



# Solutions for Success



JOHN J. BENOIT DETENTION CENTER



NEW MADERA COUNTY COURTHOUSE

July 11, 2024

## Cochise County

Request for Supplier Qualifications (RFSQ) 24-38-BOS-01

Owner's Representative Services for the Cochise County Justice Center

*Submitted via Bonfire*



PURPOSE | COLLABORATION | VISION

# TABLE OF CONTENTS



CONTRA COSTA COUNTY, SHERIFF'S OFFICE AND PUBLIC SAFETY BUILDING

1	Cover Letter
3	Section A: Experience and Qualifications of the Firm, Project Team, and Team Members
27	Section B: Availability of Project Team to Service the Project <ul style="list-style-type: none"><li>a. Current Major Assignments Table</li><li>b. Staff Availability Table</li></ul>
30	Section C: Project Understanding and Approach/Overall Vision
53	Appendix <ul style="list-style-type: none"><li>a. Staff Resumes</li></ul>



**Vanir Construction Management, Inc.**  
340 East Palm Lane, Suite 330  
Phoenix, AZ 85004  
T 480-921-0333  
vanir.com

July 11, 2024

Anne Coppola  
Contracts Administrator  
Cochise County Procurement Department  
1415 Melody Lane, Bldg. C  
Bisbee, AZ 85603

**RE: Request for Supplier Qualifications (RFSQ) 24-38-BOS-01 | Owner's Representative Services for the Cochise County Justice Center**

Dear Ms. Anne Coppola and Evaluation Committee,

Vanir Construction Management, Inc. (Vanir) is honored to submit our proposal for the Owner's Representative Services for the Cochise County Justice Center. Our specialty is owner representation, which is focused on providing project certainty and risk management. With the management of justice projects being the most significant component of our business, Vanir is uniquely qualified to ensure your project's success. We have a proven track record of delivering successful justice centers, prioritizing inmate management, safety, efficiency, and rehabilitation, and impacting all criminal justice system components.

**Unmatched Experience with Justice Facilities.** Vanir brings extensive specialized expertise in owner's representative services, project management and construction, delivering \$12 billion in construction value on justice projects. **Our proposed Project Director, Mike Beaber, has successfully managed over \$3.8 billion in justice projects; our Senior Preconstruction Manager, Marlin Feryance, has managed over \$3.3 billion in justice projects; our Senior Construction Manager, Richard Cox, has managed over \$750 million in justice projects and our Principal-in-Charge Codi Newsom has managed over \$765 million in justice projects.** Our team is equipped to create a state-of-the-art justice center tailored to your unique requirements. We will collaborate seamlessly with the design team and contractors to build a facility that guarantees secure inmate containment, provides adequate staff supervision and facilitates efficient operational workflows.

Leveraging our proposed team and Vanir's impressive track record of over 340 successfully completed detention facilities and 85 successfully completed courthouses, we stand as the most prepared and qualified team to help Cochise County realize its vision for a new justice center facility. We wish to highlight that our extensive experience with similar justice center projects endows us with invaluable knowledge and insights into justice-related developments. However, we also recognize that each client and project presents a unique set of needs and objectives. We are ready to tailor our approach to meet the specific requirements of the County and Justice Center, promising Cochise County an unmatched experience.

As the trusted partner for many government clients nationwide and serving Arizona for over 27 years, our team is ready to hit the ground running and bring our lessons learned, experience and proven methodology for successful project completion to the Justice Center.

Our specialized expertise, capabilities, and owner representation experience in justice facilities make us the ideal partner for this project. We are committed to delivering a high-quality, secure and efficient facility that meets your specific needs and exceeds your expectations. We will collaborate closely with the Cochise County Board of Supervisors, County staff, Sheriff's Office, facility managers, agencies and consultants to complete this project successfully, efficiently and effectively.

We are excited by the opportunity to partner with Cochise County and the community and look forward to earning your trust. Codi Newsom, our Principal-in-Charge, will be the County's primary point of contact for all Vanir services; please contact her if you have any questions or require further information regarding our qualifications.

