

DEPARTMENT OF ADMINISTRATIVE SERVICES

Milwaukee County



July 17, 2018

To All Interested Consultants

Project: Milwaukee County SRCCCY – Preliminary Facility Design and Feasibility Study

Project No.: WS12401

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

Milwaukee County Department of Administrative Services is requesting proposals for professional consulting services to support the preliminary facility design of a Secure Residential Care Center for Children and Youth (SRCCCY).

The scope of work will include

- a. development of the Owner's Project Requirements,
- b. an architectural study of the feasibility to renovate and/or expand an existing facility, and
- c. development of conceptual plans and concept level cost estimate.

The County leadership will review and use the results of this study for next steps in the development of the Milwaukee County SRCCCY.

I. BACKGROUND

Wisconsin Act 185, enacted in April 2018, relates to juvenile correctional facilities, and requires closure of currently State-run facilities in Lincoln Hills/Copper Lake by January 1, 2021. The Act allows for counties to establish Secure Residential Care Centers for Children and Youth (SRCCCY), and a Juvenile Corrections Study Committee is to be created by the State DOC to recommend rules for services and programming for SRCCCYs by September 2018. The Act creates a grant program to provide funding for construction of these facilities. A Grant Committee will be established by the State for the purposes of reviewing applications and awarding grants for the construction of county SRCCCYs - Grant applications are due to the State by March 31, 2019.

The Vision for the Milwaukee County SRCCCY is:

Establish a safe, positive, sustainable, and developmentally appropriate treatment environment for youth committed to the county under Wisconsin Statute Section 938.34(4m) that effectively promotes accountability, protects the community, reduces recidivism, and returns youth to our community with the skills needed to become successful and productive citizens.

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Milwaukee County has established a Steering Committee and various Work Groups to support the development of its SRCCCY. The consultant selected for this Preliminary Facility Design and Feasibility Study will be directed by and included in the Facility and Fiscal Planning Work Group (the 'Work Group').

II. GENERAL DESCRIPTION of PROJECT SCOPE

- Based on input from the Work Group, County Departments and designated representatives, develop an Owner's Project Requirements (OPR) document for the Milwaukee County SRCCCY, in a form substantially similar to Attachment 5.
 - Review overall values and goals for the project, and establish specific facility goals with the input of County representatives.
 - Outline the functional requirements of the project and the expectations of the building's use and operation as it relates to space and systems design.
 - Recommend standards for items such as area allowances and space allocation, general furniture and equipment requirements.
 - Establish space quality standards.
 - Determine specific space requirements.
- Evaluate the feasibility of renovating and/or expanding the Vel R. Phillips Youth and Family Justice Center site to accommodate the new SRCCCY.
- Develop four (4) options and conceptual plans for the SRCCCY within the Vel R. Phillips Youth and Family Justice Center site.
- Review four (4) options and plans with the Work Group and Steering Committee, to select a final two (2) preferred options.
- Develop adjacency and flow diagrams, as well as blocking and layering diagrams, for the preferred 2 options.
- Develop a concept-level cost estimate for the design and construction of the SRCCCY.
- Produce a final written report and presentation to the Work Group and Steering Committee.

I. SCOPE OF CONSULTANT SERVICES

The successful Consultant 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 C) (copy will be emailed upon request).

1. GENERAL REQUIREMENTS

The intended result of this phase of the Project is

- a. Documented Owner's Project Requirements (OPR) that can be used for further development of designs and location options for the Milwaukee County SRCCCY.
- b. Feasibility analysis of the first location to be evaluated – the Vel R. Phillips Youth and Family Justice Center site.
- c. Development of conceptual plans and concept level cost estimate for the SRCCCY within the Vel R. Phillips Youth and Family Justice Center site.

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- d. Sufficient understanding and documentation to support taking the Project into its next logical steps, as determined by the Milwaukee County SRCCCY Steering Committee.

The approved work products shall be delivered in a manner that is fully capable to transition to the next task of either a) evaluating additional locations, or b) completing the design and construction documents of the new Milwaukee County SRCCCY in full or in part. They will be an attachment to the future requests for proposals for design services for the next phase of work.

