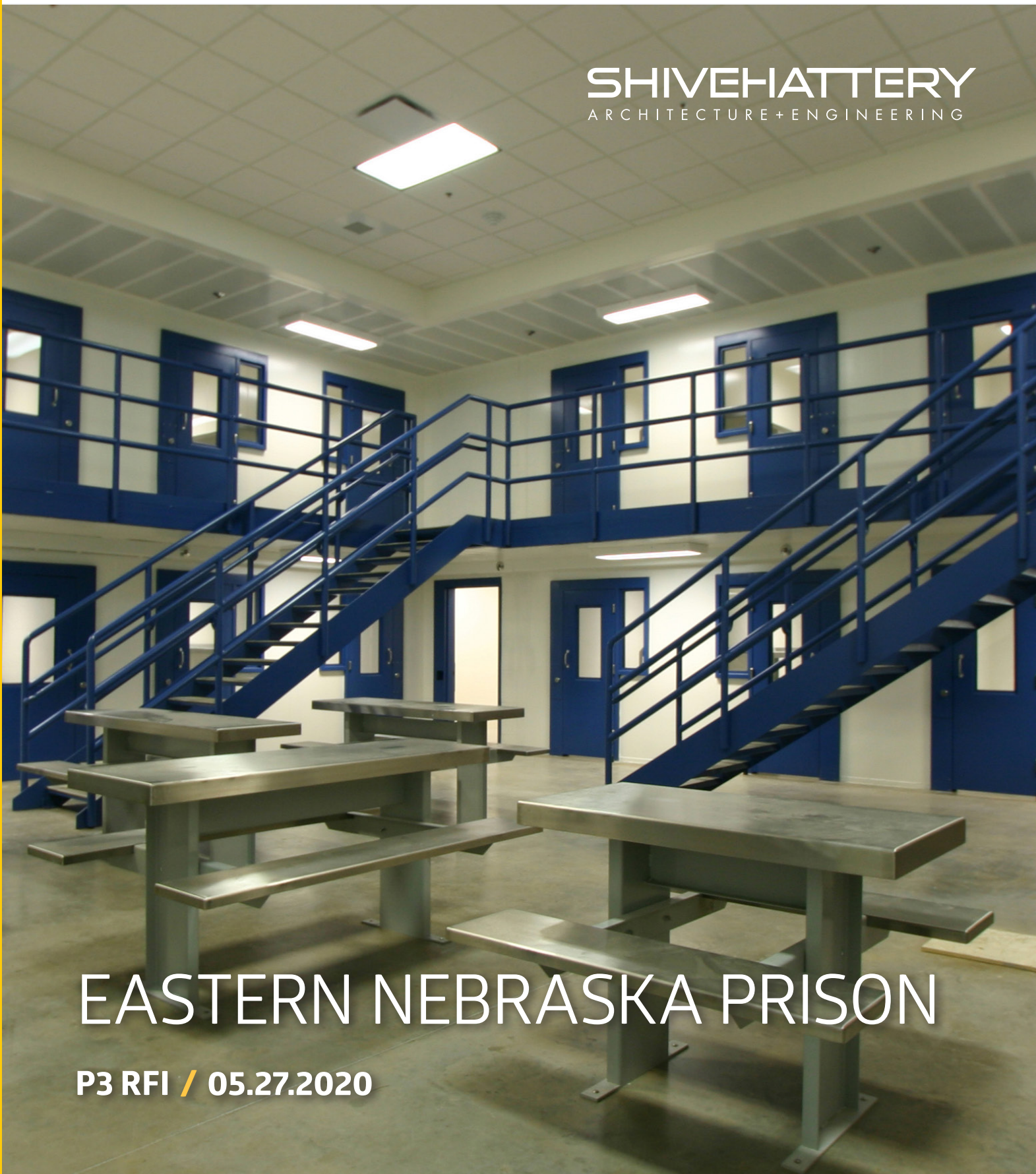




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# EASTERN NEBRASKA PRISON

P3 RFI / 05.27.2020

# Form A

## Respondent Contact Sheet

### Request for Information Number 3016

Form A should be completed and submitted with each response to this RFI document. This is intended to provide the State with information on the vendor's name and address, and the specific persons who are responsible for preparation of the response.

