



JAIL PROFESSIONAL SERVICES WORKGROUP MEETING - Draft Minutes

Tuesday, February 19, 2008 - 7:30 A.M.

Nederveld Room - County Services Building

1. **Workgroup Focus** – Rob explained the purpose of the group was to work on a recommendation on professional services needed to begin the process of constructing a new jail, and the board's directive to establish a timeline. Goal – review existing data; compose RPF for jail planner and architect to include recommended process timeline, interview and selection of same.

The best recommendation, once the workgroup reaches a consensus, will be given to the board with respect to these services. The other group established is dealing with the funding services and will be focusing on models of how to fund the jail. This workgroup is not going to get into site selection. The Board narrowed down specifically on the County Services property and to move forward with the geotechnical; to evaluate soils and weight bearing capacity of the soils where the roads and building will be built. Normal process is to identify a rough footprint, etc. Thirty foot deep holes are drilled; the core is extracted and evaluated. To save money, they have decided to work with the same company that is working on the transportation facility. Due to the heavy snow, the company has not done that yet. The plan is a rough site plan and shows where the holes should be drilled, and when they are ready for the transportation building, they'll do this. Ingress and egress should also be considered. Commissioner Van Eck believes we are past a consultant; except we will need some consultation with the drawings. Brett has a limited number of boring locations that he has identified already. DLZ has a geotechnical firm they have retained (Jon Cook's Drilling) to do the soil borings. Again, they are not going to get into the specifics of building or location. Focus of this work group is on what professional services are needed to get this started and the process to do that.

2. **Where did the previous contract finish off?** Documentation is a sheet with a table – which referenced how much money has been spent with VRJS. It gives an idea of the phased approach; this is how they outlined the steps. The needs assessment has been completed, the facility program, site analysis (which has changed since VRJS was here), and the site master plan. We did have Landmark Design do some work for us on a conceptual drawing.

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3. **Services needed: need to decide what actual service we need, what methodology to use, and steps to acquire the services.**

- a. **Canned Package** – example - 1959 purchased canned package for the current jail. The architect duplicated what had been done all over the country. Non specific, generic, but can save up front costs. Modifications to this often exceed what the traditional design process would be. Change orders would expand the cost. If we had our needs, we could potential find a package, but we would spend a lot of time finding the right package. It's cost effective if you can find the mold that fits. May have to fit processes to match the building, and it could cost more to customize a package to what we would need. Discussed the possibility of whether part of the building (administrative offices) could use a canned plan; use a portion of a plan. Construction costs are usually 10% of the cost of the project. Once you know your needs you might be able to use this plan.

Decision was to not continue with a canned package without the services of a jail planner or architect.

- b. **Jail Planner** – can be an integral part of project. They understand effective jail operations. They perform an enhanced repetition of the architects programming process due to the special needs of a criminal justice facility. They do the detail in a way the architect can understand. They come in also and teach you how to use our facility once it is built. There have been some steps completed; do we go back and acquire a jail planner, or move ahead. Discussed whether we could forego the planner and use Paul's consulting experience along with jail personnel knowledge. It would be hard for staff to devote the time needed for this. Also, the board would not agree with staff recommendations readily. Blaine feels we need an indecent voice that speaks to all areas. Rob wanted to clarify that consultant and planner are interchangeable. Consensus seems to be that in-house. Would like to use the term "planner" instead of "consultant". \$120,000 already spent on planning services. Jon is concerned how dated the information is now. We were looking at different numbers on inmates for one. Some will be useful but not sure a lot of it will. Brett agrees, current data less than 5 years ago is better. Blaine feels it is important to have an independent source to answer some of the questions that are being asked and a legitimate independent answer. We could make previous work available and the planner could use what is useful.

Sounds like the group is saying we need to get a planner on board in some capacity.

- c. **Architect** – other than what landmark has done (demonstrate what a facility might need), the drawings were to demonstrate what might a facility look like that was represented by VRJS's plan, and also gave an idea what it would have cost. It was just to convey a concept of what VJS gave us.

