

00-01  
file

HMR/Roble

- 1) Roblee is a Georgia based firm with only the minor players being based in NY State.
- 2) In 1998 and 1999 the County paid Rosser \$103,398 for services rendered
- 3) In 1998 and 1999 the County paid Roblee approximately \$60,000 for services rendered
- 4) I was told that HMR did not take the contract for the Phase I and Phase II due to the fact that they wanted to "bid" on the Architect project. HMR did respond to the RFP however, Rosser is in fact the lead on the Architect project. It should have been Rosser/HMR.
- 5) <sup>Kalb</sup> We did visit the De calb Jail in Georgia and serious problems were pointed out by the present Chief of the Jail. The main problem was the Kitchen. Roblee was responsible for overseeing the experts on the kitchen. The system that was installed was found to be seriously defective within a year of installation after thousands of dollars of damage had been done to the facility. In order to correct the situation, several hundred thousand dollars had to be spent changing the kitchen facility to correct the matter. I believe this was the Architect's responsibility to research the system and make sure that there would be an uninterrupted flow of process throughout the building. Instead, the system had a **weight problem, a traffic problem, a health problem** all of which had to be corrected and abandoned.
- 6) I believe that MHR/Rosser are certainly qualified to do this work
- 7) I have a problem with their flaunting the fact that they know "Ulster County", they know the Sheriff's problems, that they have a head start on the project due to their history on this project. If this is to be taken into consideration, then the whole system of responding the RFP's is a farce and should not be continued where one contractor/architect/professional has an inside track. They did advise me that when it came down to winning a contract, having the credentials was not always the best way, it was who you talked to and what door you came in.

## STV/GROSSFELD

- 1) New York State based firm with all parties involved being New York State
- 2) Displayed the ability, resources, and experience we need to complete the job
- 3) Onondaga Jail Facility was visited and raving reviews were given by committee members who went.
- 4) They will have an office on site
- 5) They will have on site employees/key personnel to monitor all phases of the construction
- 6) They (all parties) are totally familiar with New York State Jail Construction Rules & Laws
- 7) They are prepared to provide us with a Web based information system as we asked in our proposal. The County currently utilizes Microsoft Project; however, STV offers Primavera Project Planner which they are currently using.
- 8) They have shown that they have a high level of innovative thinking in that they were able to present their proposed design without the benefit of talking to anyone from the Sheriff's department. They were not allowed any contact with them.



February 29, 2000

Arlene L. Kerans  
Ulster County Purchasing Department  
310 Flatbush Avenue – 3<sup>rd</sup> Floor  
Kingston, New York 12401-2742

Re: Ulster County Law Enforcement Center, RFP #00-07

Dear Ms. Kerans:

McNeice Hatch & Roblee (MHR) is pleased to have the opportunity to continue our involvement with the Ulster County Law Enforcement Project and the County. We have assembled an outstanding team to deliver the design and construction services necessary for the Ulster County Law Enforcement Project to become reality.

As the lead firm, MHR brings considerable knowledge about Ulster County and the proposed detention facility. We have provided architectural services for Ulster County over the past five years, including two renovations projects at the jail and most recently the record storage center on Foxhall Avenue.

For this project, we are associating with two other firms that make our team especially unique. Rosser International, a firm highly respected for their considerable work in the planning and design of correctional facilities, will provide the primary programming and design for the facility. Rosser conducted the needs assessment and planning study for Ulster County. The same staff who worked on the planning phase have been assigned to this next phase of the project, bringing continuity and knowledge that will help make the process flow smoothly.

As a second associate architect, we propose Robert E. Milliken Architects, located in Kingston. All the work done in Ulster County to date has been done in association with his office. His local presence and ability to provide immediate response to any issues is invaluable during design and construction.


Our team also includes Brinier & Larios of Kingston for Civil Engineering. They have done all work to date regarding the site and are doing all the work associated with bringing utilities to the project. No other engineer is as qualified for the Civil Engineering on this project. Clough Harbour (CHA) from Albany will provide Structural, Mechanical, Electrical & Plumbing Engineering. CHA has extensive jail and prison experience. Our cost consultants will be Baer & Associates. This office has worked with us on all of our jail and prison projects and has a history of accurately estimating cost for this type of project. We are proposing Romano - Gatland as the Kitchen consultant on this project to ensure a state of the art food service design.