Preparation of Response Contact Information	
Name:	The Weitz Company
Organization Address:	8715 S. 121st Street La Vista, NE 68128
Contact Person & Title:	Brian Mahlendorf, Vice President and General Manager
E-mail Address:	brian.mahlendorf@weitz.com
Telephone Number (Office):	402.592.7000
Telephone Number (Cellular):	402.510.4012
Fax Number:	402.592.0015

Each respondent shall also designate a specific contact person who will be responsible for responding to the State if any clarifications of the vendor's response should become necessary. This will also be the person who the State contacts to set up a presentation/demonstration, if required.

Communication with the State Contact Information	
Name:	The Weitz Company
Organization Address:	8715 S. 121st Street La Vista, NE 68128
Contact Person & Title:	Brian Mahlendorf, Vice President and General Manager
E-mail Address:	brian.mahlendorf@weitz.com
Telephone Number (Office):	402.592.7000
Telephone Number (Cellular):	402.510.4012
Fax Number:	402.592.0015

8715 S. 121st Street  
La Vista, NE 68128  
P: 402.592.700  
F: 402.592.0015

May 27, 2020

Kate Severin, NDCS Purchasing  
NE Department of Correctional Services

801 West Prospector Place  
Lincoln, NE 68522

Dear Ms. Severin,

Thank you for the opportunity to provide information related to RFI 3016 DBF Options Mal Correctional Facility. The utilization of a Private Public Partnership (P3) delivery model is a valid option to resolve some of the challenges faced by the Nebraska Department of Correctional Services.

Our team provides vast experience and will provide an economical solution to the State of Nebraska. Please review the following pages for technical information and responses to your inquiries. Also, please note the proprietary information packet for cost information.

If you should have any questions, I am available for discussion.

Sincerely,



**Brian Mahlendorf**

General Manager and Vice President

**THE WEITZ COMPANY**

8715 South 121st Street, La Vista, NE 68128

E: [brian.mahlendorf@weitz.com](mailto:brian.mahlendorf@weitz.com) / P: 402.510.4012

F: 402.592.0015



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**1. EXPERTISE IN SECURE FACILITY CONSTRUCTION INFRASTRUCTURE**

**1 SECURE FACILITY EXPERTISE**

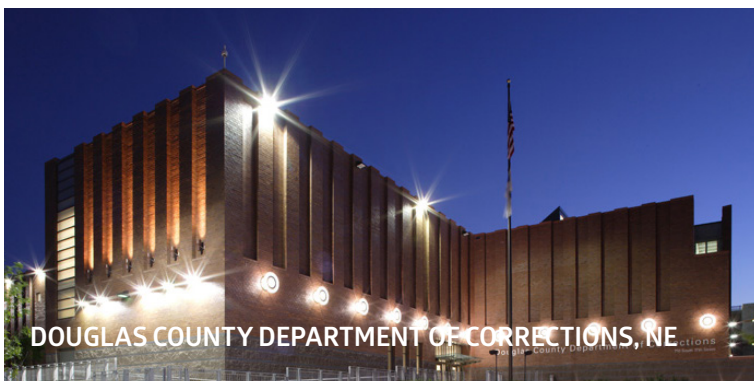
The Weitz Company has extensive correctional experience throughout the world. Our design partner, Shive-Hattery, brings immense planning and architecture design for many prisons and jails. We list our team’s experience below.