Sincerely,

Vanir Construction Management, Inc.



**Jerry Avalos, President**  
jerry.avalos@vanir.com  
559-805-5393



**Codi Newsom, Principal-in-Charge**  
codi.newsom@vanir.com  
512-418-6559

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## **QUESTIONS AND CORRESPONDENCE ANSWERS ACKNOWLEDGEMENT**

Vanir acknowledges the receipt of Questions and Correspondence Answers-24-38-BOS-01.

# Section A



Credit: Visions in Photography, Inc.

PIMA COUNTY JAIL, TUCSON, AZ.

## Experience and Qualifications of Vanir



Vanir provided the necessary leadership throughout the process and established a culture of collaboration in bringing all stakeholders together to achieve success... they ensured everyone's needs were clearly understood and met within the parameters of the project.

- Richard Kirkland, Chief Deputy Receiver, CA Correctional Health Care Services



### FIRM PROFILE

With a legacy spanning 60 years, Vanir has established itself as a national leader in program, project and construction management (PMCM) and real estate development. Ranked as a top PMCM firm by Engineering News-Record for more than three decades, our award-winning team has delivered \$31 billion in construction value to hundreds of clients nationwide.

As a minority- and woman-owned firm, we take pride in serving a diverse array of market sectors, including justice and essential services; state and local government; education (K-12 and higher); healthcare; science and technology; transportation; water and wastewater; energy; and commercial, residential and nonprofit. We currently have offices in Arizona, California, Colorado, Illinois, Louisiana, Texas and Washington. Vanir Construction Management, Inc., the proposing organization, was established in 1980 as a subsidiary of Vanir.

The Cochise County Justice Center Project presents an exciting opportunity for Vanir, a leader in owner's representation services, to demonstrate our commitment to justice, corrections and community safety. This project resonates deeply with our core values and expertise. **Here's why Vanir is the ideal partner for this venture:**

**Expertise in Complex Project Management:** Vanir's extensive experience managing justice projects positions us as the perfect Cochise County Justice Center Project partner. Our robust project management framework ensures meticulous planning and execution of every aspect of the project. From resource allocation to scheduling and risk management, our team's expertise guarantees that the project progresses smoothly, on time, and within budget.



**Problem-Solving Prowess:** Vanir excels at finding innovative solutions to complex challenges. Our team’s ingenuity and adaptability, combined with our extensive justice experience, enable us to tackle unforeseen obstacles head-on. Whether navigating regulatory requirements, resolving logistical complexities or optimizing project workflows, we leverage our problem-solving prowess to keep the project on track and deliver exceptional results.

**Commitment to Community Engagement:** At Vanir, community engagement is part of the process and a cornerstone of our approach. We understand that the success of the Cochise County Justice Center Project hinges on the support and participation of the local community. Through inclusive stakeholder engagement initiatives, we foster open dialogue, build trust and empower residents to shape the project’s outcomes actively. By addressing community concerns, we ensure the project reflects the values and aspirations of those it serves.

**Focus on Cost-Effectiveness and Efficiency:** At Vanir, we understand the importance of delivering high-quality results within the confines of a budget. We prioritize maximizing value and minimizing expenses throughout the project. We enhance project efficiencies through strategic planning, rigorous budget management, and innovative cost-saving measures while maintaining uncompromising quality and performance standards. This meticulous approach ensures our clients receive optimal investment returns, guaranteeing fiscal prudence and long-term financial sustainability.

**Sustainability as a Driving Force:** Sustainability is a core value at Vanir. In the context of the Cochise County Justice Center Project, we prioritize environmentally responsible practices that minimize our carbon footprint and promote long-term sustainability. From incorporating energy-efficient building materials to implementing waste reduction strategies, we strive to create a facility that meets present needs while safeguarding future generations’ well-being.