Donald McNeice, RA

Robert Hatch, RA

Joseph Roblee, RA

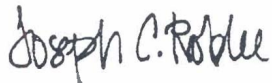
Daniel Patane, RA



The teaming of MHR, Rosser and Robert Milliken provides Ulster County with the best of all worlds – broad national jail experience, strong and well-known local presence, and a proven track record of successfully delivering projects to Ulster County. We have all worked together before, ensuring a project delivered within budget and on time.

The proposed team has the experience and capability to provide all the services this project requires. We look forward to continuing to provide exemplary design services to Ulster County.

Sincerely,  
McNeice Hatch & Roblee, P.C.



Joseph Roblee, Principal



## SUMMARY

### Project Team Introduction

McNeice Hatch & Roblee's (MHR) initial contact with Ulster County took place in May 1993, when we responded to a Request for Proposals for Ulster County Jail Alterations and Additions that was to have included a two-story addition over the one story wing of the existing building. MHR was selected to provide architectural services for that project, but the scope of work was subsequently revised, resulting in two small renovations, one completed in 1994, the second in 1995.

In the past five years, MHR has worked with The New York Commission for Corrections on 13 projects, including:

- Albany County Jail – 4 projects
- Ulster County Jail – 3 projects
- Washington County Jail
- Delaware County Jail
- Essex County Jail
- Clinton Correctional Facility
- Sing Sing Regional Medical Unit
- Greenhaven Correctional Facility

During the past year we have been involved in the planning of a new facility for Ulster County, assisting Rosser International, Inc. (Rosser) with their work on the facility. Rosser will act as our Associate Architect on this project, bringing a continuity that is invaluable and will result in the best possible design for the County. Our team includes the same people who have worked successfully on the needs assessment, including Buddy Golson, our proposed lead architect, and Joy Matthews and Mallika Bose, who will coordinate the programming.

We also propose Robert E. Milliken, Architects, located in Kingston, as a second Associate Architect. All our work in Ulster County to date has been in association with his office, and his local presence and immediate response to any issues is essential during design and construction.

### Team Organization

The teaming of MHR, Rosser and Robert Milliken is like a three-legged stool, where each leg is needed for balance, and all three together provide the strongest possible foundation. Rosser is the national expert, with recent and positive experience with Ulster County. MHR is the local leader, well-versed in this building type, familiar with the Ulster County way of doing things, well respected by the County, and familiar with New York State Commission of Correction requirements. Robert Milliken is completely attuned to the County and what you, as the owner, really expect of us. We know one another very well and have successfully worked together on other projects. Few other teams, if any, will have the strength of these three players combined. Our roles and responsibilities are outlined next.

### Project Management

Joe Roblee will be the Project Manager, handling the day to day running of the job in all phases. He is local, he represents the prime firm, and he has the experience with this building type and the







County's people. Mr. Roblee knows all the team members, has worked with them before and is a natural leader respected by the County.

**Programming**

Any element of the project that requires programming continuity, operations, inmate classification, functional adjacencies (how the building works) as well as clarification and assurance that the design meets the program will be done by Joy Matthews and Mallika Bose. Ms. Matthews and Ms. Bose have spent time learning about your goals and wrote the program to reflect those desires. They will look over the designers' shoulders to make sure everything you want is being incorporated into the design. **No other team can make this claim.**

**Design**

Rosser International will design the facility. **William (Buddy) Golson** will manage the design effort, with the assistance of **Larry Phillips**. As Project Manager, Mr. Roblee will work closely with Rosser throughout this phase. Mr. Roblee will have an in-depth understanding of the design when his firm assists in the preparation of working drawings. This arrangement takes full advantage of Rosser's incomparable jail design experience, as Mr. Phillips and Mr. Golson have been designing justice facilities for more than 30 years. Additionally, Mr. Golson worked with Ulster County on the concept design and has a unique understanding of the site, project approach and owner's requirements. You will benefit from Joe Roblee's strong knowledge of jail design in New York, gained from experience with facilities throughout the state.

