

Dane County Public Works Committee Update



Dane County Jail Consolidation Project

South Tower Addition &
Public Safety Building Renovation

November 12, 2019
DCPW Project #318003

Mead
& Hunt

Potter
Lawson
Success by Design

HR

Gilbane

Agenda

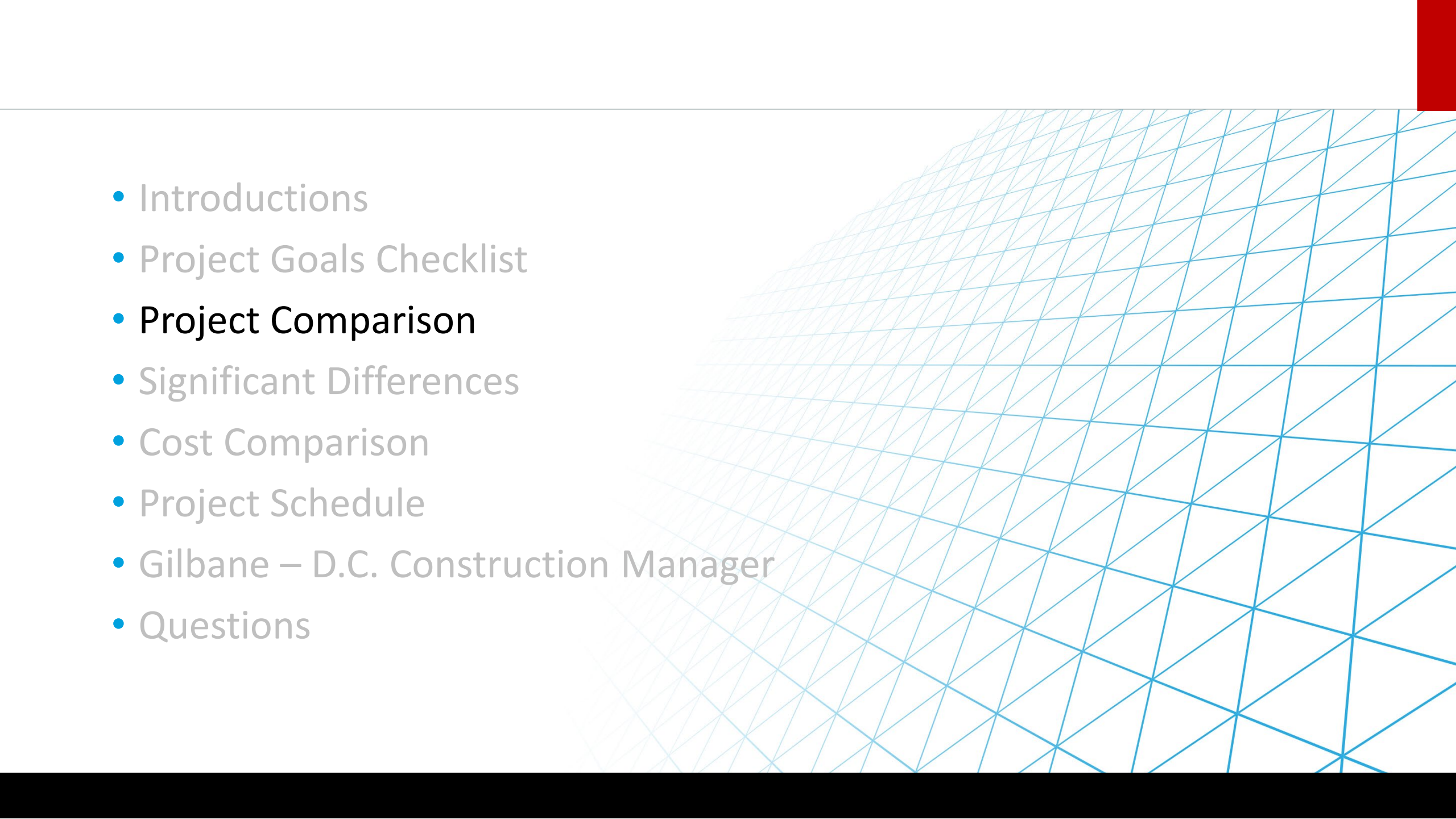
- Introductions
- Project Goals Checklist
- Project Comparison
- Significant Differences
- Cost Comparison
- Project Schedule
- Gilbane – D.C. Construction Manager
- Questions

Agenda

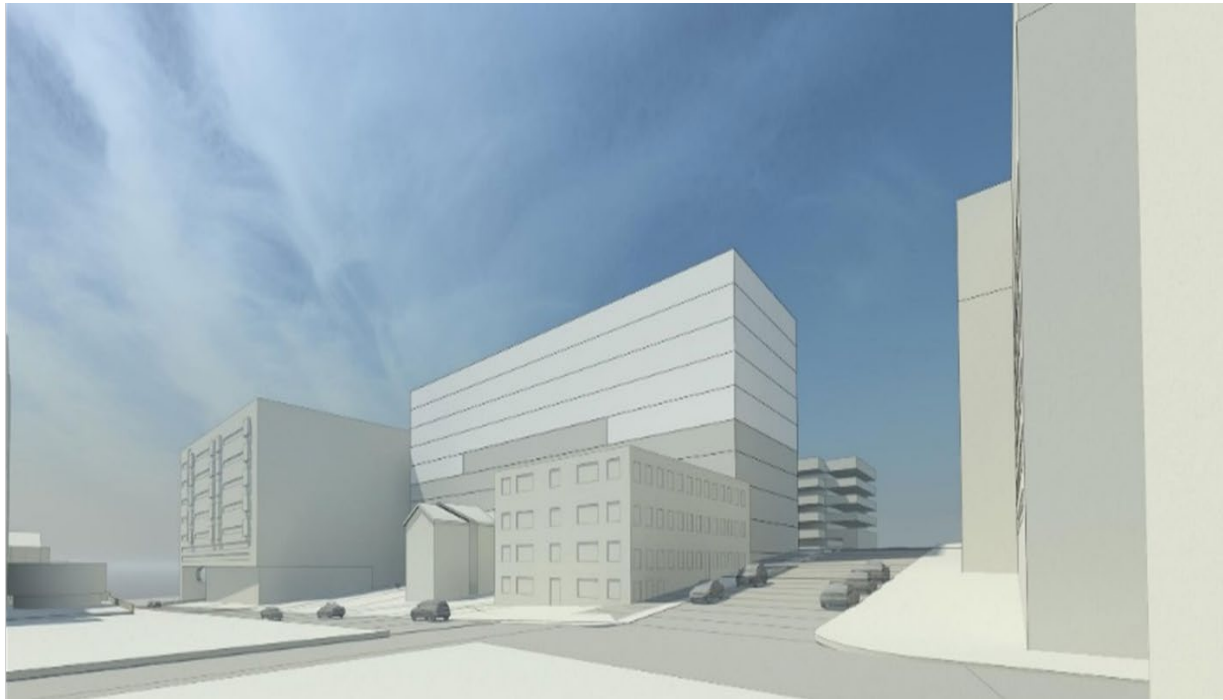
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Project Goals Checklist