Consensus was that we need to get an architect.

- d. **Construction Manager** — a relatively new concept. Once architect designs a building, general contractor would work it and save money that would go into his

pocket instead of the customer. The manager tries to bring the costs back to the customer instead. They can't perform trade works themselves. As contractor, they could build all or part of the project. In the county has been cm as advisor, with maybe some specific work where it has saved the county some money. First phase is pre-construction phase – they bring in their experts, project manager, estimator and some administrative people. The pre-construction service is brought on when you hire the architect. It gives a real time evaluation on the costs of the project. It is a value added service. The planner will ask questions that will help them with the design aspects of the building. Having the team work at the onset helps put all aspects together. Construction manager or team approach? Rob thinks we don't have the resources to have the team approach. Have to have the ability to cost estimate, personnel at the site whenever it's needed. Rob asked the question of hiring a cm in-house. This wouldn't be a full-time need, but it is too much for an in-house team. A CM also has their own resources to help when needed.

Consensus was to hire a cm.

- e. **Team Approach** (Get all on board up front)—gets all feed back up front, but at an early stage it may be too many chefs in the kitchen. Brett feels it's more of a check and balance process. Jon asked with the planner, or the cm, would assume the planner would bring us into perspective as with the 911 (Bob Sutphen). If we didn't have him on board, we would have been much worse off. Planner wouldn't get involved in bidding necessarily, but some play in it. The planner will function as the overall project manager. Brett the architect or the planner could be structure, or hire a county member, but then resources come to play then. Sequencing of the services is another consideration. Brett alluded to board doesn't want to work with a planner and architect that are affiliated with each other. Jon it was discussed but not decided no board action. Brett mentioned there are well established partnerships between architects and jail planners. Those firms have a valued relationship. With partnering the architect and CM could be more at risk to not have the county's best interest as apposed to them being brought in separately. Brett feels we should bring them both on at the same time, not using either to help select the other. If we want to do the team approach all at once – Brett recommended we do the planner first. They have to gather data. Next most logical would be architect, but believes both be brought on at the same time. Mike agrees with the planner first, then architect to have him available to help the team agree on a cm. Rob – all agree planner first; question on having the other two together within 3-6 months. We could have a planner on board and have the architect on board before we get the CM. Blaine agrees that the planner connects more with the Board and County Administrator, with the sheriff as a resource. There was the perception that the planner was working too closely with the sheriff.

Consensus - Comfortable with team approach in a maximum of 6 months-all three providers on board. Planner first, but then architect and cm. With project of this scope, using this group, couldn't do it less than 90 days at this point, or whenever the starting point would be. More in the all up front group. Planner, then team approach. Rob will start working on a timeline. Upfront team approach to planner architect and cm.

4. **Methodology for selection process** — the process could be different in selecting each one. Through the JCC process, Jack Krause was brought in. He ultimately is more coordinated with CM or planning side, has been used for advice to this point. He has pressed the importance to get the appropriate arch selected. Do we bear in-house expertise to develop and in depth selection process (background checks, etc.).

- a. **Facilitated Process or In House?** Do we need to hire a consultant to hire a consultant? It would get us much further ahead to do it in-house. Rob – most important thing this group can do is go back to the board and be sure that we've worked through all of these points. Krause would like to be included in the cm process. So if he were to consult, he would not be able to bid on the cm portion. We have a capacity issue when it comes to projects. We already have the FIDS, transportation and probate projects. Mike feels looking at the political realities, even if it poses hardships or we have to extend the timeframe vs. a facilitator, in the long run doing it ourselves we'd be better off than hiring in. Cons are that we would not want to do a facilitated process. We're proposing to do this in-house.

RFI – requesting information to see if they are even interested in the project as opposed to an RFQ that gets specific in what you want to know about the vendor. Consensus was that D would not be agreed upon. B and C should be considered. According to Brett C has worked the best; C is more labor intensive. C works best also because everyone submits price up front. They don't know they are bidding against someone locally and the pricing is more competitive. We reserve the integrity by sending back their price packages, but only opening the ones we feel are qualified. Rob – also sees c as the best choice, speeds things up a little. Eliminate B and D.

