

**RESOLUTION NO. 2019-\_\_\_\_**

Entering into a contract with Maas Brothers to Provide Construction Management Services for upgrading and repair of county buildings

Executive Summary

The Health and Human Service Building, Lueder Haus, and the Hillside and Workforce Development buildings need upgrading and repair. with an estimated cost of approximately \$3 million. The 2020 budget includes funding for these projects . Due to the scope of these projects, it will benefit the County to retain the services of a construction manager who can assist in developing requests for proposals, reviewing bids, coordinating projects, and reviewing the progress and completion of projects.

The Buildings and Grounds Committee reviewed the proposal of Maas Brothers on January 7<sup>th</sup>, 2020 and recommended forwarding this resolution to the County Board to retain the services of Maas Brothers to provide services to Jefferson County as a construction manager to assist with developing requests for proposals, reviewing bids, coordinating projects, and reviewing the progress and completion of projects related to the upgrading and repair of County buildings.

WHEREAS, a proposal was obtained from Maas Brothers to provide services to Jefferson County as a construction manager, and

WHEREAS, the cost for services from Maas Brothers is based on an hourly billing rate of \$110.00 for services provided during the preconstruction phase by a preconstruction manager and project manager, and up to 5 percent of project costs for general construction management services, \$16,500 per month for a Project Superintendent during the construction phase, and \$4,250 per month for a Project Manager during the construction phase.

NOW, THEREFORE, BE IT RESOLVED that the County Administrator is authorized to enter into a contract with Maas Brothers to provide Construction Management services to assist in developing requests for proposals, reviewing bids, coordinating projects, and reviewing the progress and completion of projects related to the upgrading and repair of County buildings as described above.

*Fiscal Note: The estimated cost of this for these services is \$250,000. Adequate funds for this project are in the 2020 Central Services Operational Budget and unutilized 2019 Capital Funds, Account number \_\_\_\_\_.*

Ayes \_\_\_\_\_ Noes \_\_\_\_\_ Abstain \_\_\_\_\_ Absent \_\_\_\_\_ Vacant \_\_\_\_\_

Requested by the Buildings and Grounds Committee

01-14-2020

REVIEWED: County Administrator: \_\_\_\_\_; Corporation. Counsel \_\_\_\_\_; Finance Director: \_\_\_\_\_

## **Preconstruction Services**

Performing roughly 85% of work in a Construction Management role, Maas Brothers is well versed in navigating the pre-construction phase to set projects up for success. From constructability review, initial budgeting, value engineering, and competitive bidding, Maas Brothers will work to ensure the costs of construction are accurate, transparent, and that the County is receiving value for the work being performed.

### **Constructability Review**

As your Construction Manager, we will be an integral part of the project's preliminary stages. This allows us to utilize our expertise and builder's insight to help ensure project documents are accurate and trade scopes of work (i.e. bid packages) are clearly defined. We believe that this strong commitment of management personnel and our attention to detail allows us to solve potential problems before they have a detrimental impact on the project's schedule, budget, or quality.

### **Budget/Cost Estimates**

A great deal of time is spent ensuring that budgets are accurate. This is accomplished by utilizing preliminary construction documents and working in conjunction with area contractors to develop accurate budgets for each section of work. Industry square foot indicators are not relied on to provide budget amounts. These often do not take into consideration local economic conditions, project-specific variables, and bidding markets.

### **Value Engineering**

Value engineering is the elimination or modification of anything that adds costs without contributing to the overall functionality, vision and objectives of the project. Reductions in a project's scope or quality to get it into budget are not considered value engineering – those decisions are simply "cost-cutting".

Maas Brothers' value engineering efforts are concentrated as soon as possible during the preconstruction phase. Early review affords greater savings and allows a change of direction, if appropriate, without impacting project delivery schedules. Through coordination with the project's designers, emphasis is placed on obtaining initial savings during construction and creating operational value over the building's lifetime. If savings are identified, the project budget may be reduced, or the money may be reallocated, if justifiable.