Project Goals	
Provide one consolidated jail facility	✓
Replace the outdated cell blocks in CCB	✓
Provide appropriate medical/mental health space	✓
Eliminate/greatly reduce solitary confinement	✓
Provide non-contact visitation at the housing units	✓
Provide multipurpose space to meet spiritual needs of inmates	✓
Provide a downtown location close to the courthouse/bus	✓
Reduce total number of beds	✓
Improve staffing and operational costs	✓
Minimize impact to existing operation during construction	✓
Replace the Ferris Center	✓

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Project Comparison



PSB Addition – Option 3
Phase 1

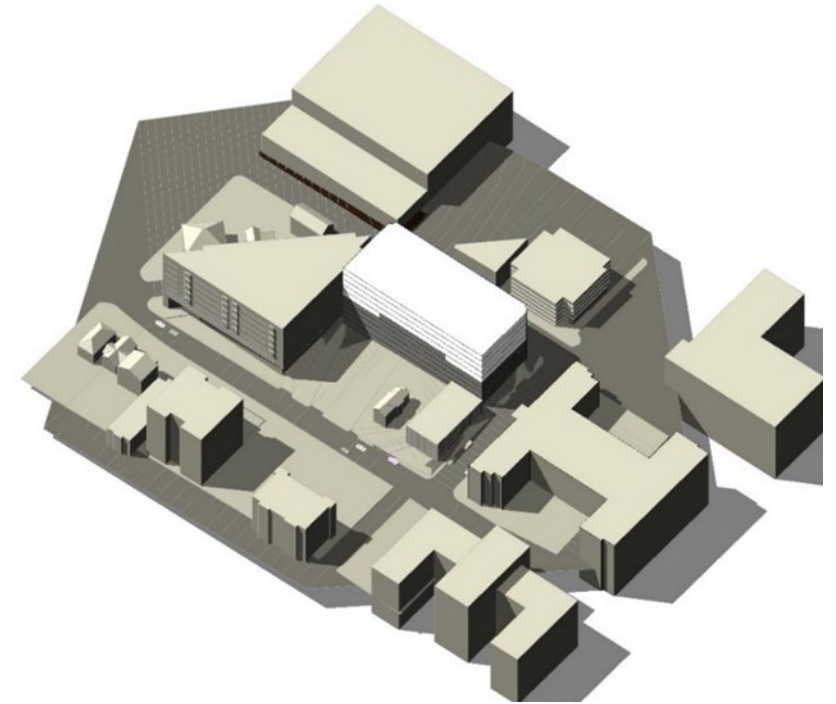


South Tower Addition &
Public Safety Building Renovation

Project Comparison – PSB Addition

Option 3 – Phase 1 Only

- Basement – remodel for Food Tray Prep and Scullery
- 1st floor – remodel for Huber entry/exit/changeover, video visitation
- 4th floor – remodel for General Population
- 5th floor – builds out space for mechanical, staff support and Youthful Inmate housing/programs
- 6th floor – General Population housing
- 7th floor – General Population housing
- 8th floor – Restrictive and Mental Health housing
- 9th floor – Medical and Mental Health housing



Project Comparison – PSB Addition

Option 3 - Phase 2

- 1st floor – expand intake/release and visitation areas
- 2nd floor – reception housing, jail classification and jail administration
- Relocating DCSO & DCEMO
 - 3 Scenarios
 - Scenario 1: Lease existing commercial space
 - Downtown location
 - Suburban location
 - Scenario 2: Remodel vacated 6th and 7th floors at CCB
 - Scenario 3: Construct new building on a greenfield site