Participation in this phase of the Project will neither presume nor preclude consultants from participating in future tasks and phases of the SRCCCY projects. Additional tasks may include the evaluation of additional sites beyond Vel Phillips. Due to the tight overall timing of the Project, evaluation of additional sites may occur in parallel. Because such site possibilities are not currently known, such evaluation is beyond the scope of this initial request.

Milwaukee County is benchmarking similar operations from other States, and may embark on a site visit to such (NY and/or MO). As it may be useful to the development of the Project, the selected Consultant may be required to participate on such site visit (for example, the Hogan Street Regional Youth Center in St Louis). An allowance shall be provided by Consultant within proposed Project reimbursables to cover this.

The Consultant selected for this Project shall manage and administer the required services. This Consultant shall consult with the designated County representatives, research applicable programming criteria, attend project meetings, communicate with members of the Work Group, and issue progress reports and final work products. The Consultant shall coordinate the work of their team including any sub-consultants. The Consultant shall coordinate their work with those services provided by Milwaukee County and any other Milwaukee County consultants.

Prior to initiation of work, the selected Consultant shall confirm with Milwaukee County the scope and intent, timetable, and deliverables of the Project.

The Consultant shall prepare and regularly update a project schedule that will include milestones for decisions to be made by Milwaukee County, work by the Consultant and level of completion of the Project. This schedule shall be coordinated with the overall SRCCCY project schedule of Milwaukee County.

The Consultant shall include under their contract, any sub-consultants that may be required based on the project scale, type of facility and specialized functions. These consultants, along with their expertise and level of participation shall be indicated in the Consultant's response to this RFP. Management of the services of any sub-consultant shall be the responsibility of the Consultant.

2. BASIC SERVICES

TASK A. Develop the Owner's Project Requirements (OPR)

Prepare an Owner's Project Requirements (OPR) document for the Milwaukee County SRCCCY, for review and approval by the Work Group and SRCCCY Steering Committee.

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This OPR shall be developed based on the best available information for the design and operation of SRCCCY type facilities. The work shall proceed even though the State of Wisconsin has not yet issued rules and regulations for such design. The Consultant shall rely on Milwaukee County expertise and direction, his own knowledge of the state of the art, and benchmarks from other States' similar secured residential facilities for youth. The OPR shall be reviewed and updated as information and regulations from the State become available.

1. The OPR shall establish values and goals for the project in alignment with the Project Vision and Mission (see attachment 4), and as directed by the Work Group and/or Steering Committee. The Consultant shall confirm final acceptance of values, goals and criteria with the Work Group and Steering Committee, and revise as required.
2. In developing the OPR, the Consultant shall work with the Work Groups and Steering Committee to establish the set of design basis assumptions that will be used in the subsequent design tasks, precedent to promulgation of State rules.
3. The Consultant shall meet as required with the Work Group and designated County departmental staff persons to complete all inputs to the OPR.
 - i. The Consultant shall provide a written evaluation of how the values and goals of the Project are addressed or affected by the OPR technical components, including identification of the most critical elements.
 - ii. The Consultant shall include a qualitative evaluation of the key drivers of efficiency and economics of the Project based on the OPR criteria.
4. The final delivery of the OPR will include:
 - i. Completed OPR document in a form substantially similar to that included as Attachment 5 to this RFP.
 - ii. Additional documentation that the Consultant has developed and may present to clarify or enhance the presentation of the OPR. These may include but is not limited to, written descriptions and statements, diagrams, matrices and any other innovative solutions to convey the Owner's Project Requirements. Consultant shall confirm with the Milwaukee County Project Advisory Group on the appropriate form of presentations.
 - iii. Providing and presenting preliminary and final drafts of the OPR for review and comment by County staff.
 - iv. Attending and participating in up to three meetings with the Steering Committee group to a) establish goals, b) present preliminary draft of the OPR, and c) present the final draft of the OPR with relevant commentary.