### **Competitive Bidding**

Maas Brothers has a great deal of experience coordinating competitive bidding efforts for public clients. Competitive bidding cannot *only* include casting the widest net to obtain the most quotes. Although Maas Brothers is able to reach contractors throughout southern Wisconsin by publications and an in-house electronic bid solicitation format, contractor proposals must be qualified to ensure all work within their scope is included and that the contractor is capable of completing the project.

### **Competitive Bidding (continued)**

Where appropriate, project scope can be defined during the bid phase through the use of “bid packages”. Bid packages describe the work that will be included under a specific trade contractor’s contract and helps to ensure accuracy in contractor bids. For example, separate bid packages can be developed for plumbing, electrical, and HVAC work.

Sealed bids for various bid packages would be submitted directly to the County for cost comparison and qualification, including competitive bids by Maas Brothers for work we traditionally self-perform (i.e. general trades, selective demolition, carpentry, concrete, drywall)

### **Schedule Conformance**

Preliminary project schedules are developed during the preconstruction phase, using the expertise of trade contractors to create a realistic and efficient project timeline. That schedule can then be communicated to bidders and utilized during the qualification and contracting phase. By clearly stating expectations early in the project, issues with schedule conformance during construction can be reduced.

Once construction is underway, regular jobsite meetings between project contractors, Maas Brothers’ project manager and onsite superintendent will take place to actively monitor progress. In the event a scope of work is behind schedule that will negatively impact the progress of other trades and any schedule milestones, the responsible contractor will be required to provide a plan of corrective action.

### **Quality Control**

It’s Maas Brothers’ belief to not cut corners or short-change clients on the amount of supervision provided - it is the most vital ingredient to a successful project. Proper supervision does not include stopping by the jobsite for a just a few hours every week, and based on the size, scope, and complexity of the project, Maas Brothers would provide a full-time onsite superintendent to ensure conformance to project schedule and the level of quality we expect on our projects. Maas Brothers superintendents have extensive experience in the trades; consequently, an “eye” for quality work is possessed.

### **Partnering/Teamwork**

The Maas Brothers team brings decades of construction experience to each of its project. Thanks to our longstanding reputation for providing quality construction work, many long-term clients—including some dating back to the 1940s and 1950s—continue to choose Maas Brothers Construction. Approximately 90% of Maas Brothers work comes from repeat clients, which exemplifies our nature for becoming an integral part of a project team and successfully gaining the trust of our clients by working with their best interests in mind and earning repeat business.

# Project Approach & Compensation Proposal

## Project Approach

We would anticipate grouping all planned Jefferson County projects into one, combined project. The project scope for all work would then be divided into bid packages, similar to the structure of the Jefferson County Highway Shop project. For example, a bid package would be created for electrical work across all facilities which would be competitively bid by multiple electrical contractors. A contract would then be awarded to the lowest qualified contractor for that bid package. Bid packages would also be developed for HVAC, fire protection, plumbing, as well as others depending on project scope and complexity. By utilizing this approach, the County is able to take advantage of economy of scale, reducing costs, and the increased efficiency of working through a single contractor.

All bids would be submitted directly to the County, including competitive bids by Maas Brothers for work it traditionally self-performs (i.e. general trades, selective demolition, carpentry, concrete, drywall)

Maas Brothers would manage and hold contracts for all construction work.

## Pre-Construction Phase – Compensation Proposal

Pre-construction services including, but not limited to, preliminary plan review, budgeting, bid package preparation, and meeting attendance would be billed at the rate of **\$110.00/hour**.

Personnel subject to this rate include Maas Brothers' preconstruction manager and project manager. Please note that no additional fees would apply to this rate.

## Construction Phase – Compensation Proposal

We offer to provide construction phase Construction Management services outlined in the compensation proposal provided below.

<b>Project Cost</b>	<b>Fee</b>
\$2,000,000 - \$2,999,999	5.00%
\$3,000,000 - \$3,999,999	4.75%
\$4,000,000 - \$4,999,999	4.50%
\$5,000,000 - \$5,999,999	4.25%
\$6,000,000 - \$6,999,999	4.00%
\$7,000,000 - \$7,999,999	3.75%
+\$8,000,000	3.50%

It would be our intention to group all proposed projects under one contract, and the fees listed are based on that project delivery approach. If the overall project is broken into smaller, individual projects or the total project cost falls outside of this schedule, an alternative fee schedule will be provided.

