgrade as necessary, a web-based File Sharing System to be used to receive and distribute Project Reports, Project Schedules, and other information as agreed with the Owner.
7. Provide financial control of the project including the following:
 - a. Verification and management of the overall project budget.
 - b. Preparation of construction estimates for the conceptual design, schematic design, design development, contract document phase, individual bid packages and proposed Change Orders.
 - c. Prepare cost estimates for Owner's Costs (including professional services, fees, technology, FF&E and move costs).
 - d. Prepare a cash flow analysis based on the latest information and update as necessary.
 - e. Prepare an overall project budget that includes an Owner's Reserve and update as necessary.
8. Review the plans, drawings, specifications and such other documents as prepared by the equipment and design professionals for cost, constructability, adherence to schedule and consistency with the program. Confer with and advise the Owner of variances and recommendations for corrective actions to remedy any problematic issues. Assess and advise the Owner of impacts to the project budget and project schedule.
9. Engage Owner-internal services and/or resources as required to execute projects, including, but not limited to Milwaukee County Information Management Services

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Division (IMSD). Assure seamless integration of these services with the project design as it develops.

10. Participate in value engineering exercises and evaluate proposed building design systems as to quality, first cost and life cycle cost, constructability, union jurisdiction, and availability.
11. Consult with the Owner regarding issues which impact the constructability and feasibility of the project.
12. Identify all Owner's costs and responsibility line items (such as professional services, FF&E, specialty items, and relocation services) and work with Owner and customer departments to develop a procurement strategy and plan. Identify long lead time items and recommend to the Owner methods of procurement to achieve the project schedule.
13. Prepare an evaluation and recommendation for each general and specialty contract award and submit in a timely manner to the Owner for approval.
14. Expedite approvals and coordination issues between state and local agencies to obtain any required permits, licenses and other approvals for the project.
15. Verify that the milestone schedule requirements and other known and reasonably foreseeable steps necessary to perform and complete the project have been included and/or accounted for within the contract documents.
16. Schedule and attend all design review meetings and review the design professional's agenda and minutes for accuracy and correct any errors within such documents.
17. Work with the Owner's and Developer's design teams to develop a Project Commissioning Plan in accordance with responsibility matrix and team engagement plan.
18. Conduct periodic progress meetings with the Owner, the Customer, and the appropriate design team members, contractors, equipment designers and suppliers, and other owner consultants and vendors. PM/OR shall prepare and distribute exhibits and supporting information for meetings as required. PM/OR shall prepare and distribute agendas and minutes for each project coordination meeting, which shall include updates on status of scope, schedule, budget, project issues, items requiring Owner or third-party input, and deliverables.
19. The PM/OR shall prepare a Monthly Progress Report, which will relate to the status of the project, throughout the duration of the project. The report shall include the following:
 - a. Executive Summary – include a summary of financial status, highlights of major events, risks and risk mitigation, and a schedule summary.

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- b. Status of Design – summarize design activities and identify known and potential delays.
 - c. Status of Construction – summarize construction activities and identify known and potential delays.
 - d. Status of Relocation – summarize Relocation plan and activities and identify known and potential delays.
 - e. Status of Close-out – summarize Project Close-out activities and identify known and potential delays.
 - f. Status of Owner's Items – summarize status and plans for items to be completed by the Owner (including professional services, fees, FF&E and move costs).
 - g. Budget Status Report – include a Master Project Budget which will include a summary of anticipated costs and status of scope changes that are approved, pending, and/or anticipated.
 - h. Schedules – include an updated Milestone Project Schedule.
 - i. Anticipated Project Activity – indicate, in narrative form, the activities of the project in the upcoming month, actions to be taken during the period, and any scheduled governing agency reviews/approvals, etc.
 - j. Other – include such additional or revised information as required by the Owner.
20. The PM/OR shall regularly monitor, track and report contract compliance with Milwaukee County Targeted Business Enterprise (TBE) requirements using the County B2G-Now web-based application, not only for their own compliance, but also for all other consultants and contractors under contract with Owner for this project. Work with Milwaukee County Community Business Development Partners (CBDP) staff, contractors and consultants to ensure payments to subcontractors are properly documented and meet CBDP goals. Issue goal compliance deficiency warning letters to consultants and contractors as necessary.
21. The PM/OR shall regularly monitor, track and report contract compliance with County Residency requirements using the County LCP-Tracker web-based application. Work with Owner DAS A&E staff and contractors to ensure contractors are meeting residency requirements. Issue goal compliance deficiency warning letters to contractors as necessary.
22. Review all applications for payment from Owner's consultants, designers and engineers and provide recommendations to Owner for approval/revision/rejection.