Option 3 - Phase 3

- Implementation of rest of the 2016 Program



Project Comparison – South Tower Addition/PSB Renovation

CITY COUNTY BUILDING



VACATE

Area: 81,000 SF

PUBLIC SAFETY BUILDING



RENOVATE

Area: 59,200 SF

HUBER/FERRIS CENTER



VACATE

Area: 29,200 SF

SOUTH TOWER ADDITION



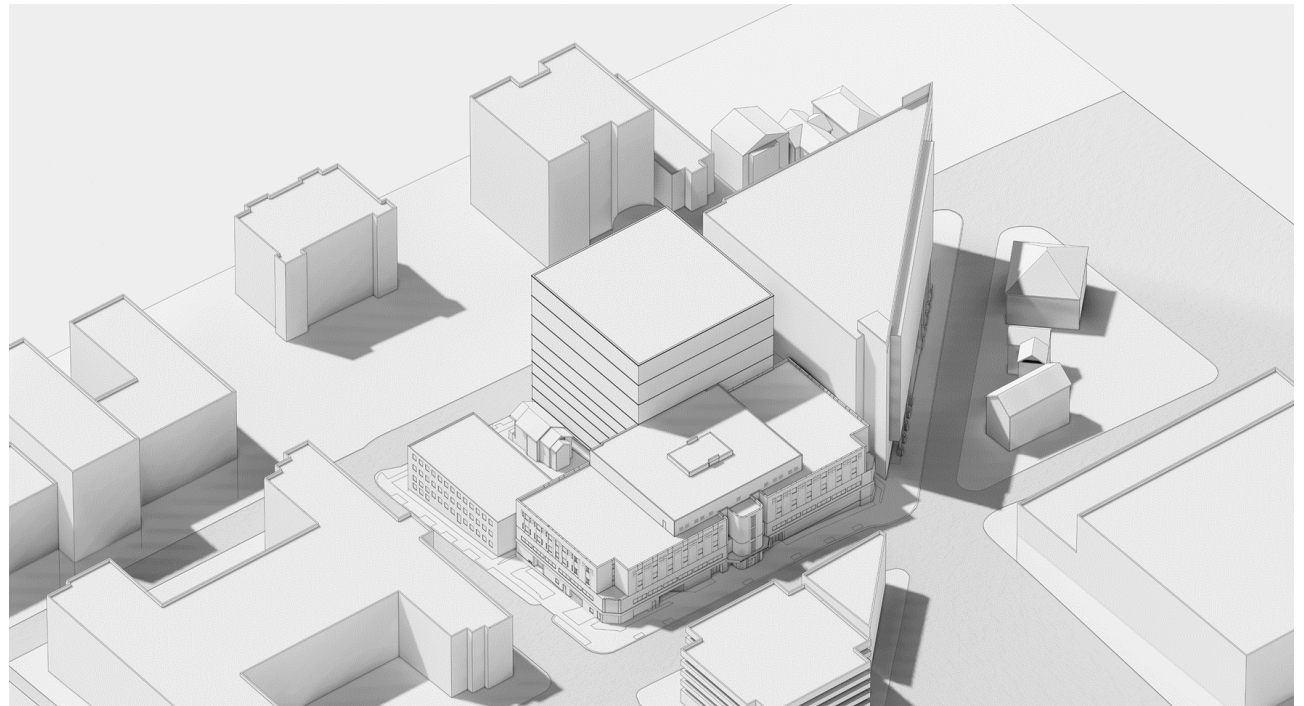
BUILD

Area: 198,600 SF

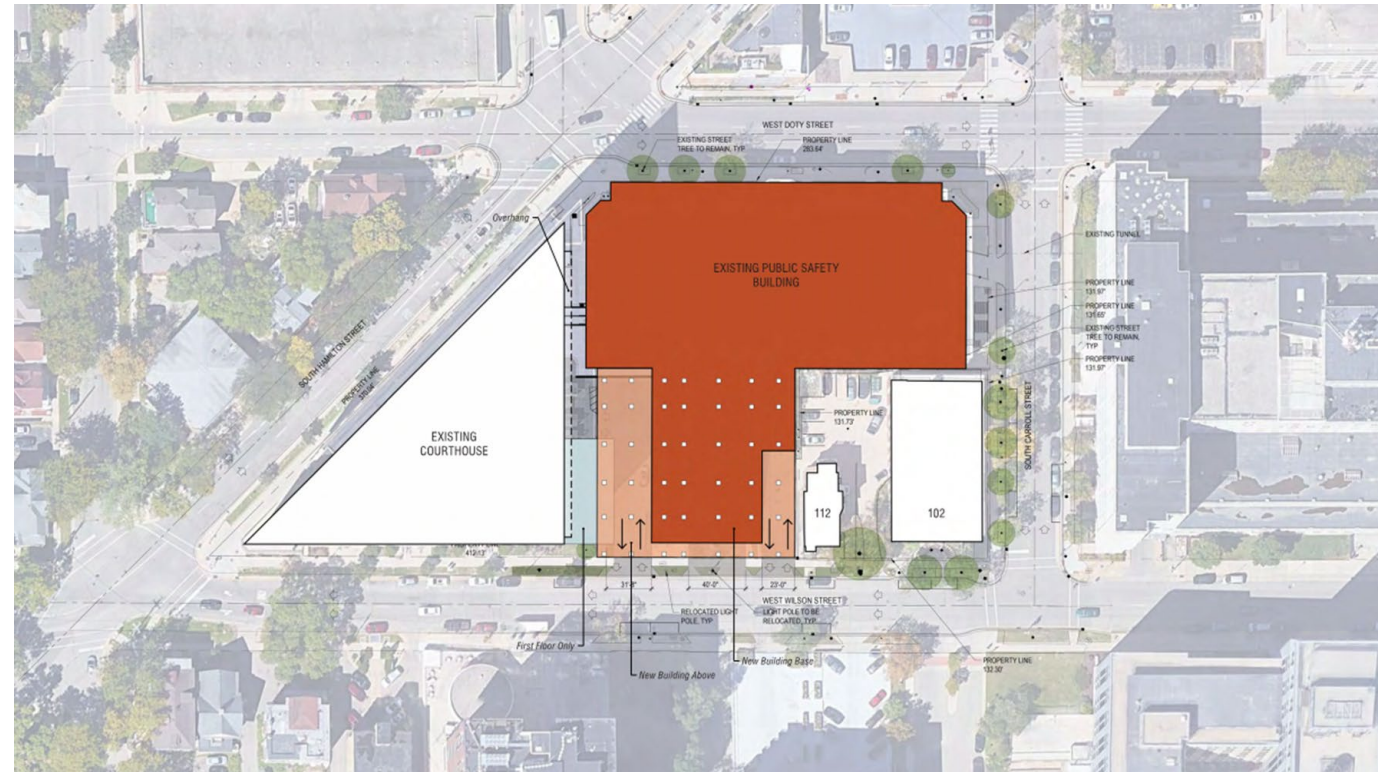
Estimated Project Cost: \$148M | Estimated Completion: 4Q 2024

Project Comparison – South Tower Addition/PSB Renovation

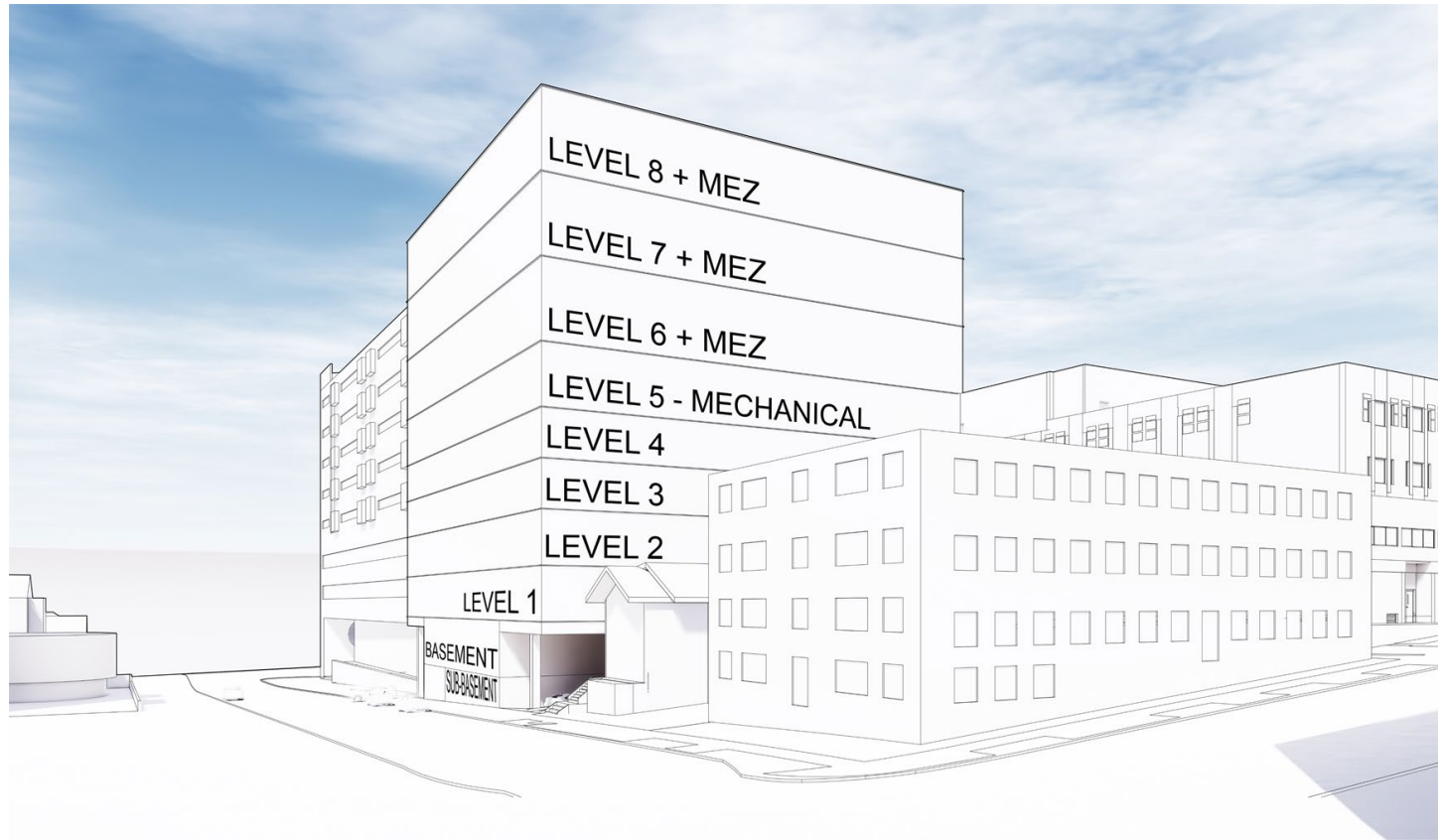
	South Tower Addition/PSB Reno
Total Number of Beds	922
Total Facility Estimated Area	401,700 SF
Estimated Project Cost	\$148M
Estimated Staffing Cost	\$35.7M/YR 317.7 FTE
Project Completion	2Q 2024
Out of County Housing Cost	No
Relocation of City Employees	No
Relocation of County Employees	Yes (2nd floor PSB)