Fee would be applied to all construction costs, including Maas Brothers supervision and General Condition costs. All personnel not included in our supervision costs are included in the fee. Applicable project fee would be applied to any additive change orders. No fee would be added to deductive change orders.

# Project Approach & Compensation Proposal

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## Supervision

In our experience, a project of this potential scale and complexity may require 100% supervision from a project superintendent and approximately 25% of project manager time spent on project coordination. The following **monthly** rates would apply for Maas Brothers Project Manager and full-time onsite Project Superintendent during construction. These rates assume one, combined project across facilities and a continuous project schedule.

<b>Project Role</b>	<b>Monthly Rate</b>
Project Superintendent	\$16,500
Project Manager	\$4,250

**\*Please note that these rates can be subject to change once the exact scope of work is defined, depending on the level of supervision necessary based on project size and complexity. This would be determined during the pre-construction phase.**

## General Conditions

General conditions include items and activities necessary to facilitate the overall construction and management process but don't include direct construction of the facility. The following page provides an example of potential general condition items applicable to the project that would be billed monthly. Due to the project's preliminary nature, these costs are yet to be determined.

**CONSTRUCTION MANAGER GENERAL CONDITION WORKSHEET****MAAS BROTHERS CONSTRUCTION CO., INC.****General Condition Items**

Mobilization/Demobilization/Trucking

Temporary Toilets

Jobsite Office Trailer/Furnishings/Supplies

Computer/Telephone/Internet

Job Storage Trailer

Vehicles/Travel Cost/Mileage

Job Sign &amp; Directional Signs

Erosion Control Maintenance

Dumpsters

Surveying

Temporary Enclosures/Dust Partitions

Jobsite/Street Cleaning

Temporary Fencing/Barricades/Railing

Material Handling/Equipment Use

Winter Protection

Soil Testing

Survey/Layout

Concrete Testing

Pumping/Dewatering

Temporary Roads/Parking/Staging

Temporary Electric

Temporary Heat/Dehumidification

Protection of Existing/Finished Surfaces/Trees

Project Related IT/Software

Performance Bond

Insurance Costs - General Liability

**By Owner**

Building Permit

Builder's Risk Insurance

Impact Fees

## What Makes Our Firm the Best Option

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We feel that the scope of Jefferson County's desired Construction Management services is an ideal fit for our company for several reasons, including the following:

- We stand behind our work long after the project is completed. Our marketing department is in reality our references. We encourage you to contact our references, they have nothing to lose or gain from giving an honest opinion of our company.
- The potential projects are of the size and scope well within our capabilities and would be a *high priority* for our company, not an afterthought to tens of millions of dollars in construction backlog.
- We have project managers and superintendents with track records for successfully completing projects in a construction management role. We do not cut corners or short-change our clients on the amount of supervision we provide - it is the most vital ingredient to a successful project. Stopping by the jobsite for a few hours every week is **NOT** our idea of supervision and project management.
- We feel the fact that our Project Manager will also take part in preliminary estimating & scheduling is a significant benefit. This continuity avoids confusion or delay and allows us to "hit the ground running."
- We are familiar with operating on an "open book". Contractor bids will be opened and qualified with Jefferson County involvement. Based on our location we are able to receive bids from a wide variety of contractors from multiple areas – including Madison, Milwaukee, Janesville, and the Fox Valley.
- We have worked for and delivered successful projects for Jefferson County and a long list of government entities, including the City of Watertown, the City of Jefferson, and Dodge County, to name a few.

## RESOLUTION NO. 2019-\_\_\_\_\_

Entering into a contract with Potter Lawson to provide schematic design and mechanical assessments for the Jefferson County Courthouse, Sheriff's Office, and Jail.

### Executive Summary

Over the last 20 years, various studies have been conducted relating to the long term needs of County facilities including the Courthouse and adjoining Sheriff's Office and jail. The most recent significant study took place in 2005. Jefferson County implemented several recommendations from this study including relocating the Corporation Counsel office, reconstructing the Courthouse security entrance, and constructing a new Highway operations facility and satellite facilities.