C. Construction Phase

The PM/OR shall:

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1. Establish bidding schedules and assist the Owner with the development and issuance of construction bidding documents.
2. Coordinate and conduct, with the assistance of Owner and design team, pre-bid conferences with prospective bidders. Assist the Owner and design team with regards to questions from bidders and issuance of addenda.
3. Assist the Owner in the receipt and evaluation of bids. Prepare bid analysis as needed.
4. Monitor and coordinate the activities of the design professionals, construction manager, and other consultants and vendors for the completion of the work in accordance with the Owner's objectives for cost, schedule and quality.
5. Schedule and conduct and/or attend pre-construction, construction and progress meetings to discuss matters of procedures, progress, problems and scheduling of the construction phase of the project.
6. Review and update the Milestone Project Schedule monthly. Provide schedule report to the CPMO for inclusion in the Master Program Schedule.
7. Periodically monitor the progress and performance of the design professionals, construction manager, specialty consultants and contractors and other vendors. Give notice and recommend courses of action to the Owner if the contractual requirements of the above-mentioned entities are not being fulfilled.
8. Engage Owner-internal services and/or resources as required to execute projects, including, but not limited to Milwaukee County Information Management Services Division (IMSD). Assure seamless integration of these services with the project construction.
9. Work with Owner and customer departments to execute the procurement strategy and plan for all Owner's items. Identify long lead time items and recommend to the Owner timing of procurement to achieve the project schedule. Develop and execute an installation and testing plan and schedule as required for Owner's items, and update such as required to coordinate with facility construction activities.
10. Develop and maintain project files to include a record copy of all contracts, drawings, specifications, addenda, change orders and drawing modifications, shop drawings, product data and samples, handbooks, manuals and instructions and related materials for Owner's FF&E.
11. Review accuracy of all invoices for Owner's FF&E and other items and provide recommendations to Owner for approval/revision/rejection.

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12. Review and update the Master Project Budget monthly.
13. Recommend to the Owner necessary or desirable changes to the project; review requests for changes by design professionals, construction manager, specialty contractors and consultants, and equipment vendors; assist in negotiating proposals; determine whether changes are necessary, reasonable and accurate; and submit recommendations to the Owner for approval.
14. Review applications for progress payments and final payments, and all documents in support of such applications and make the appropriate recommendations to the Owner.
15. Assist in obtaining required governmental and regulatory agency permits or approvals, fee waivers (if applicable), and resolving code or regulatory disputes required for the work. Advise the Owner of potential delay impacts to the Milestone Project Schedule in this regard.
16. Monitor and confirm that the design professionals and construction manager maintain the following documents: a record copy of all contracts, drawings, specifications, addenda, change orders and drawing modifications, shop drawings, product data and samples, handbooks, manuals and instructions and related materials required to be kept and maintained for the project.
17. Assist in coordinating all aspects of the work with any public agencies or utility companies involved in the project.
18. In the event that the interpretation of the meaning and intent of the contract documents becomes necessary during construction, ascertain the design professionals' interpretation and transmit such information, along with Owner's Representative's analysis and recommendation to Owner.
19. Review the adequacy of supervision, personnel and equipment and the availability of necessary materials and supplies. Where adjudged inadequate, recommend that the necessary actions be taken to correct the deficiencies.
20. Coordinate deliveries, installations and testing of Owner's items.
21. Monitor and review the design professionals' and the Developer/Contractor's quality inspection control system so that the required standards of construction are achieved.
22. Monitor the design professionals' and the Developer/Contractor's review of all testing required by the technical sections of the specifications and applicable codes and regulations for compliance with the contract documents.