Project Comparison – South Tower Addition/PSB Renovation



Project Comparison

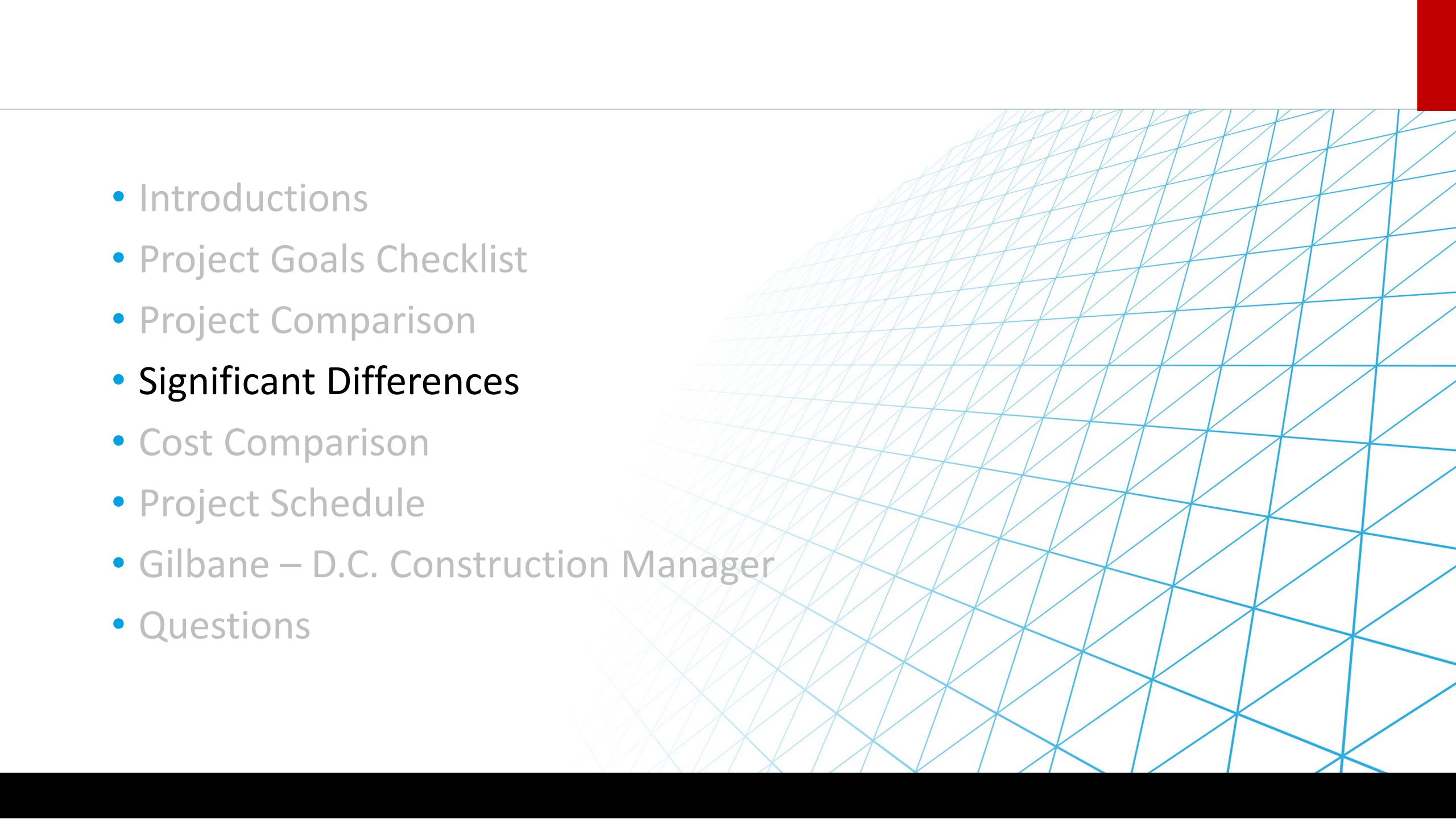


Project Comparison

	PSB Addition	South Tower/ PSB Renovation
Schedule	24 Months	42 Months
New Square Footage	125,250	257,749
Remodel Square Footage	39,900	59,199
Total Square Footage	165,150	316,948*
New Construction Costs	\$42M	\$95M
Remodel Costs	\$8M	\$20M
Total Construction Cost	\$50M	\$115M
Total Project Cost	\$76M	\$150M
Owner Contingency/ Soft Costs	\$24M	\$35M
Complexity Level (on a 1-5 scale)	3.5	5



* The new sq.ft. totals are more due to the support spaces required. The actual jail square footage and program are the same.

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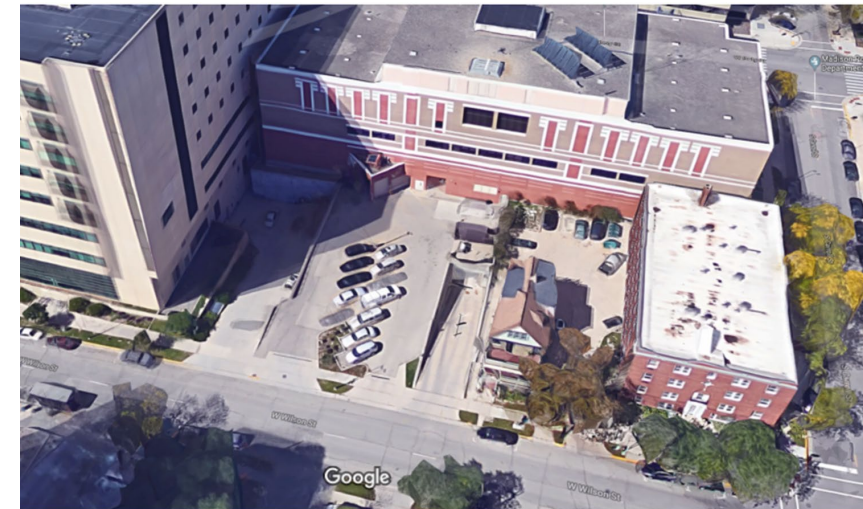
Significant Differences

- Significant differences and additional work
- Additional support floors need to be designed and built
- Much more scope and complexity to project than prior
- Substantial PSB Remodeling and existing system replacement
- Schedule increase
 - Design 12 months to 15 months; Construction 24 months to 42 months
 - Weekly Site visit increase from 104 to 183
- All phases of design and construction have increased
- Complex site with no staging areas (addtl planning, meetings, design considerations)
- Additional meetings with City of Madison, Neighborhood committees, Alderpersons, etc
- Much more impact for UDC to consider, therefore more work associated
- Multiple project phases and impacts to existing PSB at multiple levels
- Phasing requirements and parameters
 - Stay operational during construction
 - No out of county housing
 - Planning for inmate routing during construction