Since this 2005 study, larger projects at the Courthouse have included renovating public restrooms, modest upgrades to the County Board room, technology upgrades to the Courtrooms, replacement of the majority of the Courthouse roof, and installing new boilers. In 2014, the County continued to evaluate its long term needs through an independent consultant. This 2014 evaluation concluded that many of the components within the facilities have reached their end of life. Based on these studies and reports, both the Task Force on Operations and Organizations and the County's Strategic Plan determined that a plan needed to be developed to update County facilities.

A Request for Proposals was issued on Nov 19<sup>th</sup>, 2019 for the purpose of assisting in the development of a cost effective solution to address the significant facility infrastructure issues identified in the studies and to provide for flexibility in operations while balancing current Courthouse security needs, and specifically addressing:

- Space Needs Program
- Schematic Floor Plans
- Mechanical, Electrical, Plumbing and Structural Systems Analysis
- Construction Phasing Analysis
- Preliminary Cost Estimate

A required pre-proposal conference and facility tour was held on December 3, 2019. and proposals were due on Dec 10<sup>th</sup>, 2019. Three highly qualified firms were selected as final candidates and the interview panel recommended Potter Lawson as the lowest responsible bidder.

The Buildings and Grounds Committee considered this resolution at its meeting on January 7<sup>th</sup>, 2020 and recommended forwarding to the County Board to accept the bid of Potter Lawson as the lowest responsible bidder to assist Jefferson County in the development of a cost effective solution to address the significant facility infrastructure issues which have been identified in the Jefferson County Courthouse, Sheriff's Office, and Jail..

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WHEREAS, bids were solicited for professional services to assist the County in development of a Schematic Design and Mechanical, Electrical, Plumbing. Analysis, and

WHEREAS, the following bids were submitted:

- Potter Lawson - \$77,000
- Plunkett Raysich/Moyer - \$115,500
- Venture - \$136,500

WHEREAS, the Buildings and Grounds Committee considered the analysis of the consultant and the working group in reviewing the three proposals, and

WHEREAS, the Buildings and Grounds Committee recommends accepting the bid of Potter Lawson to develop the following deliverables for the County:

- Space Needs Program
- Schematic Floor Plans
- Mechanical, Electrical, Plumbing/Structural Systems Analysis Report
- Construction Phasing Analysis
- Preliminary Cost Estimate

NOW, THEREFORE, BE IT RESOLVED that the County Administrator is authorized to enter into a contract with Potter Lawson to provide the services as described above.

BE IT FURTHER RESOLVED that the County Administrator and the consultant will provide updates to the Buildings and Grounds Committee and other interested parties on a regular basis.

*Fiscal Note: Adequate funds for this project are in the 2020 Central Services Operational Budget and unutilized 2019 Capital Funds, account number \_\_\_\_\_.*