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23. Monitor the flow of all documents and materials for proper sequence of approvals so as not to delay the progress of the work.
24. Review the design professionals and contractor's recommendations for all scope change requests from the trade and specialty contractors. Submit recommendations to Owner for approval.
25. Review all scope changes proposed by the design professionals and Developer/Contractor and make recommendations regarding practicality, costs and effect on the schedule.
26. Monitor all scope changes during construction to ensure compliance with approved revisions.
27. Conduct periodic progress meetings with the Owner, the Customer, and the appropriate design team members, contractors, equipment designers and suppliers, and other owner consultants and vendors. PM/OR shall prepare and distribute exhibits and supporting information for meetings as required. PM/OR shall prepare and distribute agendas and minutes for each project coordination meeting, which shall include updates on status of scope, schedule, budget, project issues, items requiring Owner or third-party input, and deliverables.
28. The PM/OR shall prepare a Monthly Progress Report, which will relate to the status of the project, throughout the duration of the project. The report shall include the following:
 - a. Executive Summary – include a summary of financial status, highlights of major events, risks and risk mitigation, and a schedule summary.
 - b. Status of Design – summarize design activities and identify known and potential delays.
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 - f. Status of Owner's Items – summarize status and plans for items to be completed by the Owner (including professional services, fees, FF&E and move costs).
 - g. Budget Status Report – include a Master Project Budget which will include a summary of anticipated costs and status of scope changes that are approved, pending, and/or anticipated.
 - h. Schedules – include an updated Milestone Project Schedule.
 - i. Anticipated Project Activity – indicate, in narrative form, the activities of the project in the upcoming month, actions to be taken during the period, and any scheduled governing agency reviews/approvals, etc.
 - j. Other – include such additional or revised information as required by the Owner.

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29. The PM/OR shall regularly monitor, track and report contract compliance with County Targeted Business Enterprise (TBE) requirements using the County B2G-Now web-based application, not only for their own compliance, but also for all other consultants and contractors under contract with Owner for this project. Work with Milwaukee County Community Business Development Partners (CBDP) staff, contractors and consultants to ensure payments to subcontractors are properly documented and meet CBDP goals. Issue goal compliance deficiency warning letters to consultants and contractors as necessary.
30. The PM/OR shall regularly monitor, track and report contract compliance with County Residency requirements using the County LCP-Tracker web-based application. Work with Owner DAS A&E staff and contractors to ensure contractors are meeting residency requirements. Issue goal compliance deficiency warning letters to contractors as necessary.
31. Review all applications for payment from Owner's consultants, designers, engineers and contractors and provide recommendations to Owner for approval/revision/rejection.

D. Relocation Phase

If a relocation is required for the Project, the PM/OR shall:

1. Work with the Owner, its customer departments (ME and OEM), and the County Information Management Services Division (IMSD) to develop an overall project plan for relocation from existing locations to the new site. The Relocation Plan shall include, but not be limited to:
 - a. key contacts,
 - b. lists of materials, equipment and personnel,
 - c. Continuity of Operations,
 - d. relocation sequence, means and methods,
 - e. safety and other special requirements,
 - f. training requirements,
 - g. cost, and
 - h. schedule.

Review the Relocation Plan with Owner and customer departments; update and publish.

2. Per the developed Relocation Plan and to the extent required by the owner, assist/prepare: requests for proposals for services of professionals; solicit and review proposals from such professionals; recommend selection of such professionals; and assist in the preparation of contracts for the retention of such professionals. Review/negotiate, with

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Owner and its legal counsel, scope revisions within professional service agreements and help resolve disputes relating to such scope revisions with such professionals.

3. Continuously review all scope and schedule changes proposed by the design professionals, Developer and construction contractors and make recommendations regarding practicality, costs and effect on the Relocation Plan.
4. Monitor status of facility construction and commissioning, FF&E installations and special requirements to coordinate such with the Relocation Plan. Ensure that the Developer/Contractor and equipment vendors coordinate equipment and systems training sessions for the Owner's personnel.
5. Provide constant contact with customer departments as needed to assure safe and smooth relocations.
6. Manage communications, coordination, planning, and decision-making for the move contract service provider(s) and customer departments.
7. Work with the Owner, its customer departments (ME and OEM), and the County Information Management Services Division (IMSD) to develop an existing facility decommissioning plan. This plan shall include, at a minimum:
 - List and description of locations to be vacated and decommissioned.
 - Target end state for each decommissioned location. Identification of key issues and environmental factors to be considered.
 - Identification of Decommissioning Team members, and a matrix of responsibilities.
 - Budget and schedule for decommissioning.
 - Decommissioning action plan.
8. Project Manage the activities of the Decommissioning Team through substantial completion of the decommissioning action plan.

E. Project Close-out Phase

The PM/OR shall:

1. Develop the protocol and conduct a comprehensive final inspection of the project to verify that the materials furnished and work performed are in accordance with the contract documents.
2. Receive from the Developer/Contractor and deliver to the Owner all guarantees, warranties, operating and maintenance manuals required by the contract documents.