**RELEVANT WEITZ PROJECTS:**

- + Polk County Jail (Completed with Shive Hattery)
- + Washington County Justice Center, Blair Nebraska
- + Fourth District Court of Appeal, West Palm Beach
- + Broward County Judicial Complex Midrise Building Renovation, Fort Lauderdale, Florida
- + Douglas County Corrections
- + Newton Prison Package 3
- + Newton Prison Package 6
- + Newton Prison Package 8
- + Mitchellville Prison
- + Clarinda Prison
- + Polk County Jail Booking Expansion
- + Polk County Jail Addition
- + Lower Buckeye County Jail
- + Fourth District Court of Appeal Florida
- + PBC South County Courthouse Renovation
- + PBC South County Courthouse Expansion
- + Hruska Courthouse
- + US Courthouse and Federal Building Renovation AZ
- + GSA Denney Building x 3 projects
- + Neal Smith Federal
- + Denver Police District Station #2
- + Municipal Fire & Police RSI Office Building
- + City of Port St. Lucie Municipal Complex
- + Neighborhood Resource Center City of Phoenix
- + Johnson County Justice Annex
- + Johnson County Criminalistics Lab
- + Aurora Municipal Justice Center
- + Aurora Municipal Center

**RELEVANT SHIVE-HATTERY PROJECTS:**

- + Andrew County Sheriff’s Office and Jail
- + Chatauqua County Sheriff’s Office and Jail
- + Clay County Sheriff’s Office and Jail
- + Clinton County Law Enforcement Center
- + Cole County Sheriff’s Office and Jail
- + Dakota County Jail Expansion
- + Decatur County Jail
- + Dunklin County Courthouse, Phase II
- + Dunklin County Jail, Phase 1
- + Ford County Sheriff’s Office and Jail
- + Greene County Jail Expansion and Remodel
- + Hughes County Jail and Juvenile Center
- + Jasper County Law Enforcement Center
- + Johnson County Justice Center Study
- + Linn County Jail, Study & Remodel
- + Louisa County Law Enforcement Center
- + Macon County Jail and Courthouse
- + Marion County Law Enforcement Center
- + Meade County Jail Expansion
- + Mercer County Jail Addition
- + Monroe County Public Safety Center
- + Muscatine County Jail Addition
- + Pettis County/City of Sedalia Jail
- + Polk County Jail
- + Taney County Justice Center
- + Williamson County Law Enforcement Center
- + 8th Judicial District Community Based Corrections Facility
- + Iowa Correctional Institution for Women
- + Iowa Department of Corrections Systemic Study
- + Iowa State Penitentiary
- + Logan Correctional Facility Building #41 and #14
- + North Central Correctional Facility New Dietary Building
- + Oklahoma Department of Corrections Systemic Study
- + South Dakota State Penitentiary
- + Spiritual Life Center, Ellsworth Correctional Center
- + Wisconsin Women’s Resource Center Housing



DOUGLAS COUNTY DEPARTMENT OF CORRECTIONS, NE



**2. CONSTRUCTION RELATED P3 EXPERIENCE****3. APPROACH TO DEVELOP TAXPAYER FRIENDLY CONSTRUCTION SOLUTIONS****2 P3 EXPERIENCE**

The Weitz Company has successfully delivered various P3 models across the world. We have a thorough understanding of the processes and procedures required to deliver you a quality institution. We are structured in such a way that allows for all portions of the P3 process to be implemented, and we understand that you may not choose all of the available DBFOM (Design, Build, Finance, Operate, Maintain) components.

Some of our larger P3 endeavors have included the following: Texas A&M Park West Student Housing, Kansas City International Airport Terminal, Riviera Beach Marina, New Cairo Wastewater Treatment Facility, Cairo Wind Farm, Sky Train, Florida Atlantic University and Iowa Events Center Hilton Hotel. Each of these P3 entities were uniquely structured, which allows us to bring better understanding and flexibility to help solve your need.

