

Attachment B

RFP Draft Scope of Work

1. Phase I: Facilities assessment with recommendations on renovations, a new facility, and movement of inmates during construction

- A. Conduct facility assessments of Rice Street and South Annex
- B. Advise on prioritization of findings from the assessment
- C. Provide options/scenarios of what can be delivered within the maximum allowable budget
- D. Develop plan for inmate housing during construction
- E. Provide estimate for future special purpose building

A. Conduct facility assessments of Rice Street and South Annex

Provide detailed inspections and assessments of Rice Street and South Annex jail facilities by architectural, engineering, and construction professionals or other equivalent facility assessment professionals such as building surveyors to produce an accurate analysis that identifies visible and discernable (through non-destructive means) components and elements requiring maintenance or other planned action.

The assessment shall include but is not limited to:

- 1. Identify all maintenance, repair, and replacement requirements.
- 2. Recommend upgrades and improvements where applicable.
- 3. Assess real plant property such as buildings, structures, and utilities and their integral components/systems. Copies of the building floor plans and maintenance history records where available will be made available to the PMT.
- 4. Perform a thorough visual assessment of all architectural, civil/structural, mechanical, electrical, fire, plumbing, and sewer components/systems of each facility. The specific in depth work identified and recommended is not included in the initial scope of work, but may be added to the scope of work at additional cost agreeable to the County.
- 5. Identify and report all civil, structural, roofs, mechanical and electrical deficiencies and recommended upgrades and improvements.
- 6. Identify and immediately report to the County components or situations that are considered urgent (endangering life and/property).
- 7. The facility condition assessments will focus on the following property elements:
 - a. Substructure – foundations, basements, tunnels
 - b. Building envelope – exterior siding, curtain wall windows, exterior doors
 - c. Interior Construction - walls, doors, flooring, visible structural components, ceilings and ceiling systems

- d. Interior Finishes
 - e. Flooring
 - f. Lighting
 - g. Health/Fire/Life Safety systems, emergency egress lighting
 - h. Disabled Accessibility - ADA requirements
 - i. Heating, Ventilation and Air Conditioning
 - j. Plumbing Systems
 - k. Building Electrical and Service Distribution
 - l. Site Electrical and Service Distribution
 - m. Fire Suppression
 - n. Special Electrical Systems and Emergency Power
 - o. Roadways, parking lots, sidewalks, exterior lighting
 - p. Water (not irrigation), sanitary and storm sewers
 - q. Security Systems
 - r. HVAC Building Control Systems
8. Inventory and provide a spreadsheet of all maintainable equipment and systems within each building. The spreadsheet shall at a minimum provide the following information:
- a. Equipment Type
 - b. Location
 - c. Function and area served
 - d. Manufacturer
 - e. Model Number
 - f. Serial Number
 - g. Capacity if applicable
 - h. Estimated remaining life

Maintainable equipment includes but is not limited to the following types of items:

- a. Building and HVAC Controls
- b. Boilers
- c. Chillers
- d. Cooling Towers
- e. Ducts
- f. Lighting
- g. Package HVAC Units
- h. Major Exhaust Equipment
- i. Hot Water Heaters
- j. Air Handling Units and Controls
- k. Commercial Overhead Doors/Sliders
- l. Security Alarm Systems and Duress Equipment
- m. Compressors/Refrigeration
- n. Fire Alarms and Pumps
- o. Pumps
- p. Electrical Service Equipment

B. Advise on prioritization of findings from the assessment

1. The PMT shall evaluate, analyze and provide projections for the following areas:
 - a. Deficiency costs summarized by building system across all facilities.
 - b. Deficiency costs summarized by Priority across all facilities.
 - c. Deficiency costs summarized by Category type across all facilities.
 - e. Multi-year annual expenditure forecast for each facility.
2. The PMT shall develop a ten-year expenditure plan, which is a schedule of all capital expenditures and actions required to maintain and repair facilities, including projects developed during the analysis of facility condition information, unconstrained by available funding limitations.
3. The PMT shall utilize life cycle analysis for component renewal and propose to the County for approval the standards proposed to develop component renewal costs. Building components will be evaluated based on their individual life cycles, determined by an evaluation of the age. The renewal cost for the components will be computed and identified by renewal year. The PMT will report the life cycle costs at the component-level, and building-level, and will provide a grand total for the County's entire portfolio.

Deficiency Priorities

Each deficiency and project shall include the following decision-making classifications prioritizing each action according to its criticality and classification type:

Priority 1 Currently Critical

Conditions in this category require immediate action to:

- Correct a cited safety hazard
- Stop accelerated deterioration
- Return a facility or equipment to operation

Priority 2 Potentially Critical

○ Conditions in this category, if not corrected expeditiously, will become critical within a year. Situations within this category include:

- Intermittent operations
- Rapid deterioration
- Potential life safety hazards

Priority 3 Necessary - Not yet critical

Conditions in this category require appropriate attention to preclude deterioration or potential downtime and the associated damage or higher costs if deferred further.