**Working Drawings**

Working Drawings will be shared by Rosser and MHR. Rosser will provide the physical security drawings (doors, glass, fencing, locks, etc.) and electronic security drawings (locking control systems, detection equipment). Rosser brings extensive experience in this area, with more than 700 facilities in our portfolio. ~~Because Rosser has worked so closely with the owner in planning the facility, Rosser will provide the interior architecture, applying their knowledge of how the building should work at the human scale and their knowledge of low maintenance finishes for jails. This includes finishes in security areas, design and layout of millwork in control rooms, and selection of colors.~~ ~~Staff at MHR will provide architecture for the building shell, as well as incorporating local and state life safety codes into the design. Our knowledge of local conditions and experience in New York corrections work makes us well suited for this role.~~

*Shell*

**Bidding**

MHR will handle the architectural part of the bidding phase. We are local, we know local contractors and material suppliers/manufactures, and we can easily interface with the local bidding community. Rosser will handle physical and electronic security related issues.

*MHR*

**Construction**

~~MHR also will handle the architectural part of the construction phase. Our proximity to Kingston means we can respond quickly and efficiently. Mr. Roblee has a great track record with Ulster County. During this phase, Rosser will review submittals, answer questions, and routinely visit the job site to review the physical and electronic security work. Rosser is known nationwide for unmatched knowledge of how these security systems should be installed and what is required during construction to ensure the systems work properly and are easily maintained. Rosser's~~





expert, Buddy Browning, has unparalleled knowledge of security systems and is highly respected in the security design and construction community.

**Robert Milliken** will be the eyes and ears of the team on the ground in Kingston. He will serve as a liaison between MHR, Rosser, and the County. He will be available at a moment's notice to represent the team and handle problems needing immediate attention. He has practiced architecture in Kingston for many years and is familiar with the County's procedures.

We will enhance this strong design team with consultants who have experience uniquely suited to this project. **Brinnier & Larios** of Kingston will provide civil engineering. They have done all work to date regarding the site and are doing all the work associated with bringing utilities to the project. **We are proposing Clough Harbour and Associates (CHA) from Albany as the structural, mechanical, electrical and plumbing engineers on the project.** CHA has extensive jail and prison design experience. We also propose **Richard Baer and Associates** as cost consultants. His office has worked with us on all of our jail and prison projects and has a history of accurately estimating cost for this type of project. We propose **Romano-Gatland** as the kitchen consultant on this project to ensure a state-of-the-art food service design.

## Means and Methods for Managing the Project

Our team employs a straightforward approach to project management. Joe Roblee will be the Project Manager, serving as your representative and single point of contact. The Project Manager is responsible for directing the mix of services and administering project controls in order to maintain the major elements of quality, cost, and schedule.

During preliminary design stages, there will be a number of owner review workshops at critical milestones. These work sessions ensure complete and mutual understanding of the program requirements, provide a forum for the investigation of multiple building concepts, and allow for maximum owner input into the final building design.

We have developed and refined a number of other project controls, including weekly meetings with key team members and consultant coordination meetings at the beginning, midpoint, and conclusion of the construction documents phase. Between meetings, we distribute progress prints. We also involve your representatives throughout the project reviews. Client review comments and project team responses are well documented to ensure all information and criteria have been addressed and incorporated. Other tools and techniques we use to ensure quality and maintain costs and schedules include:

**A systematic recording system** that allows quick and easy checking of information and facilitates verification by the owner. The recorded information is linked by computer software so we can develop spreadsheets for such items as building areas, building finishes, etc.

**Regular cost monitoring:** Cost control begins at the outset of every project. Each decision in terms of operational and security requirements impacts cost. Basic decisions — such as the number of public visitors allowed in detention and correctional facilities or whether to have distinct and different circulation systems for all levels of security levels — as well as other





decisions that control the size of the facility, impact cost significantly. As more design decisions are made, there is less opportunity for changes that will result in significant cost reductions. As concepts are developed, we will work closely with the Construction Manager to help identify costs saving measures.