Significant Differences

- FF&E Budget
- Updated Staffing Plan
- Out of area tours of facilities/manufacturers
- Relocation of Courthouse Primary Electrical Vault
 - Additional Electrical, Civil, Structural Engineering with PSB, Courthouse and electrical primary relocation – Architectural Coordination
- Enabling projects
 - Electrical Vault
 - Emergency Power Generation Study
 - Snow Drift Wind Tunnel Study
- Additional Civil Engineering
 - Underground utilities research, discovery, design
 - Rerouting verification with utilities, City, Dane County
 - Meetings and submittals for approvals
 - Reconfiguration of existing city infrastructure (curb cuts, sidewalks, etc)
- Additional Structural Engineering
 - High Rise design, foundation design, calculations, government approvals, removal and redesign of ramps and walls, neighbor (house) footing calculations



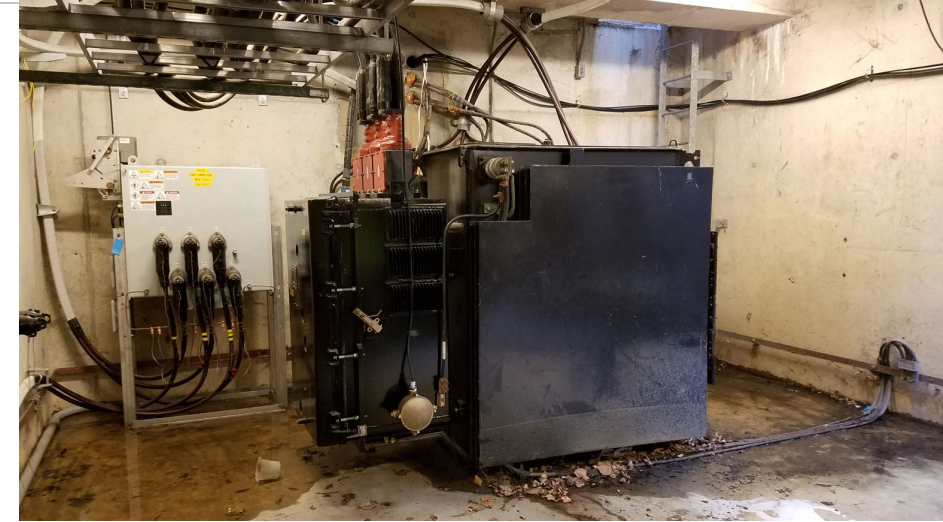
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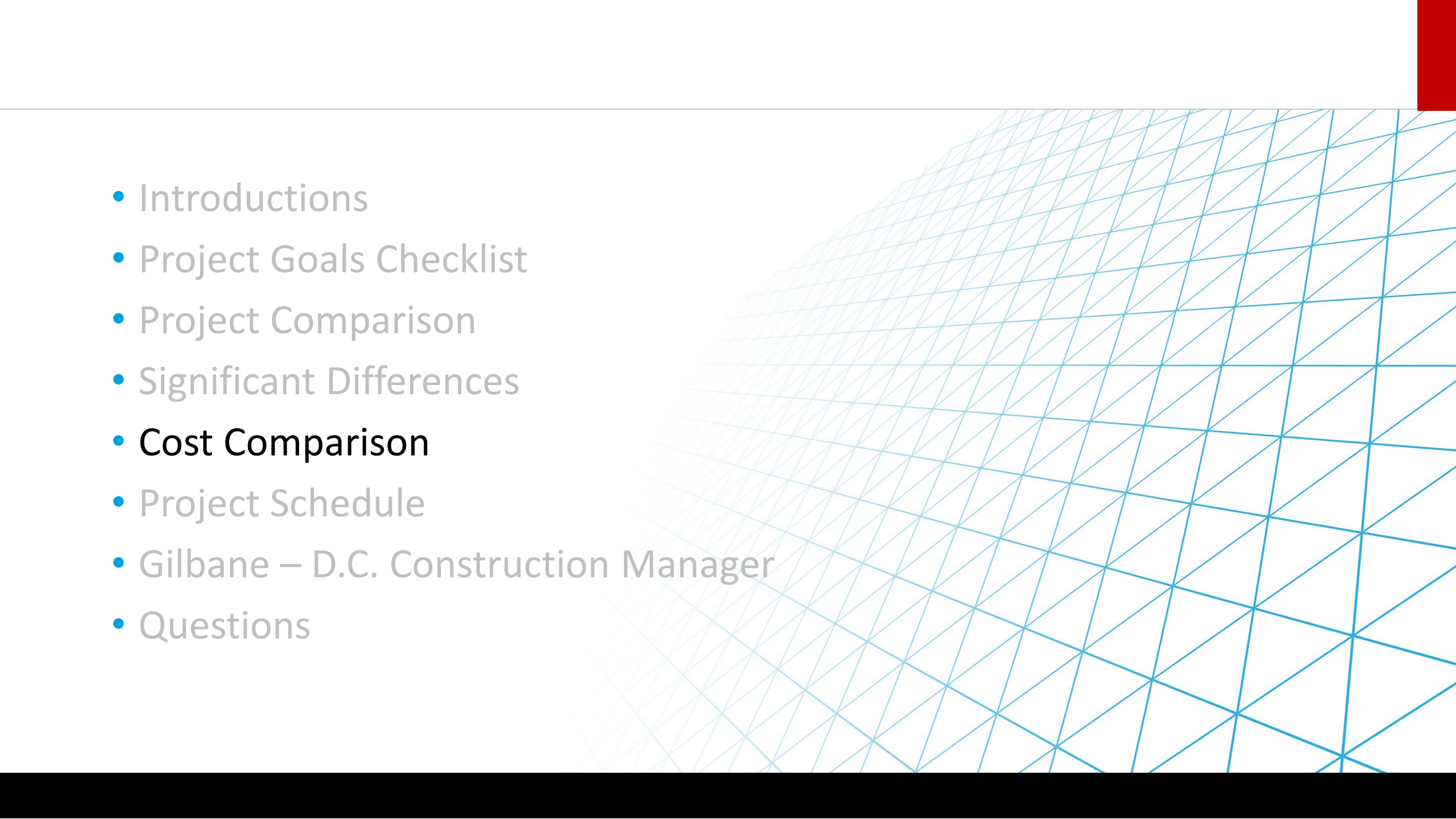
- Site Conditions
 - Tying into existing PSB, Courthouse
 - Structural impact of footings on PSB, Courthouse, neighbor
 - Electrical Vault – coordination and approvals with MG&E, City of Madison, Dane County, Courthouse staff, etc
 - Rezoning
 - Vehicle entry/exit access (addtl meetings, coordination, research, design)
- New City of Madison stormwater requirements (new ord. spring 2020)
- Tying into existing PSB on 7 floor levels
 - Difficult due to grade changes
 - Need full investigation of PSB on every floor and system
 - Rerouting of Mech/Elect/Security/Technology due to phasing and connection to new tower
- New openings in PSB 4th floor for skylights
- Relocation and/or remodel of:
 - Visitation (on first floor and throughout buildings)
 - Huber entry/intake
 - Jail Diversion
 - Laundry/food prep
 - Intake and Booking
 - Inmate Property Storage and Jail Storage
 - Trash/recycling
 - Loading Dock