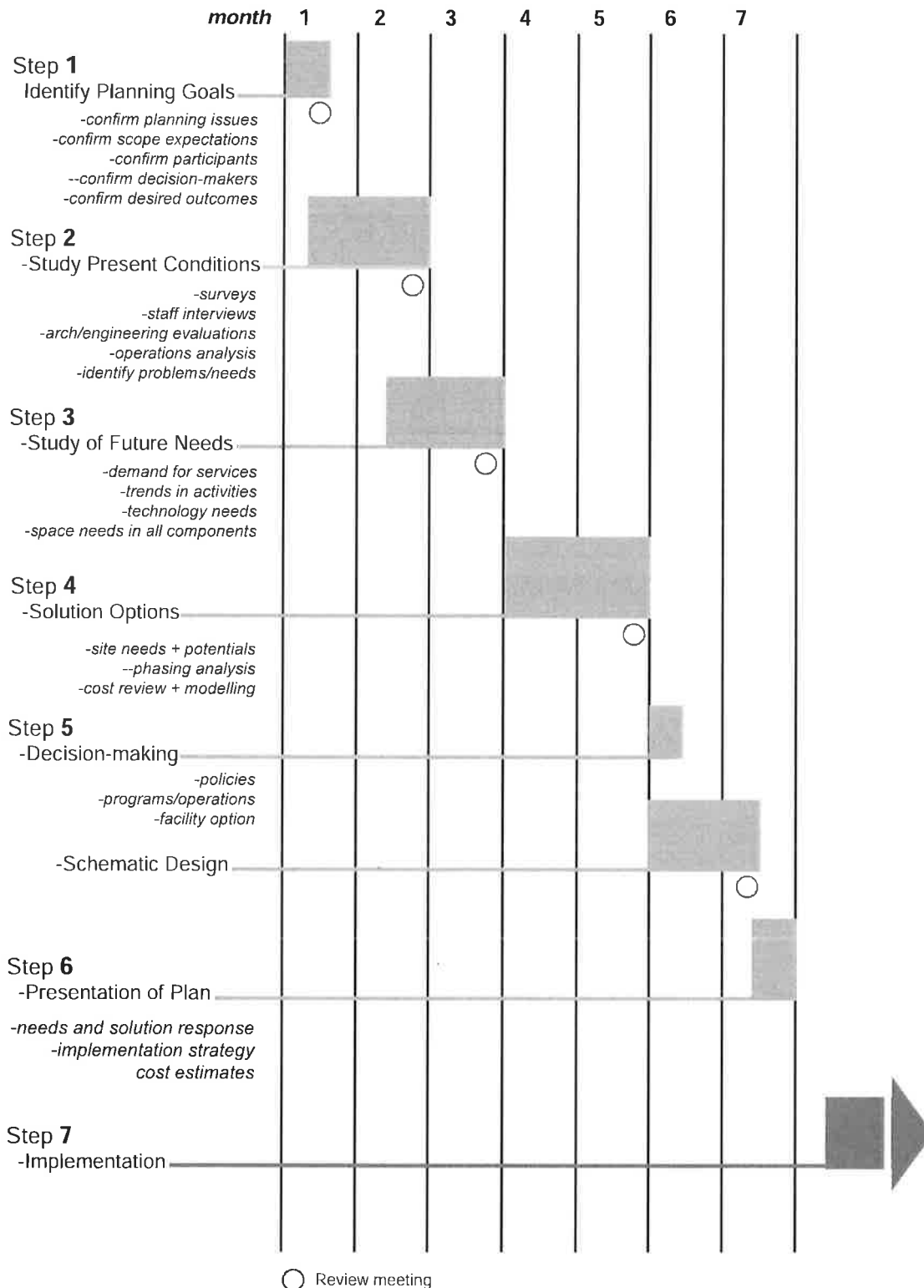
Ayes \_\_\_\_\_ Noes \_\_\_\_\_ Abstain \_\_\_\_\_ Absent \_\_\_\_\_ Vacant \_\_\_\_\_

Requested by the Buildings and Grounds Committee

01-14-2020

REVIEWED: County Administrator: \_\_\_\_\_; Corporation. Counsel \_\_\_\_\_; Finance Director: \_\_\_\_\_