Priority 4 Recommended

Conditions in this category include items that represent a sensible improvement to existing conditions. These are not required for the most basic function of the facility.

Priority 5 Appearance

Conditions in this category include finishes that have deteriorated and are required to maintain the required aesthetic standards.

Priority 6 Does Not Meet Current Codes/Standards - “Grandfathered”

Conditions in this category include items that do not conform to existing codes, but are “grandfathered” in their condition. No action is required at this time, but should substantial work be undertaken in contiguous areas, certain existing conditions may require correction to comply with current code standards.

Capital Requirements Classification Categories

Each deficiency identified in the field assessment shall be classified in the following manner:

Category 1 – Security

When a system requires replacement due to a security risk or requirement.

Category 2 - Scheduled Maintenance

Maintenance that is planned and performed on a routine basis to preserve the condition.

Category 3 - Deferred Maintenance

Maintenance that was not performed when it was scheduled or is past its useful life resulting in immediate repair or replacement.

Category 4 - Capital Renewal

Planned replacement of building systems that have reached the end of their useful life.

Category 5 - Energy & Sustainability

When the repair or replacement of equipment or systems are recommended to improve energy and sustainability performance.

C. Provide options/scenarios of what can be delivered within the maximum allowable budget

Using the data collected during the on-site facility condition assessment and analysis phase, the PMT shall provide a separate comprehensive condition assessment report for each facility.

The reports shall contain the following minimum information:

- a. Capital requirement costs summarized by building system across all
- b. Capital requirement costs summarized by Priority across all facilities.
- c. Capital Requirement costs summarized by Category type across all facilities.
- d. A detailed description of building assets and equipment detailing the observed condition and deficiency cause providing recommendations to correct the deficiency
- e. A list of the information provided and collected for each asset, such as equipment type, manufacturer, model number, serial number, capacity and year installed.
- f. Digital photographs for each facility and each piece of equipment inventoried. Exterior photographs will be used for identification and documentation of structural problems,

major deficiencies or special conditions. Interior photographs will be used to document critical or unusual conditions. Photographs will be used to explain and / or justify the prioritization of corrective actions.

- g. A schedule of annual forecast expenditures itemizing each deficiency against each asset classification of the total cost for the actions required to correct the deficiencies for each facility by building system.
- h. Detailed scope options and scenarios to complete renovations adhering to deficiency priorities, capital requirements classification categories, and American Correctional Association standards, within maximum allowable budget
- i. Detailed costs estimates of proposed renovation scope
- j. Detailed anticipated schedule to complete renovation scope

D. Develop plan for inmate housing during construction

Advise the County on expected requirements for space availability in Rice Street and South Annex during the construction phase of the project. Provide estimates of cost and schedule impact for relocating required level of jail population as physical work is being completed.

E. Provide estimate for future special purpose

Advise the County on the best use of a special purpose building to relieve capacity at Rice Street and South Annex

- a. Propose specific populations within the Jail system that would be appropriate for a special purpose building
- b. Provide a cost estimate for the special purpose building depending on proposed population and capacity
- c. Provide anticipated project schedule for the design, construction, and transition to a new facility

2. Phase II: Management and oversight of the delivery of the project

- a. Provide oversight and management of the planning, design, and construction phases of the project

1. PLANNING PHASE AND GENERAL DUTIES

- a. Establish a protocol for all communication issues throughout the Program.
- b. Prepare Program policies and procedures to be distributed to all project team members.
- c. Suggest alternatives, evaluate them, and assist the County with informed decision making to best meet the County's needs in terms of scope, time, quality and cost

- d. Identify and document dates when user requirements and decisions or approval by Fulton County are required and advise the Fulton County of the effect on the Program of delayed decisions or approvals
- e. Identify to the County the impact (time, quality, cost) of proposed changes, so that the County may make well-informed decisions whether or not to proceed with the proposed changes.
- f. Assist the County in developing the solicitation materials and bid packages to procure all necessary vendors, advisors, and consultants required to properly finance, plan, design, construct, closeout, and closeout the Program.
- g. Budget and Cost Management
 - i. Develop an integrated Project Budget inclusive of all design, construction, and consultant costs.
 - ii. Develop a cost management protocol for the Project. Identify and track decisions that have an impact on cost.
 - iii. Review and advise on all commitments on the Project and ensure they are accounted for within the Project Budget.
 - iv. Review and advise on payment of all invoices and pay applications on the Project; ensure they are accounted for within the approved commitments.
- h. Schedule Management
 - i. Prepare an integrated Master Project Schedule using the critical path method.
 - ii. Develop a schedule management protocol for the Project.
 - iii. Incorporate the design, construction, and all consultant scope of work into the Master Project Schedule.
 - iv. Drive achievement of milestones and activities to ensure all Project Team members remain on schedule.
- i. Advise on the appropriate Project financing and delivery method options, including any necessary market soundings with industry professionals, and prepare a detailed options analysis for the Owner. Analysis should include but not be limited to risk, budget, and schedule impacts of each financing and delivery method on the completion of the project.
- j. Develop a risk management process for all phases of the Project and maintain a risk log to include: risk, impact, probability, rating, and mitigation strategy.
- k. Advise on selection, negotiations, and management of all contracts, amendments, and change orders associated with the Project.
- l. Chair the Owner meetings, including development of the agenda and necessary meeting materials.
- m. Provide regular reporting updates to the Owner.
- n. Attend Fulton County Board of Commissioners meetings as needed to provide project updates.