Significant Differences

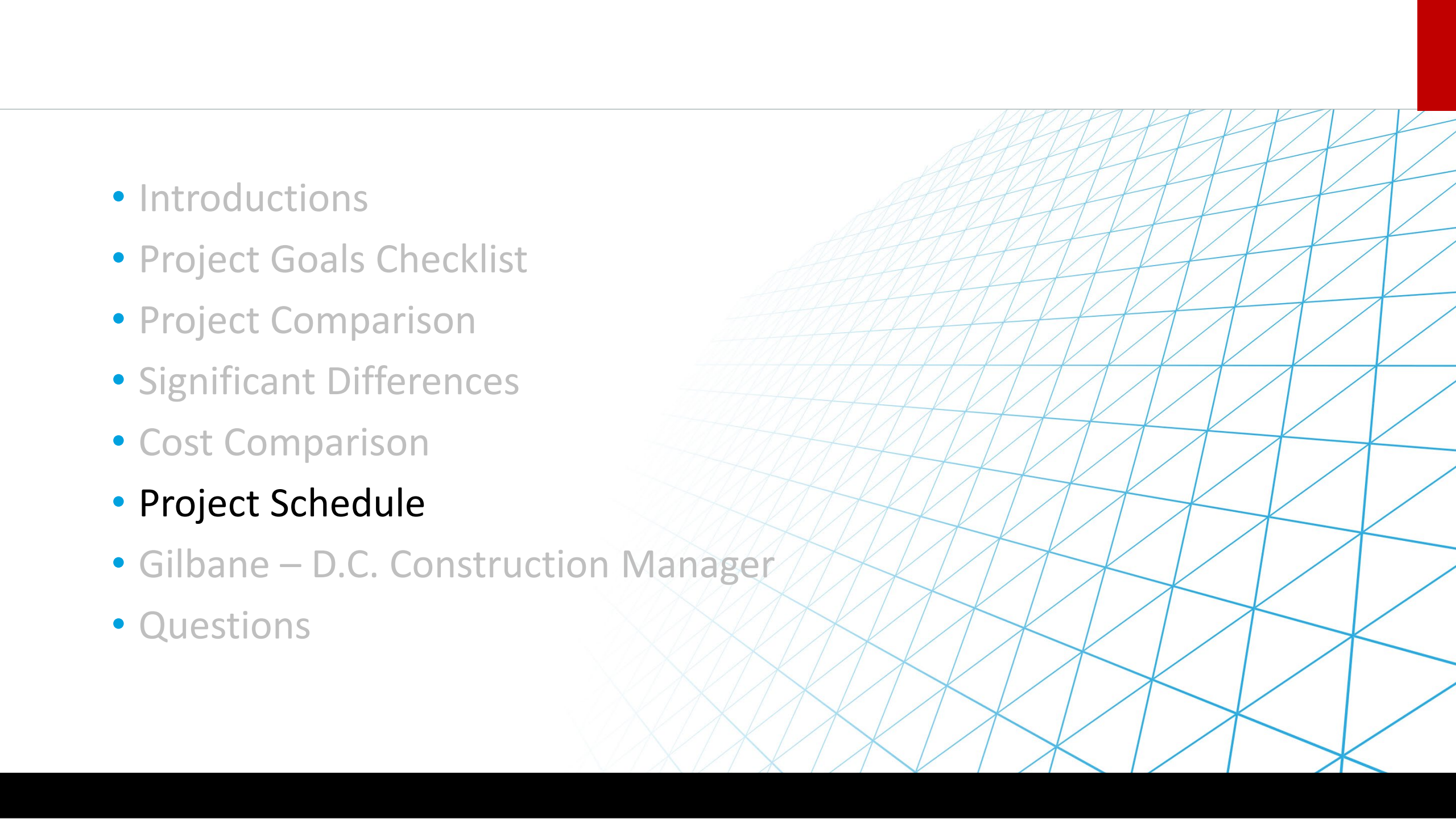
- Other additional design considerations
 - Architectural
 - Many more areas to design due to additional remodelling
 - Much more complex exterior design and process to get appropriate approvals
- Electrical
 - Tying into existing power and emergency generator for new tower
- Mechanical
 - Replacing most major equipment in existing PSB
 - Tying into existing systems to new tower
- Security Electronics/Technology
 - Expanded scope due to adjacency of tower and renovated spaces