**3 CONSTRUCTION SOLUTIONS**

We will hold a kick-off session to begin developing lines of communication, trust, and common goals. Meeting together weekly in structured sessions, virtually every aspect and element of the Programming, Planning, and Design process will be identified and discussed by the entire team utilizing the techniques of structured brainstorming and mini presentations of subgroups within the team. Each team member is responsible for working effectively on the team, is given the responsibility to make recommendations, and is held accountable for their actions.

Our P3 Team approaches each major design issue with a simple, rational, iterative problem-solving process of:

- ✓ Issue Definition: What are the important aspects to be addressed?
- ✓ Identification of problems or constraints
- ✓ Development of criteria and goals to be achieved by the solutions
- ✓ Gathering of relevant data needed to generate the solution
- ✓ Identification of alternatives and options
- ✓ Evaluation of alternatives and options
- ✓ Decision making

Under this approach, all team members are encouraged to participate in the discussions and idea-generation phases, especially during the structured brainstorming sessions. Consultants present their issues and alternatives for group review and evaluation. The P3 team develops a total building and site design by involving everyone in the design process. Consultants, the design team and contractor then understand the direction and basis for the project's design, which translates into a common platform for making countless other decisions with few, if any, surprises.

**CLEAR COMMUNICATION AND COORDINATION OF DISCIPLINES**

A large volume of communication between participating parties is critical. The project's success is dependent upon people. Our approach to coordination of the disciplines stresses the interaction of team members in the weekly meetings. These meetings are focused on long-range planning as well as events that must transpire in the coming week which may impact schedule or cost. In addition, we will regularly conduct on-board reviews following the weekly progress meetings to resolve coordination issues.

**QUALITY/DOCUMENT PRODUCTION**

The P3 emphasizes quality throughout the entire design process. Although formal checking and review procedures are required, they only catch errors, not enhance quality. Our approach stresses quality management throughout the project by all team members. A written quality assurance plan is developed, which defines roles, standard procedures for reporting and communications, deliverables, integrated review schedule and Builder input. All reporting requirements and review procedures are factored into the plan.

### 3. APPROACH TO DEVELOP TAXPAYER FRIENDLY CONSTRUCTION SOLUTIONS

## 3 CONSTRUCTION SOLUTIONS

### COST ESTIMATING AND COST MANAGEMENT

Our team's strategy has developed one of the most sophisticated cost and budget analysis processes in the industry. Cost estimating begins at the earliest stages of a project and involves a life-cycle analysis for every system in the project – especially related to sustainable elements. The design for each system is then aimed at a specific budget, even in schematic design.

This information enables the establishment of quality levels which might be expected for the proposed levels of financing, expenditure and operations. Early in the process, the Design and Construction team can offer value-based budgeting counsel, focusing on achieving maximum value for the investment and enable the Developer to make prompt budgeting decisions during the design phases.

### PLANNING, SPACE ASSESSMENT, AND PROGRAMMING

To initiate the design of this type of project, sound planning and programming exercises are essential. The critical steps are as follows:

- ✓ Gathering/analysis of program data
- ✓ Confirmation of existing space and staff projections
- ✓ Development of key adjacencies
- ✓ Definition of technology and special needs
- ✓ Development of master planning options for new site
- ✓ Development of phasing options
- ✓ Development of budget
- ✓ Preparation of Final Report

Our team's strong belief in comprehensive and open communication is key to our success during this important program validation phase. The key to this approach to planning and space programming is the creation of an implementable solution.

### DESIGN SOLUTIONS

Flowing from the programming exercises, traditional architectural design phases will begin (Schematic Design, Design Development, and Construction Documents). Throughout the design process, the design team will be mindful of the following critical elements during the design phase:

- ✓ Achieving a master plan and phasing concept plan that maximizes site utilization
- ✓ Integrating the latest technology requirements
- ✓ Implementing environmentally friendly and energy efficient design
- ✓ Enhancing safety and security
- ✓ Maintaining budget adherence