# Schedule



## FEE

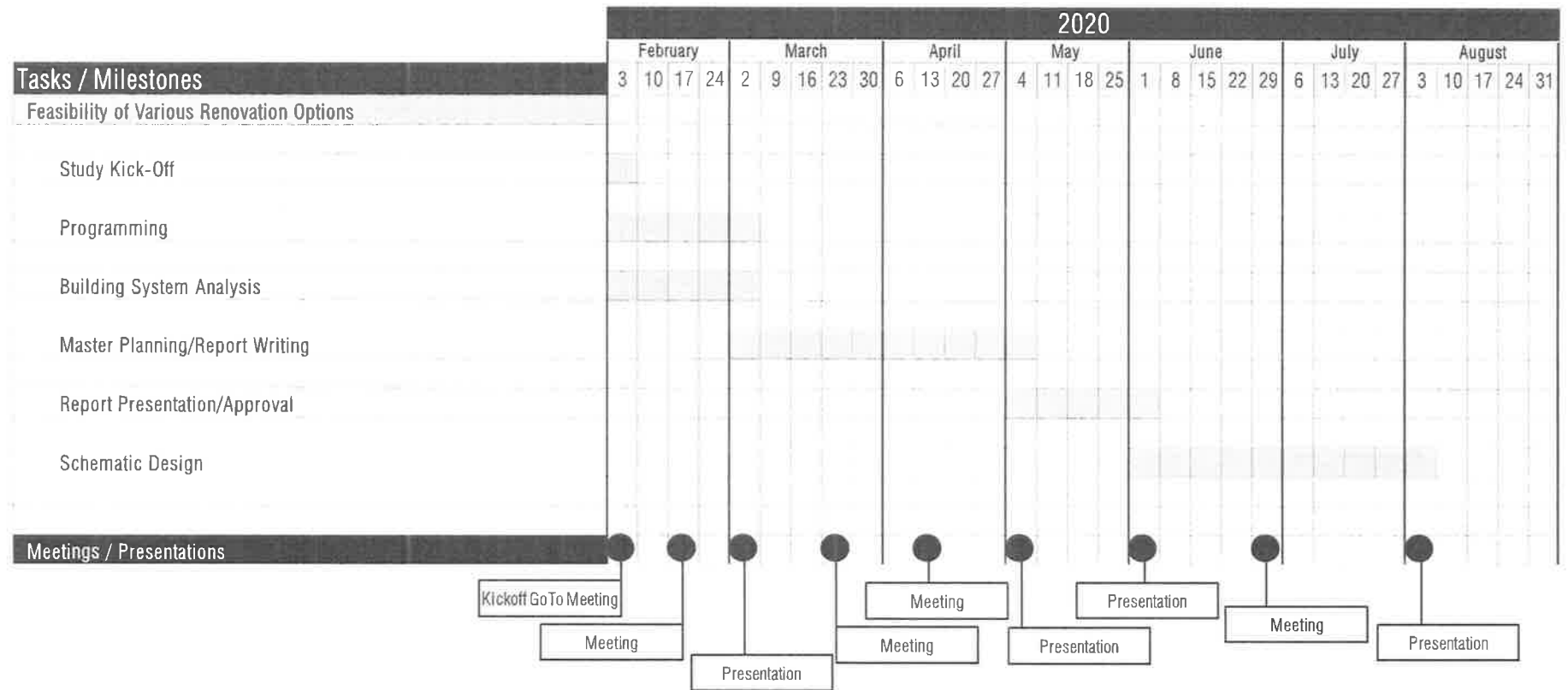
PRA proposes a blended fee based on the information from the RFP for the Jefferson County Courthouse and Sheriff Building Design Services RFP and as a basis of a Standard AIA B141 Owner Architect Agreement.

**Lump Sum Fee:**

\$115,500

Plus standard and reasonable reimbursable expenses including travel, printing, plotting, and plan review. Reimbursable expenses for projects like this typically fall between \$900 and \$3,000, dependent upon the amount of color printing and binding of the final reports.