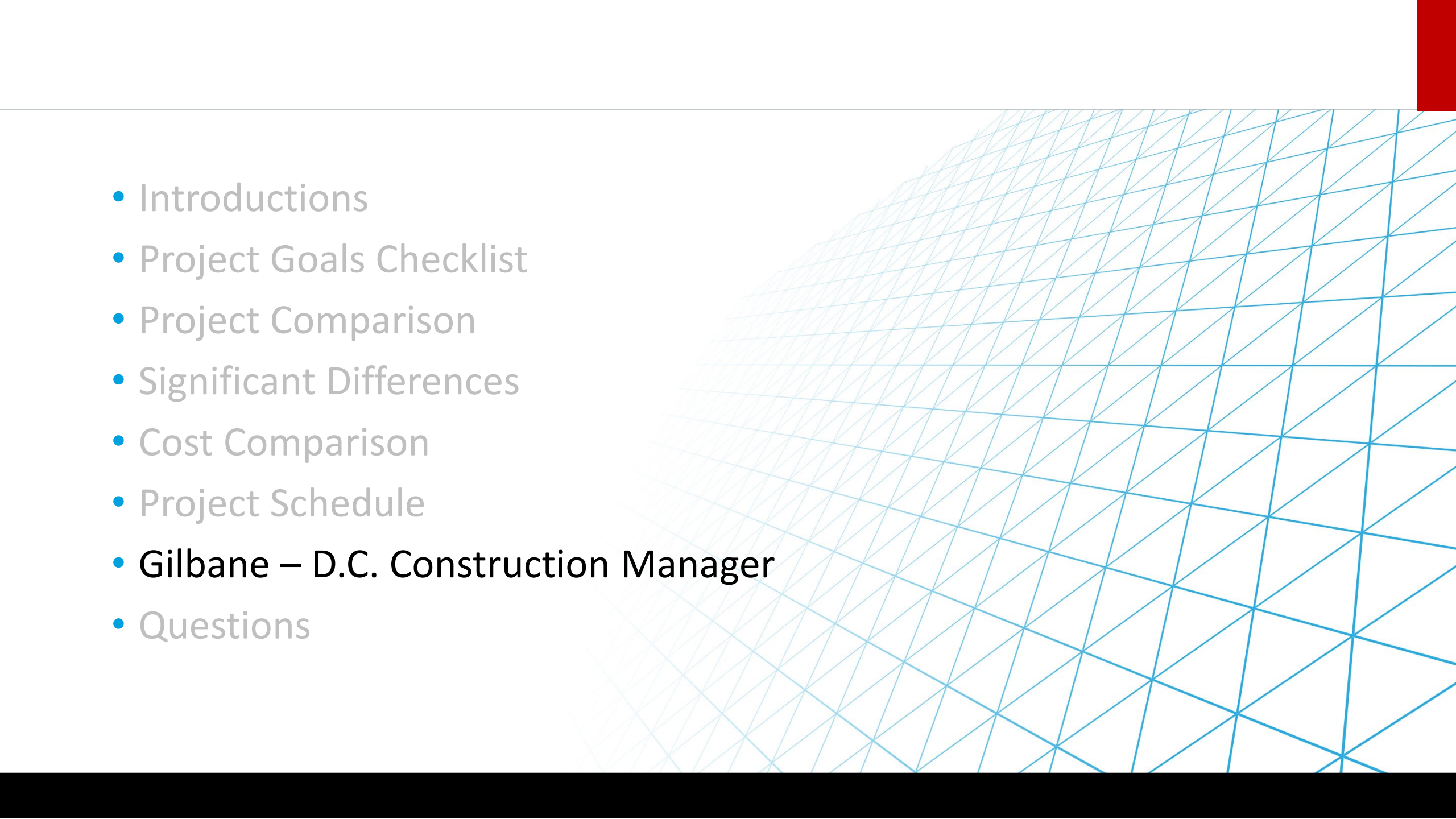


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Cost Comparison - Change Order #3

	Current	Revised	Additional Fees
Construction Cost Estimate	\$50,190,000	\$115,641,000	
<i>Basic Services - A/E Fixed Fee</i>	\$4,075,000	\$10,385,000	\$6,310,000
<i>Additional Services</i>			
FF&E Cost Estimate	\$3,800,000	\$8,100,000	\$420,000
A/E Fixed Fee on FF&E Cost	\$309,000	\$729,000	
Cost Estimating Consultant (BCC)	\$104,000	\$172,000	\$68,000
Staffing Plan Consultant (MJ Martin)	-	\$16,000	\$16,000
Snow Drift Wind Tunnel Engineering Study	-	\$47,000	\$47,000
Emergency Power Study at PSB, CCB, & Courthouse	-	\$26,000	\$26,000
Add Expenses for Out of State Trips	-	\$15,000	\$15,000
CO#1 South Tower Addition Study	\$137,000	\$137,000	-
CO#2 Alternative Design Options Study	\$186,000	\$186,000	-
Total	\$4,811,000	\$11,713,000	\$6,902,000

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Change Order

PROJECT: Dane County Jail	CONTRACT INFORMATION: Contract For: Construction Management Date: Professional Services 13400 June 12, 2018	CHANGE ORDER INFORMATION: Change Order Number: 1 Date: August 2, 2019
OWNER: Dane County	ARCHITECT: Mead and Hunt, Inc.	CONTRACTOR: Gilbane Building Company

THE CONTRACT IS CHANGED AS FOLLOWS:

On June 6, 2019 the Dane County Board of Supervisors approved a jail consolidation option to build a new jail tower and renovate the Public Safety Building (PSB) for \$148,000,000 (\$115,640,698 estimated construction cost). This is a change from the original 13400 Contract which stated the project was a renovation and addition of four floors to the PSB. The original estimated construction cost of \$50,109,000. This change order reflects a change in fee and staff for Gilbane Building Company. Please refer to Exhibit A and Exhibit B for a reference of the scope increase and the manpower breakdown.

The original Contract Sum was	\$ 1,363,140
The net change by previously authorized Change Orders	\$ <u>N/A</u>
The Contract Sum prior to this Change order was	\$ <u>1,363,140</u>
The Contract Sum will be unchanged by this Change Order in the amount of	\$ <u>4,314,707</u>
The new Contract Sum including this Change Order will be	\$ <u>5,677,847</u>

The new date of Substantial Completion will be February 1, 2024

NOTE: This change order does not include adjustments to the Contract Sum or Guaranteed Maximum Price, or the Contract Time, that have been authorized by Construction Change Directive until the cost and time have been agreed upon by both the Owner and Contractor, in which case a Change Order is executed to supersede the Construction Change Directive.



Change Order: 1

Through board approval the scope and schedule of the Jail Consolidation Project has grown from the original contracted project size. Gilbane is proposing our contract be amended to \$5,677,847. We originally agreed to 1 Gilbane person on site to cover \$50,000,000 in construction cost as a construction manager agent, now that the cost has increased by 130% to \$115,000,000. This change order will increase manpower to 3 people on site to manage the project. The construction schedule has also increased by 68% from 25 months to 42 months based on the increased scope from our original contract, therefore there will be more manpower hours associated with the project. Included in this change order is the increased cost from our estimating consultant Concord Group. The increased scope of the project and the 3 extra conceptual options has increased their cost by \$140,000.

Scope Change:

	Contracted:	Now:	Difference:
COST:	\$ 50,000,000	\$ 115,000,000	130% Increase
SCHEDULE (Preconstruction):	13.5 Months	27 Months	100% Increase
SCHEDULE (Construction):	25 Months	42 Months	68% Increase

For a full breakdown of personnel roles and responsibilities and hours needed please refer to Exhibit B.