## TAILORING OUR SERVICES

As a full-service program, project and construction management firm, Vanir provides a complete menu of services from the earliest planning stages right through the final project closeout. We tailor our services and teams to meet your needs and budget, providing the highest level of service in the most efficient manner. Our capabilities include construction management services, including detailed scheduling, estimating, constructability reviews and value engineering (VE) coordination. We can also provide staff augmentation or unbundled, stand-alone services. We are experts in all project delivery methods, including design-bid-build, design-build, progressive design-build, lease-leaseback, CM multiple prime, CMAR and integrated project delivery.





Visions in Photography, Inc.

PIMA COUNTY JAIL, TUCSON, AZ.

As illustrated below and further detailed in Section C - Project Approach and Methodology, Vanir can provide the full scope of services outlined in Attachment 2 of the RFP - Scope of Work.

## PROGRAM | PROJECT | CONSTRUCTION MANAGEMENT



- Activation Planning
- Bond Planning
- Program Management Plan
- Site Selection/Condition Assessment
- Master Planning
- Facility Assessments
- Design Brief/Conceptual Design
- Budget Development & Cost Analysis
- Renewable Energy & Sustainable Solutions
- Risk Assessments
- Project Approvals Process
- Alternative Contracting Methods Evaluation & Recommendations
- Alternative Contracting Advice & Administration

- Building Information Modeling (BIM)
- Design Development
- Critical Path Method (CPM) Schedule
- Cost Estimates
- Value Engineering
- Constructability Analysis
- Alternative Energy Analysis
- Construction Phasing Studies
- Agency Approvals

- Prepare & Advertise RFQs/RFPs & Administer Procurement Processes
- Pre-bid Conference
- Evaluation of Bids
- Negotiations
- Recommend for Award
- Prepare Construction Contracts
- FF&E Management

- Construction Schedule
- Cost Controls
- Review/Monitor Submittals
- Construction Observation
- Project/Document Controls
- Inspection & Testing
- Claims Avoidance
- Quality Analyses
- Occupancy/Relocation

- Activation
- Commissioning
- Final Inspections
- Punch List
- Corrective Actions
- Notice of Completion
- Warranties & Guarantees
- Operating Manuals
- As-built Drawings
- Final Project Accounting