**Detailed Design Schedule:** At the outset of the project, our team will prepare a detailed design schedule (DDS) for the work in strict accordance with the contract requirements. The DDS identifies each task required, with a time frame for the task completion. It includes a critical path interrelationship of task milestone dates required for schedule maintenance, as well as task sequencing. We will prepare this in a bar chart format and provide regular updates. We will work cooperatively with the Construction Manager in developing and updating the DDS.

### Meeting Goals

As a result of our working relationship with the staff of the Sheriff's Department and the Public Works Building Division over the past five years, we have accumulated a considerable amount of knowledge about County standards for design and construction and have established sound relationships with County personnel that are likely to be assigned to this project. Through these relationships we will be able to regularly check our progress against your goals.

### Top Management Responsibility and Supervisory Controls

*Mr. Roblee*, a principal with MHR, will supervise all this project. He will rely on a team of Project Managers from each Consultant's offices to aid him in this effort.

*Mr. Buddy Golson*, a principal with Rosser, will act as the Project Manager in Rosser's offices. Mr. Golson has experience with the County and this project from acting as the project manager for the needs assessment.

*Mr. Thomas O'Brien* will act as the project manager for CHA. Mr. O'Brien has extensive correctional experience. He has worked closely with Mr. Roblee on correctional projects for 12 years. *Tony Zell* from Brinnier & Larios will act as Project Manager in conjunction with *Dennis Larios*. They both have experience with Ulster County and this project specifically.

Mr. Roblee has worked in this capacity with the project team several times in the past. Team meetings will be held bi-weekly to review progress, and to coordinate the effort. Drawings and communication will be via E-mail for instantaneous coordination and delivery. The team has communicated successfully in this manner on several projects.

Mr. Roblee will also interface with the construction manager through meetings, and electronic medium. MHR has completed approximately 50 percent of its work in the past 10 years in conjunction with a Construction Manager. We have worked closely with the larger area CM's and have established relationships with them. We have successfully completed projects with Barry Bette & Led Duke, Turner, Sano Rubin, Gilbane, CRSS, and Morrison Knudtson, to name a few. Rosser also has experience working with CMs on projects such as the Cobb County Detention Facility and the Columbia County Jail.







## METHODOLOGY

### Team Responsibilities

MHR employs a team approach to design, where the team leader is the client. We have successfully used this approach with Ulster County on several previous projects. We are familiar with Ulster County buildings and grounds and the Sheriff's Department staff from our prior successful experiences, and have developed strong relationships through performance. Our associates, **Rosser** and **Robert Milliken** also have extensive experience with key representatives from each county department. **This gives the team a distinct advantage by having existing working relationships and lines of communication that are established and active.**

MHR has been working with the Commission of Corrections closely for more than 20 years. Mr. Roblee, the Project Manager, is in contact with the Facilities Planning Group at the Commission approximately once every two weeks. This understanding of the Commission's requirements and the regular contact ensures projects are correct when they are submitted.

Rosser provides our team superior expertise as well as continuity. Rosser has been working with Ulster County to conduct a needs assessment that can provide a blueprint for the future. This experience will allow this team to begin this phase of the project quickly and effectively. Along with Rosser's knowledge of Ulster County, the firm brings to this project experience developing more than 700 criminal justice facilities throughout the country.

For this project, we have assigned each firm specific roles that will best meet the goals of the county. Rosser will be responsible for program verification and architectural design, through design development. Rosser's staff includes the personnel who have been working with Ulster County on the needs assessment. Joy Matthews, and Mallika Bose will be able to move the project along quickly because they are familiar with the County and your needs. They will verify the program. Buddy Golson of Rosser, who also has been involved in the needs assessment, will be the lead architect. Joe Roblee and staff from MHR will be involved in the design development, so they will be familiar with every aspect of the facility as they take the lead to produce working drawings. Mr. Roblee, who has been an integral part of the needs assessment for Ulster County, understands the County's goals and processes. As Project Manager, he will be the glue holding all the elements together.