2. DESIGN PHASE

- a. Represent the interests of the Owner during the preparation of design documents and specifications at each design phase.
- b. Review all design documents and specifications to ensure alignment with the program and achievement of objectives for the Owner.
- c. Ensure the design team coordinates with authorities having jurisdiction and utility providers.
- d. Work with the design team to ensure permits are obtained in an efficient and timely manner without any delays to the Project schedule.
- e. Ensure coordination for the various elements of the Project between construction and the installation of furniture, equipment, signage, and audio/visual systems.
- f. Lead the budget reconciliation process with the design and construction teams at the conclusion of each design milestone to ensure the Project is on budget. Lead the value engineering process and provide recommendations to the Owner as it relates to aesthetics, sustainability, maintainability, durability, and longevity.
- g. Advise on lead times for materials and systems along with strategies to allow early release of these materials and systems to expedite the construction schedule.
- h. Provide initial advisement on furniture, fixtures, and equipment (FF&E) as it relates to jail construction projects, with particular focus on technology considerations for the Owner. Provide cost estimates for options presented.

3. CONSTRUCTION PACKAGE AND BID PHASE

- a. Assist the County in developing framework for preparing and negotiating the maximum price of construction costs.
- b. Review the proposed trade PMT bidding process to ensure qualified bidders are solicited and adequate competition is received.
- c. Track decisions made during negotiations of construction costs and ensure decisions are accounted for in the assumptions, clarifications, and exclusions of the guaranteed maximum price of construction costs.

4. CONSTRUCTION PHASE

- a. Monitor and manage construction activities that will affect the Project's cost, schedule, and quality.
- b. Keep the Owner informed of Project progress with standardized reporting and any decisions requiring the Owner's input.
- c. Chair all Owner meetings and record meeting minutes.
- d. Review all submittals, requests for information, material and system deliveries, and other construction administrative responsibilities and notify Owner of any deficiencies.
- e. Ensure sufficient requirements are outlined for the quality assurance (QA) and quality control (QC) process. Oversee the implementation of the QA/QC process.

- f. Provide as-needed onsite inspections during construction to represent the interests of the Owner and clarify where input is required as it relates to design or construction issues.
- g. Monitor construction materials testing, special inspections, and commissioning services and notify Owner of any deficiencies.
- h. Monitor major mechanical, electrical, and plumbing systems startups and notify Owner of any deficiencies.
- i. Arrange and Chair a pre-construction meeting with all parties
- j. Monitor the Program budget and timeline throughout construction.
- k. Coordinate the review of all architectural shop drawings as prepared by sub-trades.
- l. Coordinate the review of mechanical and electrical shop drawings as submitted by sub-trades.
- m. Arrange and attend regular construction site meetings to monitor construction and ensure that all issues are addressed promptly.
- n. Manage all changes to the Scope of Program through the Change Notice / Change Order process, review and approve submitted costs and track against both approved Program budget and timeline.
- o. Monitor the Program budget and timeline throughout construction.
- p. Coordinate the review of all architectural shop drawings as prepared by sub-trade.
- q. Coordinate the review of mechanical and electrical shop drawings as submitted by subcontractors.

5. CLOSEOUT PHASE

- a. Upon Substantial Completion, in association with the designers and engineers, prepare a detailed deficiency list, and ensure that deficiencies are completed in a timely manner.
- b. Coordinate major systems training for the Owner.
- c. Coordinate training and receipt of attic stock and keys with the Owner.
- d. Coordinate the Project punchlist inspection and completion of punchlist items with the design and construction teams.
- e. Review the full and complete set of all closeout documents, including warranties, operations and maintenance manuals, maintenance agreements, and as-builts.

6. OCCUPANCY AND TRANSITION

- a. Provide initial advisement on furniture, fixtures, and equipment (FF&E) as it relates to jail construction projects, with particular focus on technology considerations for the Owner. Provide cost information for options presented.
- b. Advise on design of FF&E and ensure alignment with programmatic requirements of the jail.
- c. Manage FF&E budget as part of overall integrated Project Budget.
- d. Provide recommendations to the Owner on procurement options and selection.

- e. Assist the County in coordination of ordering and installing FF&E.
- f. Assist the County with the move management process for inmates moving from existing jail facilities into the Project. Consideration should be given to multiple phases of move management and account for multiple facilities within and outside of Fulton County.
- g. Assist the County with the contracting, invoicing, and performance of mover(s).