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3. Monitor the design professionals' and contractors' procedures for expediting the preparation of "as-built" and record drawings and operations and maintenance manuals in accordance with the specifications.
4. Provide a detailed and comprehensive final account report to include verification that all final lien waivers are received.
5. Provide information as required by Owner for closing out the project contract(s).
5. Participate in a final project debriefing meeting as may be scheduled by Owner.

4. **QUALITY CONTROL**

Owner 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.

5. **ANTICIPATED PROJECT TIMETABLE**

Contract Bidding and Award

- | | |
|---|--|
| 1. <i>January 24, 2022</i> | Issue Request for Proposal |
| 2. <i>January 31, 2022, 1:30 p.m.</i> | Pre-proposal Meeting |
| 3. <i>February 11, 2022, 2:00 p.m.</i> | PROPOSALS DUE |
| 4. <i>Week of February 14, 2022</i> | Interviews (if necessary) |
| 5. <i>February 17, 2022</i> | Selection Committee complete review of submitted proposals |
| 6. <i>February 18, 2022</i> | Selection Committee selects Program Manager |
| 7. <i>February 25, 2022</i> | Consultant Retention award signed-off |
| 8. <i>March 4, 2022</i> | Execute a contract with selected consultant |

Project Execution

- | | |
|------------------------------|--|
| 9. <i>March 11, 2022</i> | CPMO Kick-off |
| 10. <i>December 15, 2024</i> | All ARPA-funded projects fully committed |
| 11. <i>December 31, 2026</i> | All ARPA-funded projects completed |

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6. PRE-PROPOSAL MEETING

There will be an optional pre-proposal meeting at 1:30 p.m. on Wednesday, January 31, 2022, to be held virtually via MicroSoft Teams. 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 via email to stuart.carron@milwaukeecountywi.gov by no later than January 28, 2022.

IV. RELATED WORK BY OTHERS

(none)

V. PROPOSAL CONTENT

The proposal shall conform to Milwaukee County's Proposal Preparation, Submission and Evaluation Guidelines (see Attachment C). The proposal shall include the Constant Effort Matrix for the CPMO Task A – Planning (see Attachment D), and the Program Manager Proposal Form (see Attachment E) and the following information:

- A. **Cover:** Include project number and name, project location, consultant's name, address, telephone number, FAX 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 organization submitting the proposal briefly stating the proposer's understanding of the service to be provided. Include in this letter acknowledgement and agreement to comply with Milwaukee County COVID protocol.
- D. **Organization's Experience:** Include a list of similar projects that the organization has participated on in the past five (5) years. Attach a separate sheet for each project, up to five (5) maximum, giving a brief description of each project and the organization's participation.
- E. **Program Organization and Staff Experience:** Include an organizational structure of the CPMO team, including the relationship of any sub-consultants to be used for this project. The name and title of the Program Manager who will be in charge of this project. Provide a resume' for each individual involved in the project, and include their name, title and/or duties for the project, professional registration, relevant certifications, a brief description of related experience including time contribution in this capacity to past projects, and qualifications.
- F. **Project Managers/Owner's Representatives:** Include a list of the resources that may

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be assigned as PM/OR for any project within this Program. Provide a resume' for each individual listed, and include their name, title and/or duties for the project, professional registration, relevant certifications, a brief description of related experience including time contribution in this capacity to past projects, and qualifications.

- G. Sub-Consultants:** Indicate the names and addresses of any sub-consultants 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.
- H. Project Approach:** Provide a description of planning, architectural and engineering, construction coordination or other 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.
- I. Scheduling:** Base proposal on schedule provided in this RFP.
- J. Constant Effort:** Include a spreadsheet/matrix listing the names, classifications, hourly rates and hours to be spent for the first Phase of the ARPA CPMO (Task A – Planning) as described in this RFP. (Since specific projects are not yet defined, a constant effort matrix is not required for subsequent Phases or for any PM/OR tasks.) See Attachment D for the form of submission to be used.
- K. Fee Proposal:** The fee for this project shall be clearly stated as an actual cost not-to-exceed fee for these services. A dollar amount for reimbursable items as described in the proposal should also be clearly stated. **Fee proposal must be provided by Program Managers in their response to this RFP, on the form provided.** See Attachment E for the form of submission to be used.

VI. 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.

VII. GENERAL REQUIREMENTS

A. TARGETED BUSINESS ENTERPRISE (TBE) REQUIREMENTS

Community Business Development Partners (CBDP) is responsible for monitoring and enforcing the Milwaukee County Target Enterprise (MCTE) Ordinance for inclusion of

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small business. Target firms include DBE firms certified under the Wisconsin Unified Certification Program following Federal regulations, WBE and MBE certifications from the State of Wisconsin DOA, SBE firms certified by Milwaukee County, and SBE firms meeting SBA size standards and listed in the SAM directory.