**4. INFORM SUBSEQUENT PROCUREMENT PROCESS**  
**5. ADDRESS PROJECTED INCREASED INCARCERATED POPULATION**

**4 PROCUREMENT PROCESS**

As you evaluate the benefits and risks in final selection of a P3 procurement process, there are some additional considerations that should be included. The State needs to surround yourself with subject matter experts. Some of these services may be found in-house, but if not, they should be hired consultants. (1)The State needs a Financial Advisor (FA) who can provide evaluation of costs, funding and impacts. (2) The State also needs a Legal Advisor (LA) who is well versed in the structure of P3 agreements. LA can help identify which parties, the State or the P3, carry the risk for a vast number of items. (3) Finally the State needs a Technical Advisor (TA) who is well versed in the correction needs of the State. This could be someone from State Corrections, or it may be a firm that has corrections experience who coordinates with the State.

This identified team will work to establish the procedures, requirements, metrics and language for a formal RFP. Our experience with successful P3 delivery methods, leads us to recommend the following procedures. (1) Issue a Request for Qualifications (RFQ) to interested parties. Shortlist to no more than three most qualified firms. (2) Issue a Request for Proposal to the shortlisted firms. We recommend that State strongly consider a stipend for each shortlisted firm. This helps ensure the State will receive quality submissions. (3) Evaluate the proposals and select the best response based on a ranking/point system.

**5 NEBRASKA'S GROWING PRISON POPULATION**

Our team has reviewed the projections provided by the NDCS and we understand that the incarcerated population at the end of CY2030 is expected to be 7,327 (161% of current operational capacity). Both Weitz and Shive Hattery have experience utilizing several strategies to maximize space in corrections facilities. A few examples can be found below.



The Washington County Jail needed to accommodate their growing inmate population, but had limited space to do so and wanted to design around their historical courthouse building. The Weitz team utilized prefabricated jail pods to solve this dilemma. These pods take up 10% less space per cell than traditional building types and are comprised of stronger materials. This solution maximized space and security measures for Washington County.



For the Polk County Jail, the Shive Hattery team was able to design a facility for the County which achieved an energy savings of 28.5% above “base code.” This was accomplished through thoughtful considerations on the actual building design, materials selections and engineering systems. Operationally, the design team created a very efficient design that tripled the county’s bed capacity while only having to double the number of staff.



## 6. INFORMATION, PERSPECTIVE AND SOLUTIONS RELATED TO FEASIBILITY OF A DBF PROCESS

### 7. PERSPECTIVE AND IDEAS PREMISED ON FINANCING (NTE 30 YRS)

## 6 DESIGN/ BUILD/ FINANCE PROCESS

In our opinion, the P3 process utilizing the Design/Build/Finance (DBF) structure is a very viable solution to addressing Nebraska's prison population. A P3 solution with a leaseback component allows for funding to come from the private sector. In return, the State agrees to a fixed monthly cost until paid in full. Generally the P3 structure also provides a "faster to market" thus bringing an earlier operational time frame than what is normally experienced in the more traditional Design/Bid/Build (DBB) delivery model. Based on the credit ranking of the State, there should be sufficient interest and competition that will drive value and innovation in the provided solutions.

## 7 PERSPECTIVE AND IDEAS PREMISED ON FINANCING (NTE 30 YRS)

The Weitz Team is uniquely qualified and experienced in financing and delivering Public-Private Partnership projects and will benefit your prison in the following ways:

**1. Bringing your vision to reality.** We are fully prepared to advise you on the feasibility of your project. We will explain Development Costs and how these costs will transfer to an Operating Lease.

**2. From Concept to Design to Construction.** By working together as a team, we will design the prison to an established budget and projected operating lease cost. This will result in faster project completions and reduced delays.

**3. Construction Risks are Transferred.** An effective Public-Private Partnership transfers the construction risks to the private sector. We have the experience to manage costs and our years of service in this market allows us to select from the most reputable and highly qualified subcontractors.