Robert Milliken provides the team with the local knowledge to help ensure the team meets all of Ulster County's requirements. He will help ensure that all team members communicate regularly and clearly.



## Our Approach

Ulster County has spent considerable effort in the planning stages of the project. This effort results in a clear project approach and will be used as a guide in developing the design of the project.

The first step toward project design will be **confirmation of the program**. Joy Matthews and Mallika Bose of Rosser will meet with all the departments interviewed for the pre-architectural space program to verify the program. We will then update the program document for approval by the county. The approved document will be the basis for our project design.

Our approach is based on the use of a Construction Manager (CM) in a fast track design, which will compress the schedule and allow the building enclosure to be completed by December.

When the program is approved, Buddy Golson and Larry Phillips of Rosser, in conjunction with Joe Roblee of MHR, will begin the **schematic design process**. The project team will investigate several concepts with the County to determine the best possible layout for operations, staffing, efficiency, and cost effectiveness. During this phase, we will work with the County to develop the appearance of the facility. Brinnier & Larios will define the site layout and utility parameters. Clough Harbour and Associates will develop an overview of the building systems, and the team will work in conjunction with the Construction Manager to value engineer the project to provide the best building at the least possible cost. These documents will be submitted to the county for review and approval.

Following approval of the schematic design, the team of Buddy Golson, Larry Phillips, and Joe Roblee will test all aspects of the schematic solution and **identify and resolve all design and building problems and deficiencies**. The project team will also identify and resolve all potential design issues regarding site, mechanical, electrical, and security issues. We will work in conjunction with the CM to value engineer the solution to prevent any major modifications during the construction document phase. The resulting documents will be presented to the County for review and approval.

Once your representatives approve the design development package, MHR and the project team will produce the **construction documents** for the project. The team will work closely with the construction manager to arrange bid packages and to fully document the project. We will submit the completed documents to the county for review, and the team will incorporate all county comments into the documents prior to bidding.

McNeice Hatch and Roblee will assist the county and the CM with **pre-bid meetings**, and in conjunction with the CM we will answer contractors questions by addendum. We will assist the County and the CM at the bid opening(s), and will assist the CM in preparation of spread sheets and the award of bids.

During **construction** MHR will attend project meetings, reviewing the project for quality. We will work with the CM in certification of payments and be available to assist the construction manager in responses to contractor questions.





At the completion of construction, MHR and the project team will prepare **punch lists** detailing incomplete or unsatisfactory work and will assist the CM in ensuring that the work is completed by the contractors to the required level of quality.

## **On Time Performance**

**MHR has never had a project delayed by the Commission of Corrections for any reason and has always received project approval on the first submission.** We use the Minimum Standards for Design of County Jails and Penitentiaries of The Commission of Corrections on a regular basis and thoroughly understand the requirements. Please contact Mr. William Joyce at the Commission for his opinion of our firm and its ability to serve the needs of Ulster County.

MHR has a long history of completing work of this size in short time frames. As an example, we completed design and construction documents for the 1000-bed Oneida Correctional Facility, with a construction value of \$42,000,000, in four months.

MHR and our associates have the capacity to ensure this project is completed on time. The bulk of MHR's major workload will be in construction by the first of the year 2000. Most of this work is for the State of New York and has minimal construction supervision requirements. The jail at Ulster County would be the primary project in the office in the year 2000.

Rosser adds to this team a total staff of 180, with 35 of those staff members dedicated to criminal justice projects. The firm is fully CADD capable and has the available capacity to successfully complete this project. Section I outlines the current workload for MHR and Rosser.

## **Quality Control**

Our team views quality control as a comprehensive task involving all members of the project team. We employ many tools to ensure the design, documentation, and construction meet strict quality standards. We apply these tools to the project to meet the schedule and budget. Some of these tools include:

- **Use of standard policies and processes** for project management and document production.
- **Continuous process review**, a constant attempt to improve on policies, procedures, and processes in use in the firm.
- **Formal, structured communication**, including written responses to RFIs, meeting minutes, and documented phone conversations. Informal communication among team members occurs on a daily basis.
- **Regular project reviews.**

Please see Section F for more information about our procedures for quality control.