## Schedule

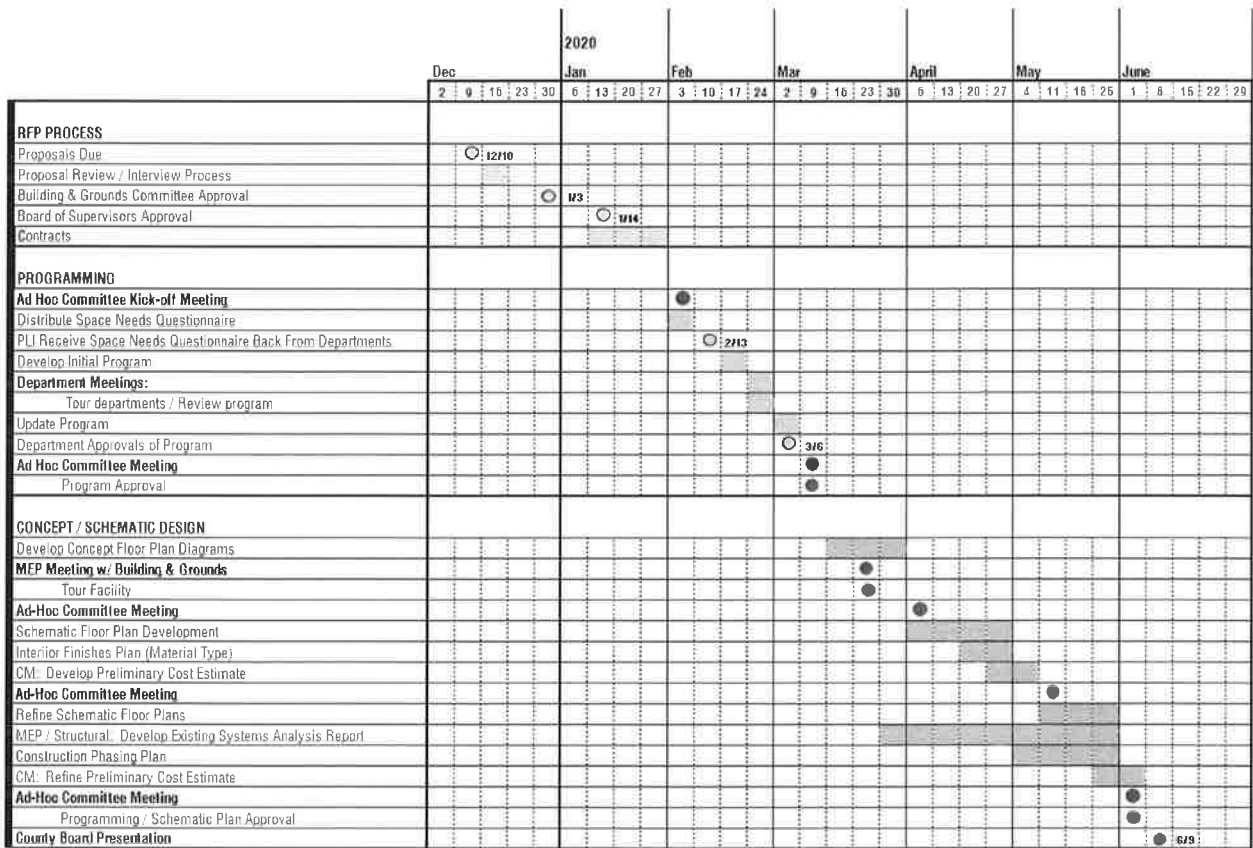


### 3. Budget Overview

	<u>12/20/2019</u>	<u>1/6/2020</u>
<u>Basic Services</u>		
Venture Architects	\$48,000	\$54,000
Harwood Engineering Consultants (Fire Suppression, Plumbing, and Electrical Engineering)	\$28,000	\$23,000
National Center for State Courts	\$24,000	\$0
SGTS, Inc.	\$22,000	\$19,000
<b>Total for Basic Services</b>	<b>\$122,000</b>	<b>\$96,000</b>
<u>Reimbursable Expenses</u>		
National Center for State Courts	\$2,400	\$0
<b>Total for Reimbursable Expenses</b>	<b>\$2,400</b>	<b>\$0</b>
<u>Additional Services Menu</u>		
Harwood Engineering Consultants (HVAC ("Mechanical") Engineering)	\$14,500	\$13,000
National Center for State Courts 20-Year Court System Analysis	\$20,000	\$0
Venture Architects FF+E	TBD	TBD

## Project Timeline

The following schedule reflects our preliminary estimate of time based on previous projects and work anticipated for each task. This schedule will need to incorporate the County's availability, scheduled meetings dates, etc. before it can become a finalized guide to our planning process. We estimate 7 meetings with the Committee / County Board as well as a meeting with each County Department Head during the programming process. Design Engineers estimates 3 meetings with the County for their scope of services.



## Fee Proposal

We propose to provide the services requested in the RFP for a lump sum fee of \$77,000. As requested in the RFP, if the County procures HVAC engineering services outside of this RFP the fee can be reduced by \$6,500. Lastly, should the project not require structural engineering services the fee can be reduced by \$3,000. The following outlines our task list to complete the project.

### Programming:

1. Kick-off meeting with the Ad Hoc Committee
  - Define project goals and scope of work.
2. Potter Lawson to distribute a Space Needs Questionnaire to department directors.
3. Departments fill out questionnaires and send back to Potter Lawson.
4. Potter Lawson will develop an initial Program.
5. **Department meetings:**
  - Tour departments.
  - Review preliminary program with departments.
6. Potter Lawson will update the program (Based on department meetings).
7. Potter Lawson to send revised program to departments for review.
8. Potter Lawson to revise the program based on comments (via email/conference call).
9. Obtain program approvals from individual department directors for their department.
10. **Ad-Hoc Committee meeting:**
  - Program approval.