- b. **RFQ with separate release of RFP?**
c. **RFQ/RFP together – open RFQ first and only open RFP if make short list?**
d. **RFP alone?**

Consensus was to use C – sealed cost RFQ.

5. **Review of existing project information** - We have a tremendous amount of information. Three options outlined below. Agree to take a off the table. Bring VRJS as a review process only, or just scrap the review and bring a planner on board. Rob, feels that VRJS could be brought back at any point if we chose to do so. He is a little worried that in seeing preliminary draft RFP's. He's concerned about the bids and saying we want them to bid considering there are some pieces done; and if bidders want to know what we have in order to bid. Would this give a bidding advantage to those bidders? Let them know that they will have it available and we expect them to use it and validate it. Mike – asked Blaine is he prepared to live with consequences of not being involved in the process. He doesn't disagree; he saw the result that happened last time which put them 4 years behind. He is comfortable with the planners that are out there. Rob – thinks you have to have sheriff at table as part of the project team. His input would be needed so much. Sheriff feels comfortable being at the table. The decision has got to be made that the county board and ca is ok with sheriff being part of that, but final decision not coming from the sheriff. Paul also thinks the sheriff and their department is key. Rob – he like to move ahead with getting

planner, and bring it to the board including the documents that are going to be made available to the planner. Before we bring it back to the board, we shouldn't have to review everything from start to finish, but decide what documents we will be included. Brett – just need to have it available to get things started. Rules out b. having VJS called back in.

- a. **Review In House** – go through it as a committee before we even go through an RFP process.
 - b. **Voorhees\Robertson Review** – call them and see if they would like to come back to facilitate their information and present what has been completed so far. Let's get right back with them as a jail planner. Proceed with professional services now. Jon doesn't see merit going over it in-house. Feels bringing in the professional and having the information available as resources to us and them as well. He feels that was a clean process but so much mistrust to the process. Good as documents to review, but would advocate with a clean fresh start. Brett agrees that we are where we are because we couldn't get money together to build a building. Need a revaluation at minimal because the data is too old. He also agrees to start clean, bring in a planner to review it with the committee. Who is going to present the historical stuff, the new planner? Mike thinks you should bring the planner in to go through all this – thought Robertson did an excellent job and may not want to pre-exclude them. Rob updated on their contract – we couldn't find official termination of their contract, so we did officially terminate the contract this past year. From administration's perspective, option of picking back up would not be favorable. He would recommend bidding it out, but doesn't see where we would exclude them.
 - c. **Bring new professional on-board, then review.**
6. **Moving Forward** - Team approach getting all within 6 months max, planner first, develop RFQ and RFP together, and existing info we'll decide what from end product to include with the RFP and bring new services on board first before we review that info in depth.
- a. **Committee Timeline** - Draft will be prepared for next meeting. Committee timeline. Now we know what we are doing, we can develop a timeline, when it'll get back to the board, where items will go back from there. Brett should be able to bring some draft documents on getting a jail planner. He has a couple drafts he could distribute just to have the committee chew on something and get a head start. Do we want to get the jail planner out there and on it's way. Goal of next meeting is to finalize the jail planner, then move ahead with meetings following that.

Next meeting – we could schedule within a two week timeframe. Maybe do Thursday after the board meeting. Try and facilitate within 2 weeks.

7. **Adjourn** – Meeting adjourned at 10:05 AM.

Draft minutes submitted by Denise Wilson, Executive Assistant, Administration



Interoffice Memo

Date: February 19, 2008
To: Board of Commissioners
From: Robert J. Sarro, County Administrator
Re: New Jail Facility – Next Steps

On September 13, 2007 the Board selected the County Services Complex as the location for the new Jail Facility. In addition, the Board authorized the County Administrator to accomplish tasks relative to the Jail Project. As a result, I have outlined recommendations in several of these areas that will enable the County to move forward with this project.