**4. Financing Options are Negotiated.** Our team includes some of the nation's leading thinkers in public, community and economic development finance. We will structure our partnership to meet your objectives and set our margins to the level of risks we assume.

- + **Design-Build, Master Lease, Revert Option:** Our team designs, builds and owns the prison, equipment, furniture and fixtures. The property is built over a ground lease. The state of Nebraska leases the prison under a triple-net lease terms to be negotiated. We then secure financing for up to a 30-year term which allows the property to revert to Nebraska corrections at the completion of the lease term. The longer-term lease is tied to a full amortization of our debt source. We will negotiate the master lease rate based on development costs, the cost to borrower, and the debt service coverage required to secure the loan.

**8. TECHNOLOGY SOLUTIONS – IMPROVE DELIVERY, SECURITY, OPERATIONAL COSTS**

**8 TECHNOLOGY SOLUTIONS**

**COMMUNICATION**

Correctional facilities have evolved through the use of fully integrated technologies. With security and investigative needs in mind, staff to receive offender data effectively to manage and address the needs and service requirements for each inmate, and visitor. Security control technologies for locking mechanisms, CCTV and plumbing control function on stand alone, network responsive integrated platforms.



Corrections has already banned phone commission kickbacks so calls only cost \$1.50 for 15 minute conversations.

**AUTOMATION AND AI**

The Prison system is looking to implement automation and artificial intelligence in order to make prisons safer for the officers and inmates. They utilize sensors, network surveillance, and rfid chips to monitor location, vitals and erratic behavior. They are always looking to collect data that will minimize risk and make the prison a safer environment. Connected sensors, tracking wristbands, and data analytics similar to those found in smart homes, cars, classrooms, and workplaces are now becoming common place in prisons.

With their experience in corrections facilities, Shive-Hattery will connect the State of Nebraska with a team of justice design architects and engineers who use evidence-based practices. This team is familiar with security and monitoring technology to implement in the new prison and the best company's to work with for installation and operation of the systems.



9. ACTUAL EXAMPLES WITHIN 15 YRS. ALTERNATIVES TO EXPLORE

9 PROJECT EXAMPLES



**SIZE**

56,000 SF new space  
15,000 SF renovation

**VALUE**

\$21M

**CLIENT REFERENCE**

Washington County  
Captain Robert Bellamy  
P: 402.426.6865  
E: sheriff@washcosheriff.org

**ARCHITECT**

Prochaska & Associates

Weitz was chosen by the Washington County Board of Supervisors as CMR for the expansion of their current jail and county court. The jail addition adds 120 new beds, includes a new sheriff's office, sheriff training room, evidence storage, county courtroom, expanded attorney offices and new underground inmate tunnel from the courthouse to the jail. The project also includes a renovation to the existing sheriff's office that adds a new Kitchen, Laundry, additional holding cells, full body scanner, and vehicular sallyport.



**SIZE**

43 acres  
800 beds

**VALUE**

\$116M

**ARCHITECT**

Shive Hattery

The State of Iowa wanted its new Iowa State Penitentiary to be an operationally efficient, long lasting facility that reflected a shift from a culture of simply incarcerating offenders to one of humane mental and physical treatment, rehabilitation and eventual reintegration into society. Just before design began, the state also mandated that all state buildings reduce their energy consumption by 30% over comparable industry standards.

All aspects of the design considered the most effective systems both operationally and for sustainability. These systems included geothermal heating and cooling; site design with a campus layout that provides for long, unobstructed views and an abundance of green space; daylighting in buildings; lightweight exterior building materials, roofing materials and interior finishes.

Buildings include: Special Needs Housing, Unit Maximum Security Housing, Unit High-Medium Security Housing, Unit Medical / Mental Health Unit, Administration Unit, Kitchen/Dining/Laundry Unit, Activities Building Unit, Prison Industries Building Unit



9. ACTUAL EXAMPLES WITHIN 15 YRS. ALTERNATIVES TO EXPLORE



# DOUGLAS COUNTY CORRECTIONS EXPANSION

OMAHA, NE

**SIZE**  
235,000 SF

**VALUE**  
Overall construction cost: \$45,762,423  
Initial construction contract value: \$35,225,000  
15 customer-initiated change orders totalling \$10,537,423.