Meeting TBE project participation goals may be achieved utilizing any combination of TBE firms, whether DBE, SBE, MBE, or WBE. There are no percentage goals assigned directly to any of the types of firms. This allows for increased participation by providing opportunities for multiple certifications to be included in the project. **TBE Prime's will receive credit towards the goal for work they self-perform.**

Targeted Business Enterprise (TBE) participation goal for this RFP is 17%.

To be considered for this project, you must submit a *Subcontractor/Sub-consultant/Supplier Information Sheet* (TBE-02) with your Proposal listing all sub-consultants as well as signed *Commitment to Contract with TBE* (TBE-14) forms, one for each of the TBE firms included to meet participation. (See Attachments F-1 and F-2.) TBE-14 form(s) must identify (1) the TBE firm by name and address, (2) the scope of service(s) to be provided, (3) the dollar amount and (4) the percentage. The form is first completed and signed by the Prime, then forwarded to the TBE sub-consultant for signature in the affirmation section. Signatures must occur in the proper date order sequence, or the form may be considered non-responsive. CBDP is entitled to reject your Proposal for improperly completed forms. If you are not able to meet the goal, you must submit the TBE-01 Good Faith Effort for your proposal to be considered responsive.

CBDP may be contacted at 414-278-4851 or cbdpcpliance@milwaukeecountywi.gov for assistance in identifying TBE firms and understanding the County's TBE Program.

Following are the links to Directories for firms eligible for credit:

DBE <http://wisconsindot.gov/Pages/doing-bus/civil-rights/dbe/certified-firms.aspx>

MBE WBE <http://www.doa.state.wi.us/Divisions/Enterprise-Operations/Supplier-Diversity-Program>

Milwaukee County SBE <https://mke.diversitycompliance.com/Default.aspx>

SAM Directory for Federal SBE <https://www.sam.gov/portal/SAM#1>

Adherence with prompt payment requirements is monitored through information entered into the Diversity Management and Compliance System, utilizing B2GNow software. Prime consultants are required to report payments received from the County and amounts paid to sub-consultants. Subs will receive an automated email requesting them to confirm the amounts and whether the terms of the prompt payment policy were complied with. There is no cost to the Prime or any sub-consultant, the only requirement is to become a registered user and complete the one hour webinar training. The County

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will enter the Primes contract, and the Prime will enter all sub-consultants, including both TBE and non-TBE firms.

The Targeted Business Enterprise (TBE) Utilization Specifications and forms to be used are included in the RFP (Attachment F).

- 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 selected consultant and/or any contractor affiliated with the prime consultant shall be prohibited from submitting bids on design or construction for any ARPA-funded project that is managed by the ARPA CPMO.
- E.** The successful consultant must be an Equal Opportunity Employer.
- F.** 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 written addenda are the only official method through which interpretation, clarification or additional information will be given.
- G.** 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.
- H.** The proposal must be submitted in a single bound 8-1/2" x 11" document, as well as via an emailed pdf document.
- I.** With the signing and submission of a statement or proposal the submitting consultant certifies that the standard terms and conditions of the Agreement for Professional Services (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 a pdf version of your proposal no later than **2:00 P.M. on February 11, 2022** to
Director of Facilities Management, Milwaukee County Department of Administrative Services,
Facilities Management Division (email: stuart.carron@milwaukeecountywi.gov).

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

Sincerely,

Stuart Carron

Director, Facilities Management Division
Department of Administrative Services
Milwaukee County
Stuart.carron@milwaukeecountywi.gov
(414) 617-4920

Attachments:

- Attachment A – Owner's form of Project Charter
- Attachment B – Owner's form of Risk Matrix
- Attachment C – Proposal Preparation, Submission and Evaluation Guidelines
- Attachment D – Program Manager Constant Effort Form
- Attachment E – Program Manager Proposal Form
- Attachment F – Targeted Business Enterprise (TBE) Specifications and Forms TBE-2
and TBE-14
- Attachment G – Sample standard agreement - Milwaukee County Department of
Administrative Services Consultant Agreement for Professional
Services (Type D)
- Attachment H – COVID Protocol

cc:

W. Banach, DAS-FMD
K. Dunne, DAS-FMD
Peter Nilles, DAS-FMD
Jim Moon, DAS-CBO

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