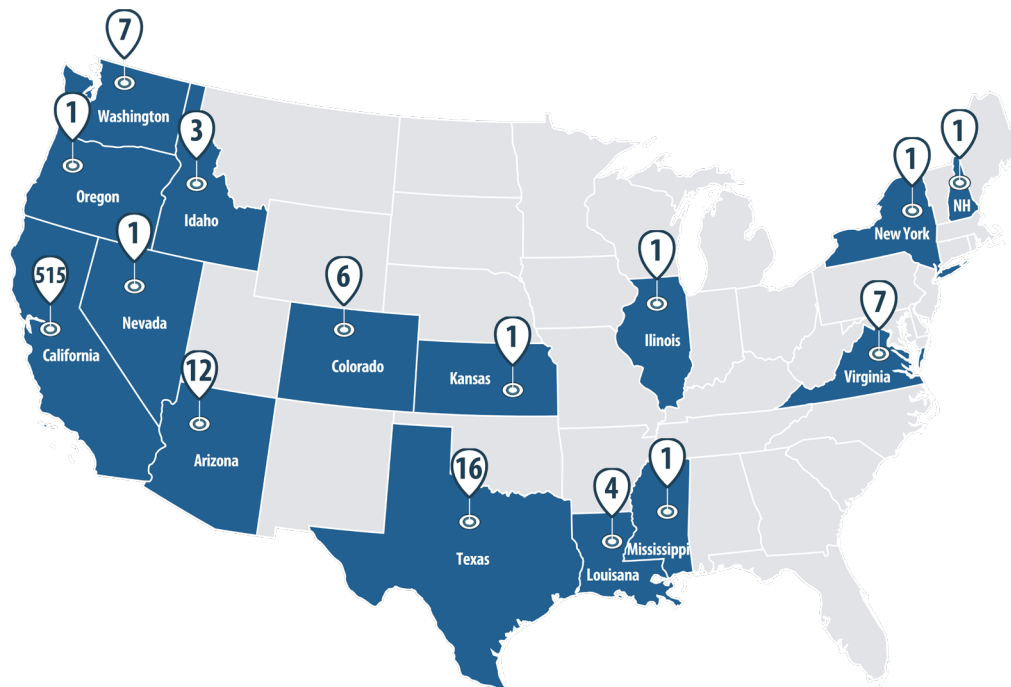


NEW HANFORD COURTHOUSE

## VANIR'S JUSTICE PROJECT EXPERTISE

Vanir has provided Owner's Representation (OR) services on hundreds of justice and detention facilities with a total construction value of **\$12 billion**, ranging from police facilities, courts, justice centers, justice mental health facilities and adult and juvenile detention facilities. We apply the lessons learned from each project to deliver a facility that meets your functional needs and is safe, secure and operational. Please consider the following experience that Vanir brings to the project:

- Vanir has **42 years** of experience in Justice services
- **150+** employees with Justice experience
- **69+** publicly-funded justice projects
- **630+** projects valued at **\$12 billion** in justice projects
- Our proposed **Project Director, Mike Beaber**, has successfully managed over **\$3.8 billion** in justice and detention facilities
- Vanir is managing the **first Net Zero** detention center in the United States
- Managed over **340** adult and juvenile detention facilities, jails and prison projects for **60** public and private entities nationwide; that's more than **350,000 secure beds!**
- Over **100** law enforcement, fire, and essential service clients totaling over **\$7 billion** in construction value
- Owner's Representative for California Department of Corrections and Rehabilitation (CDCR) for **35+ years**
- Vanir has managed over **\$1.4 billion** of CMAR projects



VANIR'S NATIONWIDE JUSTICE PROJECTS BY STATE

## VANIR'S NATIONAL JUSTICE AND ESSENTIAL SERVICES EXPERIENCE

Vanir has supported our clients in every aspect of project planning, pre-design, management, and delivery of justice facility projects. With more than 630 successful justice projects completed nationwide, Vanir remains one of the top correctional project management firms in the country. We bring decades of continued service to sheriff, police, probation, courts, state, and federal justice agencies. Our capabilities carry a project from inception to completion - with a focus on achieving the owner's goals for cost, schedule, and quality.



**340+ detention facilities, jails and prison projects totaling over \$6 billion**

### PRISONS, JAILS & DETENTION FACILITIES

Vanir has managed over 340 adult and juvenile detention facilities, jails and prison projects nationally for more than 60 public and private entities for a combined construction value exceeding \$6 billion. Our team has a long history of working with a variety of designs in a range of security levels for prisons and indirect and direct-supervision local jails. Our experience ranges from managing 1,000+ bed prison projects to conducting in-depth justice analysis and master planning for county jails and justice centers. We also have a successful track record of managing projects on greenfield sites, as well as overseeing phased additions and renovations to operational sites. We possess industry-leading knowledge of the latest trends in justice center and detention technology, as well as federal, state and local legislation and how it affects these facilities and various project requirements.



**85+ courthouse projects totaling over \$2 billion**

### COURTHOUSES

Vanir is proud to have supported over 85 courthouse programs and projects, providing our clients with more than \$2 billion in construction value. Our support has taken many forms, including program, project and construction management; owner's representation and staff augmentation. We understand how the design, build, accessibility, efficiency, safety and resiliency of court facilities impact the level and quality of services provided by the court and its staff.



**100+ essential services clients with projects totaling over \$7 billion**

### PUBLIC SAFETY & EMERGENCY OPERATIONS FACILITIES

Vanir has partnered with over 100 law enforcement, fire and essential services clients since 1982 to deliver successfully-executed programs and projects totaling more than \$7 billion in construction value. Of that number, most required the integration of communication systems and technologies, collaboration of multi-jurisdictional agencies, utility infrastructure upgrades and complex building systems. From concept through occupancy, we understand the criticality of public safety and emergency operations projects, the operational differences between organizations and the complex needs of each agency and the communities they serve.