**CLIENT REFERENCE**  
Douglas County Board of Commissioners  
Clare Doda  
P: 402.444.6559

**ARCHITECT**  
BVH Bahr Vermeer & Haecker Architects

This expansion added 241 double-occupancy cells and 16 handicap cells to the existing facility. A new central control area, mechanical and electrical plants, administrative offices, courtroom, video visitation, kitchen, laundry, medical and dental areas were also added.

The Weitz team handled multiple phasing issues, site constraints, demolition of existing facilities, and tie-in of new facilities, all while maintaining existing operations. As a direct result of our team's performance and success on the initially awarded project, Douglas County initiated an additional 38,000 SF package to the building's expansion.



# POLK COUNTY JAIL

DES MOINES, IA

**SIZE**  
327,000 SF new space  
1,512 beds expandable to 2,500

**VALUE**  
\$57.4M

**CLIENT REFERENCE**  
Washington County  
Captain Robert Bellamy  
P: 402.426.6865  
E: sheriff@washcosheriff.org

**ARCHITECT**  
Shive Hattery

The Weitz Company and Shive Hattery built this project together. To alleviate overcrowding and long-term operational cost challenges, Polk County voted to build a new jail on a remote site within the city limits. A comprehensive study, authored by Shive-Hattery justice planners, evaluated six possible options. Considerations included the systemic impact of a new facility, the operational effectiveness, custody configurations and locations of the various options.

**10. GENERAL CONSTRUCTION COSTS, ESTIMATED OPERATIONAL,  
UTILITIES, MAINTENANCE****11 ANNUAL LEASE STRUCTURE****12 WAYS TO ASSIST NDCS IN PLANNING FUTURE ENDEAVORS****13 FEASIBLE POTENTIAL SOLUTIONS BASED ON POPULATION PROJECTIONS****10 GENERAL CONSTRUCTION COSTS    11 LEASE STRUCTURE**

This information is proprietary- please see the sealed envelope for our projected construction costs and lease structure.

**12 WAYS TO ASSIST NDCS IN PLANNING FUTURE ENDEAVORS.**

Integrated Design allows us the benefit of bring key decision makers and teammates together early in the process. This helps drive value into the project and make certain that the end product will serve your needs. We can help assist in future planning endeavors in many ways. We are responsible for tracking and ranking of various components of the design. Our process includes fixed deliverable dates for your review. The team will provide defined off-ramp opportunities in case the path forward needs to change.

**13 SOLUTIONS BASED ON POPULATION PROJECTIONS.**

Partnering with a multi-disciplinary firm like Shive-Hattery, along with Weitz, connects you with a team of justice design architects and engineers who use evidence-based practices, overlaying state and local standards, and a comprehensive understanding of American Correctional Association (ACA), Americans with Disabilities Act (ADA) and Prison Rape Elimination Act (PREA) design standards. The Shive-Hattery team also offers engineering services for water, wastewater, power plants and roads - which are all crucial to creating corrections and detention spaces. Our designs for detention and corrections facilities promote ease of supervision and circulation, and are right-sized so inmates receive focused attention and personalized treatment.

Our combined team has reviewed Nebraska's prison population growth projections. We will design the facility to house the maximum capacity of inmates based on this projection while keeping cost and security at the forefront of every decision.







/// **BUILD A BETTER WAY.™**



# SHIVEHATTERY

ARCHITECTURE+ENGINEERING

## CONTACTS

### **BRIAN MAHLENDORF**

*Vice President / General Manager*

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La Vista, Nebraska 68128

### **MICHAEL LEWIS, AIA**

*Institutional Team Leader*

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