MANAGEMENT TEAM		
Position	Summary of Role	Phase-specific
Project Executive	<p>Jon Scholz is a construction veteran with extensive experience serving as project executive during preconstruction, procurement, and construction phase activities. As project executive, Jon will provide the leadership to ensure a collaborative team approach with Dane County and the Mead and Hunt Team to ensure that all parties are working toward common goals and objectives. Jon is accountable for the overall management and administration of the project from contract award through final acceptance and occupancy of the project. He is responsible to direct and implement activities necessary to achieve Dane County's goals on the jail project. Jon will provide continuity between the preconstruction and construction phases of this project. He will ensure that the project is properly staffed and will serve as client advocate among the project team, Mead and Hunt and the general contractor.</p>	<p>Preconstruction At the onset of the project, Jon will establish the communication plan for the Gilbane team's interaction with Dane County, Mead and Hunt and other consultants as required. Jon will participate in all critical design phase meetings, estimate reviews, value management sessions, owner meetings and scheduling sessions. He will also oversee the overall project execution planning including site and logistics planning; design reviews; resource allocations; and constructability review. Additionally, from the project's first day, Jon will lead Gilbane's "Finish Strong" planning for prompt and efficient completion and closeout.</p> <p>Construction During construction, Jon will oversee our on-site team to implement logistics plans; safety and quality plans; and will facilitate meetings with Dane County and other project stakeholders to provide weekly and monthly updates on the project's progress. He will direct and supervise the project team to establish operational priorities and ensure project reporting meets Dane County's needs. Jon will lead development of solutions to any critical issues and holds overall accountability for ensuring adherence to jobsite safety and quality, working closely with Mark Manning.</p>
Sr. Project Manager	<p>Mark Manning will ensure the Dane County Jail project is managed efficiently and that all schedule, budget, safety, programming and quality goals are achieved. Mark will ensure that all project challenges are appropriately identified and mitigation plans in place to ensure on-time completion and that all planning is completed with exacting and detailed precision, ultimately leading to a seamless execution with no surprises. Mark will provide Dane County with regular project status reports and will serve as the primary point of contact during construction for all team members, local building officials and the subcontractor community. Mark has a strong background in managing complex projects similar to the jail project and will enforce quality and safety standards while ensuring the general contractor keep a safe, clean and organized project site. He is a highly motivated individual with a keen eye for quality, and the ability to convey these qualities to owners and design professionals.</p>	<p>Preconstruction During preconstruction, Mark will oversee and coordinate project meetings and consultation, cost estimates, project schedules/phasing, constructability reviews, site logistics planning, a site-specific safety plan and procurement of the general contractor.</p> <p>Mark will be responsible for the day-to-day supervision of the procurement process by participating in the development of a bidding strategy and bid package breakdown of the enabling and construction work. He will lead the development of proper scopes of work for the two bid package and develop interest among general contractors. Prior to award of the general contractor, proposals will be reviewed to verify that all components for a complete job are covered in the plans, specifications and contract.</p> <p>Construction Mark will be responsible for managing day-to-day construction in strict accordance with the plans and specifications for the project, as well as conforming with Dane County and Gilbane's policies and procedures. He will perform inspections and quality control of the general contractors' and trade contractors' performance; review shop drawings/samples; oversee change order management; and project cost control/reporting.</p>
Chief Estimator/ Estimating Executive	<p>Eamon Ryan will work closely with Dane County staff, Mead and Hunt, Gilbane team members and other key stakeholders to generate critical cost estimating, value analysis and constructability information at regular intervals, keeping the project on track. Eamon will coordinate a team of in-house civil, structural, architectural, mechanical, fire protection/ plumbing and electrical estimators to develop various estimates. He will support general contractor qualification, bidding, and bid scope reviews. He will maintain an estimate trending log to track changes that occur between formal estimate deliverables. Estimates and detailed take-offs will be presented to Dane County and primary stakeholders at the appropriate intervals. Eamon and his team will also facilitate the value management process and constructability reviews.</p>	<p>Preconstruction Throughout preconstruction, our team will depend heavily upon the experience, insights and knowledge of chief estimator Eamon and his estimating team. He will be responsible for construction cost estimates throughout the document review phase, helping the project team develop and confirm the construction budget, and then tracking the estimated cost through procurement of final construction trade packages. Eamon collaborates closely with field operations and purchasing personnel, ensuring all items are properly budgeted.</p> <p>Construction During construction, Eamon will be needed from time-to-time to support the team with change order check pricing and other estimating requirements.</p>

<p>Chief Scheduling Executive</p>	<p>As chief scheduler, Zach Wotherspoon provides schedule development and management expertise to all of our projects in the Midwest. Zach will lead our initial master planning session to identify all major project milestones and all significant project activities to develop the master schedule. He will work closely with the project team to determine phasing, preconstruction deliverable schedules and procurement strategy, as well as construction activities and durations in order to develop a detailed master project schedule. During construction, Zach will update the schedule and provide reporting in a variety of formats depending on project needs. He will coordinate overall planning with the project team, conduct monthly project audits, monitor overall performance indicators and assist the team to resolve any scheduling concerns.</p>	<p>Preconstruction Zach will lead our first Advanced Planning & Scheduling session, which will identify all major design phase milestones and all significant project activities to develop the master schedule. He will work closely with the project team to determine critical path logic, phasing, productivity and precedent events, as well as construction activities and durations in order to develop a detailed master project schedule. Zach is skilled in schedule risk analysis (SRA), a statistical analysis of a project's schedule generated by software simulation. From project assessment and team interviews, the computer runs 1,000 scenarios selecting combinations of best, likely and worst case schedule durations. This provides early identification of risks specific to that project, which enables proactive management of potential schedule impacts. He has assisted project teams from coast-to-coast to better understand their schedule risks, resulting in more efficient and accurate project schedules.</p> <p>Construction Zach will continue with the project through the construction phase, updating the schedule and reporting in a variety of formats, depending on project needs. He will coordinate overall planning with the project team, conduct monthly project audits of the general contractor, monitor overall performance indicators and assist the team to resolve any scheduling concerns.</p>
<p>Project Engineers</p>	<p>Ryan Pfeifer and another Project engineer to be named at a later date brings their experience in implementing project controls and strong proficiency with the Smartapp project controls software to provide timely and current project information to all members of the project team. As the project engineer, They will be responsible for review of all contract drawings and specifications for completeness and constructability. They will also review of all scopes of work to ensure that all labor, material and equipment necessary for the project have been purchased and are in accordance with the contract documents.</p>	<p>Preconstruction The engineers will review shop drawings and expedite the flow of information, plans and specifications to the Mead and Hunt, field construction forces, and the general contractor. They will also process the project schedule and for developing and monitoring the project cost control system including the budget, cash flow and changes.</p> <p>Construction They will support the team's efforts in managing and tracking activities including change management, submittals, cost control and project closeout, inclusive of an organized turnover documentation package. Both engineers will support Mark and the team in the field with our quality program and will be actively involved in the scheduling process. Additionally, they will assist with on-site coordination to include: material delivery inspections; completion of the rolling completion list; and enforcing quality requirements by the general contractor.</p>

Project Accountant	<p>Brooke Julian is an accountant and serves as the financial project manager for Gilbane’s projects in the Wisconsin office. She has experience in budgeting, forecasting and financial reporting. Brooke works closely with project personnel to troubleshoot and resolve a variety of issues related to contractors and other financial aspects of the projects. She will format and set-up project forecasting to meet Dane County’s reporting needs. Brooke also ensures the timely management of accounts receivable and payables as well as manage the closeout process.</p>	
Safety Manager	<p>Safety is always Gilbane’s top priority. The safety manager’s role is as an objective observer with the responsibility of ensuring that Gilbane and every contractor on the project site never compromise when it comes to safety. As safety manager, Tadd Hilgendorf will review the general contractors project-specific safety plan and ensure that it is tailored to the site and aligns subcontractors with our safety focus. Tadd will also identify key safety challenges and create a plan with the general contractor to mitigate the risks throughout the life of the project. The plan will include all procedures, inspection, enforcement, documentation and reporting requirements. In addition to the safety audits, checklists and other tools that Gilbane utilizes, Tadd will be involved in training the general contractor to embrace our safety culture based upon people, not on statistics.</p>	<p>Preconstruction During preconstruction, Tadd will conduct and document pre-planning safety meetings with the project team to clearly define their role and establish safety procedures that will be followed. He will review each subcontractor’s safety program to ensure that it meets or exceeds Gilbane requirements on behalf of Dane County. He will also assist the superintendent in establishing and implementing proper evacuation, and emergency procedures.</p> <p>Construction During construction, Tadd will conduct regular jobsite and work area inspections while recording and reporting any violations or unsafe practices to the general contractor for immediate correction actions. He will attend project update meetings to provide briefs on safety on the project and keep informed of the progress of the job.</p>



	2020													2021													2022													2023													2024				Total Hours
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Total	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Total	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Total	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Total	Jan	Feb	Mar	Total	
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	1,605													6,484													6,301													6,322													1,476				22,188

Questions?

Thank You