### Concept / Schematic Design:

11. Potter Lawson to develop initial concept floor plan diagrams. (Up to three options.)
12. MEP/Structural Analysis:
  - Site visit.
  - Meeting with Buildings and Grounds Director to analyze existing systems and determine systems scope of work.
13. CM to coordinate the preliminary cost estimate with the Design Team.
14. Ad-Hoc Committee meeting:
  - Review concept floor plan diagrams.
  - Potentially narrow down options to a single floor plan direction.
  - Review MEP/Structural project scope.
15. Potter Lawson will develop/revise schematic floor plan diagrams per County reviews.
16. Potter Lawson will develop Interior Finishes plans.
17. MEP/Structural consultant to develop the systems analysis report.
18. Potter Lawson to coordinate a construction phasing plan with the CM.
19. CM to finalize the preliminary cost estimate. Potter Lawson coordination.
20. Ad-Hoc Committee meeting:
  - Schematic floor plan approval.
  - Deliver MEP/Structural systems analysis report.
  - Construction phasing plan review.
  - Preliminary cost estimate review/approval.
21. Presentation to the County Board.

### Deliverables:

- Space Needs Program
- Schematic Floor Plans
- MEP/Structural Systems Analysis Report
- Construction Phasing Analysis
- Preliminary Cost Estimate (from Construction Manager)



**E. Response Receipt/Opening:**

**Responses received after the due date and time will be rejected.**

All proposals received in response to this request will become the property of the County and will not be returned to the respondents.

**F. Interviews:**

Interviews may be required of selected finalists at the respondent's expense. However, an award may be made without discussion with the respondents. Therefore, respondents are cautioned that proposals should be submitted initially on the most favorable terms, from both a technical and cost standpoint.

If an interview is required, the selected finalists will be notified of the date and time of the interview process. Vendors not selected will also be notified.

Proposers not selected will be notified that their proposal will no longer be considered unless the evaluation committee finds, after the completion of interviews, that additional proposers should be interviewed.

**G. Financial Verification**

Vendor verification prior to award: Vendor's financial solvency may be verified through financial background checks via Dun & Bradstreet or other means (i.e.; Wisconsin Circuit Court Access, UCC) prior to contract award. Jefferson County reserves the right to reject proposals based on information obtained through these background checks if it's deemed to be in the best interest of the County.

**H. Evaluation and Award:**

Proposals will be evaluated in accordance with the criteria listed below. Award will be made to the responsive, responsible Contractor who complies with the requirements and scores the highest total on the evaluation criteria as it pertains to the overall needs of Jefferson County.

Experience of company and assigned personnel in performing similar work	45%
Quality and completeness of Proposal including methods used to produce deliverables and adequacy in responding to the scope of services as defined in RFP	45%
Cost	10%

**I. Other Considerations:**

Factors which include, but are not limited to, quantity involved, time of completion, purpose for which required, competency and financial capacity of vendor, ability to render satisfactory service and past performance will be considered in determining status as a responsible vendor. The County reserves the right to request additional information as may reasonably be required to make this determination and to further investigate the qualifications of the respondent as deemed appropriate.

All work shall conform to all applicable industry, federal, state and local laws, codes, ordinances, and standards.

The County prohibits communication initiated by the respondent to any County official, representative from another entity or employee evaluating or considering the proposals, prior to the time a decision has been made.

Interested vendors must inform the County Administrator, prior to proposal submission deadline, if they have any pre-existing business relationship(s) with the County related to this project that may conflict with a potential contract award.

Jefferson County reserves the right to accept or reject any or all proposals and to waive any informality in proposals Jefferson County determines that doing so is in the best interests of Jefferson County. No vendor will be provided with financial and/or competitive vendor information on this proposal until after the award of contract has been made. To the extent possible, it is the intention of Jefferson County to withhold the contents of the proposal from public view until such