TASK B. Feasibility Analysis of Building the SRCCCY at the Milwaukee County Vel R. Phillips Youth and Family Justice Center

The Consultant shall:

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1. Gather and review pertinent existing documents, including but not limited to:
 - i. Drawings and reports on the existing facilities, site surveys, construction documents and other related studies.
 - ii. Applicable codes and ordinances.
 - iii. Standards related to intended usages.
2. Complete field studies of the facility by:
 - i. Interviewing key individuals as designated by the Work Group.
 - ii. Gather information by interview as well as field observations and surveys.
 - iii. Establishing the data and constraints that are critical for the incorporation of the SRCCY within the existing facility. Identify critical traffic and circulation patterns.
 - iv. Identify specific rooms and areas and areas of the facility that may present opportunities to be renovated and/or expanded.
3. Develop four (4) options and conceptual plans for incorporation of the SRCCY into the existing facility.
4. Present preliminary reports of options and conceptual plans to the Work Group and Steering Committee for review and comment, and for direction on further development. The reports shall consider and include:
 - i. Evaluation of pros and cons of each option.
 - ii. Any programmatic issues related to each option, including, but not limited to security, operations, traffic and circulation, parking, code compliance, and general site plan.
 - iii. Qualitative review of options relative to overall Project Values and Goals.
 - iv. Qualitative review of comparative cost of options, including any special construction challenges that may be encountered.
 - v. Overall analysis of the feasibility of each option.

TASK C. Development of a Concept-level Cost Estimate

The Consultant shall:

1. Upon the direction of the Steering Committee, further develop 2 selected feasible construction options.

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2. Determine specific space requirements including but not limited to:
 - i. Identifying required spaces and major building functional components (e.g. entryways, vertical transportation, etc.).
 - ii. Proximities, quantities and sizes.
 - iii. Space efficiency factors (net square footage/ gross square footage) as applicable and necessary for cost estimating purposes.
 - iv. Identifying space-specific major building system requirements (but not technical specifications for) such as HVAC, plumbing, power, and security requirements.

4. Develop a Conceptual Plan including all items previously identified, utilizing written and graphic descriptions that may consist of:
 - i. Proximity diagrams.
 - ii. Site plan.
 - iii. Layering and blocking diagrams, to include main circulation/flow paths and relevant commentary.
 - iv. Matrix identifying space allocations and critical relationships.
 - v. Future expansion accommodations.
 - vi. Type, quantity, and levels of access, including security levels.

5. Develop a concept-level project cost estimate for the developed option(s).

6. Present a Final Report of options, conceptual plans and preliminary costs to the Work Group and Steering Committee for review and comment. The Report shall include:
 - i. Cover letter with executive summary.

 - ii. Summary of reference documents and sources. Attach final OPR as an Exhibit.

 - iii. Summary of feasibility analysis, including the preliminary options evaluated, and recommendation for further developments.

 - iv. Review of options further developed, complete with
 - a. Evaluation of pros and cons of each developed option.
 - b. Any programmatic issues related to each developed option, including, but not limited to security, operations, traffic and circulation, parking, code compliance, and general site plan.
 - c. Qualitative review of options relative to overall Project Values and Goals.
 - d. Concept-level cost of options, including any special construction challenges that may be encountered.

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- e. Overall analysis of the feasibility of developed options.
- v. Recommendation for next steps in Project development.

TASK D. Project Management

The Consultant shall:

1. Attend and participate in a project kick-off meeting to confirm scope, schedule, budget, points of contact and project management expectations.
2. Provide ongoing project management services to maintain schedule and budget expectations.
3. Attend and help facilitate bi-weekly project update meetings with the SRCCCY Facility and Fiscal Planning Work Group.
4. Provide regular (not less than every two weeks) written (emailed) updates on status of scope, schedule, budget, project issues, items requiring Milwaukee County or third-party input, and deliverables. Present this report to the Work Group as directed.
5. For project meetings outside the Work Group that may be required throughout this Project, coordinate proposed meetings with the Work Group. Prepare and distribute exhibits and supporting information for meetings as required. Prepare and distribute agendas and minutes for each project coordination meeting.

2. 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.