As demonstrated in our decades of experience, Vanir has developed deep roots in the justice sector, including the behavioral and mental health aspects. We also bring an invaluable ability to protect project funds while achieving the project goals and maximizing project value, usually saving our clients our fees and more. Our team will tailor our services to meet the County's unique needs and support the County's and Justice Center's staff.



HAYS COUNTY JAIL, TX

## Experience and Qualifications of Team



Currently, this project was the most expensive building project in the history of Hays County. Codi has approached every project, some presenting major challenges, with integrity, strong organizational and leadership skills, and with a unique understanding and respect for project budgets.

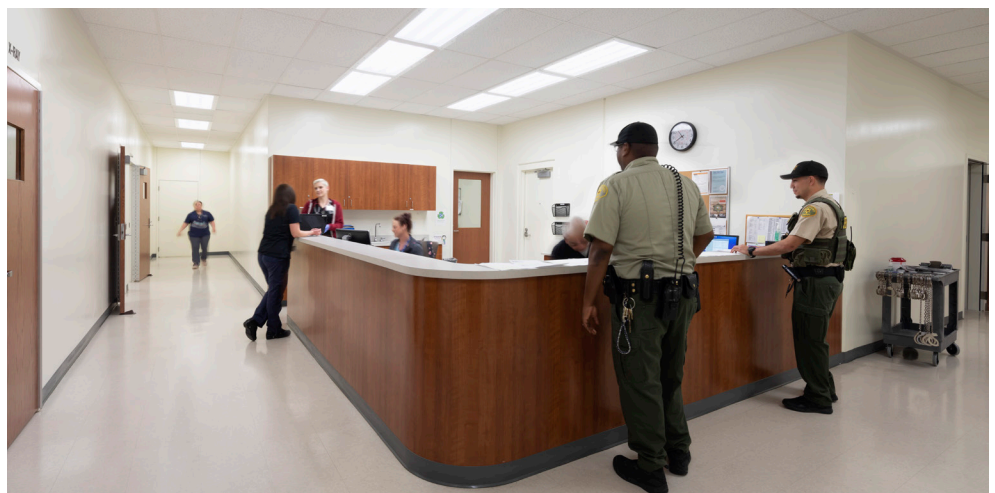
-Mike Davenport, Chief Deputy Hays County Sheriff



### PROJECT TEAM EXPERIENCE

Vanir's greatest strength is our staff. We are fortunate to be able to assemble a team of professionals that are perfectly aligned with Cochise County requirements and scope of work. Our expert team is comprised of individuals with engineering, architectural, administrative, sustainability, general contracting, correctional and owner backgrounds, who have been blended into a cohesive, multi-disciplinary team of professionals dedicated to delivering a Justice Center that meets the needs and objectives of the County.

We have assembled a team with decades of justice experience that will deliver the personal, hands-on experience your project requires, with the benefit of national resources that have managed over \$12 billion in detention facilities, jails, courthouses and prison projects. The team presented here will be available to the County throughout all phases of your project. Our key staff expertise and responsibilities are outlined on the following pages, with resumes for our full team included in the Appendix.