Construct an approximate 400 bed jail and Sheriff's Department facility on County owned property also known as the County Services Complex

11-21-07 This likely represents the end result of the project; therefore the other tasks are in support of this one. However, the actual number of beds needed, as well as growth potential, should be (re)evaluated as part of the planning through professional services.

Develop a recommendation of how to proceed with said project

11-21-07 I recommend that the site selection be defined to a more specific location within the Complex for the new Jail to be located. This is not only important to moving forward with the Jail Project itself, but also for short-term planning that will effect long-term decisions and strategies. I have asked Brett Butler, Facilities Management Director to prepare the attached Memo that summarizes our discussions relative to this recommendation. Based on that Memo, input from various stakeholders, and the consensus of the Animal Shelter Task Force, I recommend the following actions:

1. The site of the current Animal Control facility and Equipment Storage Building; either adjacent to the current juvenile detention facility or north of the juvenile detention facility, from 33rd Street east to the sewage treatment system be selected as the specific location for the new Jail.

2. An amount not to exceed \$15,000 be authorized to complete further site analysis, including, but not limited to geotechnical analysis.
3. The Animal Shelter Task Force be authorized to develop plans for the construction of a new Animal Shelter.
 - a. Benefits
 - i. With repairs potentially being closer to \$120,000, a new building may be a better use of funds.
 - ii. New building can be designed to meet the needs of the service and yet likely be cost effective in the long term.
 - iii. Less costly transition during repairs and/or construction, specifically regarding the boarding of the animals.
 - iv. More flexibility of construction on the site if the new Jail is located in that area.

Develop a timeline for said preparatory steps of said project

11-21-07 I recommend that this be developed with the assistance of professional services, once selected. RFP(s) for services can be composed and then brought back to the Board on February 8th, 2008.

Recommend professional services needed to begin the process of constructing a new Jail and Sheriff's Department facility at the County Services Complex, including development of any RFQ or RFP processes needed to complete the various services needed

11-21-07 Progressing beyond the selection of the site will likely be difficult and less productive without the use of professional services. Specifically, both a Jail Planner and an Architect should be selected. The data and deliverables obtained through the previous process will still be very helpful in laying the foundation for next steps; however, these should be reviewed and updated. Therefore, I ask for the Board's support in developing a workgroup to assist in forming a recommendation to the Board regarding a Jail Planner and an Architect. The workgroup will include the following individuals:

Professional Services Workgroup:

- Board of Commissioners representative(s) – Recommend up to two.
- Fred Anderson, Prosecutor
- Brett Butler, Facilities Management Director
- Mike Day, Circuit Court Administrator
- Jim Hull, Undersheriff and/or Jail representative
- Blaine Koops, Sheriff
- Linda Lenehan, District Court Administrator
- Robert Sarro, County Administrator

Professional Services Workgroup Goals:

- Review existing data
- Compose RFP(s) for both a Jail Planner and Architect. This will include a recommended process and timeline for proposal evaluation, interviews, and selection. Due to the Board on February 8th for review and approval.

- As this is a workgroup to assist the County Administrator in forming a recommendation to bring to the Board of Commissioners, it will be a non-voting consensus based workgroup.

Develop financing options for completion of said project

11-21-07 Funding will be an important factor in proceeding with this project; however, should not drive the planning steps at this point. By using models and cost increments, it can likely be determined what funding options are available and recommended without the actual specifics of the facility. Therefore, I ask for the Board's support in developing a workgroup to assist in forming a recommendation to the Board regarding the funding of a new Jail Facility.

Funding Workgroup Members:

- Board of Commissioner Representative(s) – Recommend up to two.
- Sally Brooks, Treasurer
- Gerald Durkee, Circuit Court Finance
- Robert Sarro, County Administrator
- David Vanderovaart, Finance Director

Funding Workgroup Goals:

- Identify, Evaluate, and Recommend funding options for a new Jail Facility for both construction costs and on-going operational costs. This will be based on cost increments.
- Identify, Evaluate, and Recommend professional services relative to funding (or the recommendation to not use services).
- If funding services are recommended, the workgroup will develop an RFQ/RFP for approval by the Board, upon receiving authorization to do so.
- As this is a workgroup to assist the County Administrator in forming a recommendation to bring to the Board of Commissioners, it will be a non-voting consensus based workgroup.