3. ANTICIPATED PROJECT TIMETABLE

Contract Bidding and Award

- | | |
|-------------------------------------|---|
| 1. July 23, 2018 | Issue Request for Proposal |
| 2. July 30, 2018, 2:00 p.m. | Optional Pre-proposal Meeting – tour of existing Vel Phillips facility (see note below) |
| 3. August 3, 2018, 2:00 p.m. | PROPOSALS DUE |
| 4. August 6, 2018 | Selection Committee complete review of submitted |

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|----------------------------------|---|
| 5. Week of August 6, 2018 | proposals |
| 6. August 10, 2018 | Interviews (if necessary) |
| 7. August 13, 2018 | Selection Committee selects consultant |
| 8. August 15, 2018 | Consultant contract award |
| | Execute a contract with selected consultant |

Project Execution

- | | |
|------------------------------|--|
| 9. August 15, 2018 | Project Kick-off - Work Group Introduction and
Timeline Planning |
| 10. December 15, 2018 | Project Completion with delivery of Work Products
and summary presentation to the SRCCY
Steering Committee |

4. PRE-PROPOSAL MEETING

There will be an optional pre-proposal meeting and site tour at 2:00 p.m. on Monday, July 30, 2018, at the Vel R. Phillips Youth and Family Justice Center (10201 W Watertown Plank Rd, Wauwatosa, WI 53226). Milwaukee County staff will be on hand to answer questions about this RFP. Please be advised that this facility has security checks at the door, and you may want to allow extra time prior to the meeting for security clearance.

II. RELATED WORK BY OTHERS

- A. The County will make available the following files and documents:
1. All available CAD drawings of the Vel R. Phillips Youth and Family Justice Center
 2. MS-Word version of the OPR template

III. 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, 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.
- 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

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participation.

- E. Project Organization and Staff Experience:** Include an organizational structure of the project team, including the relationship of the sub-consultants to be used for this project. The name of the Principal in Charge of this project along with their Professional Registration Number in the State of Wisconsin must be clearly indicated in this section of the proposal, along with the name, occupation and title of the Project 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. 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.
- G. Project Approach:** Provide a description of planning, architectural and engineering problems 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:** Base proposal on schedule provided in this RFP.
- I. Constant Effort:** Include a spreadsheet/matrix listing the names, classifications, hourly rates and hours to be spent by each required task to complete the project 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. 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.

IV. 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.

V. GENERAL REQUIREMENTS

A. TARGETED BUSINESS ENTERPRISE (TBE) REQUIREMENTS

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Community Business Development Partners (CBDP) is responsible for monitoring and enforcing Milwaukee County's Targeted Business Enterprise (TBE) Program for inclusion of small business. Targeted firms include DBE firms certified by the Unified Certification Program under Federal regulations and WBE and MBE certifications from the State of Wisconsin DOA.

Targeted Business Enterprise (TBE) participation goal for this RFP is 17%. To be considered, you must submit signed *Commitment to Contract with TBE* (TBE-14) forms, one for each of the TBE firms included to meet participation. 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 subconsultant 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.

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

The official UCP directory of eligible DBE firms can be accessed through the following link:

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

The official directory of eligible MBE and WBE firms may be found at the following link:

<https://wisdp.wi.gov/Search.aspx>

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 subconsultants. 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 subconsultant, the only requirement is to become a registered user and complete the one-hour webinar training. The County will enter the Prime's contract, and the Prime will enter all subconsultants, 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 3).

- 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.

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- 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 are 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 a single bound 8-1/2" x 11" document, as well as via an 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 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.

Please provide **eight (8)** paper copies and one pdf version of your proposal no later than **2:00 P.M. on August 3, 2018** to Director of Facilities Management, Milwaukee County Department of Administrative Services, Facilities Management Division, 633 W. Wisconsin Avenue, Suite 1000, Milwaukee, Wisconsin, 53203 (Telephone (414) 278-4940, 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

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Attachments:

- 1) Proposal Preparation, Submission and Evaluation Guidelines
- 2) Consultant Proposal Form
- 3) Targeted Business Enterprise (TBE) Specifications and Form
- 4) Milwaukee County SRCCCY Facility and Budget Work Group Charter
- 5) Owner's Project Requirements (OPR) Template
- 6) Existing Site Plan – Vel R. Phillips Youth and Family Justice Center
- 7) Existing Floor Plans – Vel R. Phillips Youth and Family Justice Center

cc:

G. High, DAS-FM

W. Banach, DAS-FM

C. Hardy, DAS-CBO

B. Engel, CDBP