Any other responsibilities as determined necessary throughout said project

11-21-07 Other needs still to be determined.

Allegan County Administrative Offices



County Services Building
3283 – 122nd Avenue
Allegan, MI 49010
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02-19-07

Jail Professional Services Workgroup

Terms defined for the purpose of discussion:

1. **Canned Package** – Architectural or Construction company that has predesigned building plans that can purchased and built as a package.
2. **Jail Planner** – Professional Service Provider that facilitates the process of identifying needs, cost operations, and develops processes on the efficient and effective use of the building once constructed.
3. **Architect** – Develops the plans and specifications for construction based on the needs identified through planning.
4. **Construction Manager** – Prices the project out once designed, collects bids from contractors, supervises the daily construction to ensure that the specifications are carried out as designed and the work meets the customer's expectations as documented.
5. **Request for Qualifications (RFQ)** - procurement tool select partners in major systems acquisitions. This approach differs from the traditional request for proposals approach in that it places greater emphasis on the actual qualifications of the potential contractor--his or her track record--rather than how well the potential contractor responds to detailed project specifications and requirements.
6. **Request for Proposal (RFP)** - an announcement of a willingness to consider proposals for the performance of a specified project or program component. A request for proposals is often issued when proposals for a specific project are being sought and includes specifications, requirements, and bidding instructions.

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**Allegan County, Michigan
Proposed Project Budget**

Allegan County Criminal Justice Planning Services

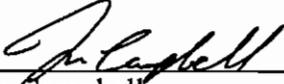
#	Task	Fee	Expenses	Billed to Date	Balance
Phase I Steps 1, 2, and 4			\$9,400	\$9,068	\$332
1	Needs Assessment	\$30,720		\$30,720	\$0
2	Economic Feasibility Study	\$21,800		\$21,800	\$0
4	Facility Programming	\$21,280		\$21,280	\$0
Phase II Steps 5 and 6			\$3,010	\$1,942	\$1,942
5	Site Analysis and Selection	\$14,792		\$11,094	\$3,698
6	Site Master Plan	\$13,376		\$11,370	\$2,006
Phase III Steps 7, 8, 9, and 10			\$3,010		
	Design	\$16,548			
Phase IV Steps 11, 12, and 13			\$13,640		
	Construction	\$62,136			
Phase V Steps 14			\$4,060		
14	Facility Transition	\$65,808			

	Fee	Expenses	Billed to Date
	\$246,460	\$33,120	\$107,274
subtotal Fee and Expenses	\$279,580		
contingency @ 10%	\$27,958		\$11,438
Total Lump Sum Bid	\$307,538		

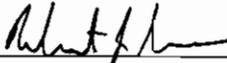
Total Billed to Date \$118,712
Balance \$188,826

Jail Professional Services Committee
Tuesday, February 19, 2008 @ 7:30 AM
Nederveld Room – County Services Building
County Services Complex
3283 – 122nd Avenue

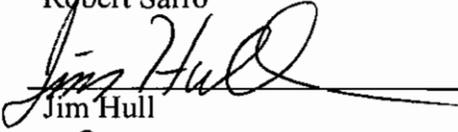
ATTENDANCE SHEET



Jon Campbell



Robert Sarro



Jim Hull



Linda Lenahan



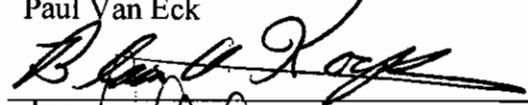
Brett Butler

Others

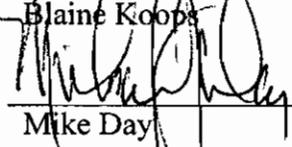




Paul Van Eck



Blaine Koops



Mike Day

Fred Anderson



Bob Woodman