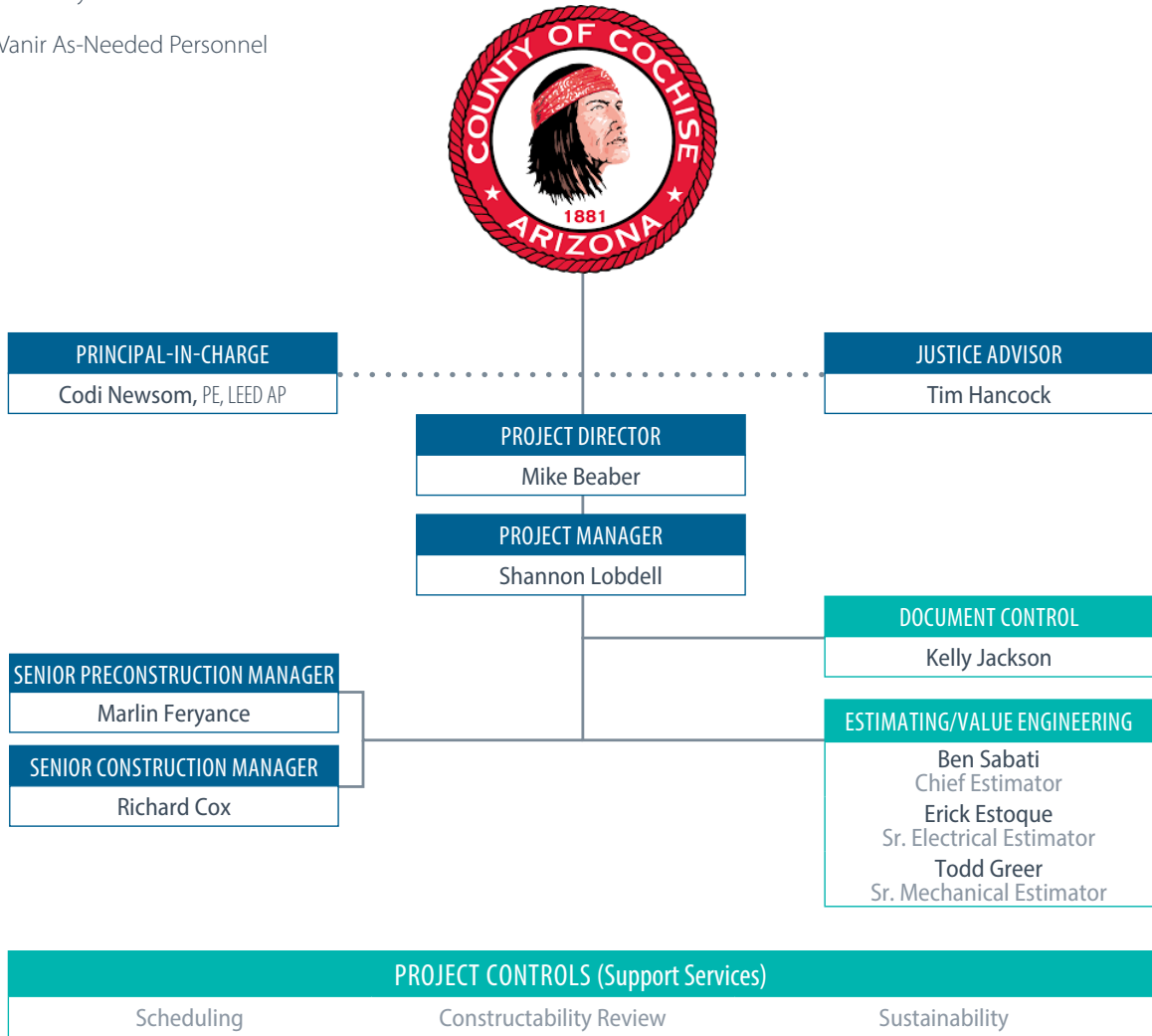


KINGS COUNTY, JAIL EXPANSION, HANFORD, CA

# ORGANIZATIONAL CHART

## LEGEND

- Vanir Key Personnel
- Vanir As-Needed Personnel



## SUPPORT SERVICES

In addition to our key personnel, as a full-service project and construction management firm, Vanir has in-house support services that are essential for the success of a construction project. These support services are needed to ensure the smooth operation of the project and to address any additional needs that may arise. Support services include resources in scheduling, estimating, value engineering, sustainability, constructability review, design support experts, project administration and others.

We recognize, at times, there may be a need to surge or scale back the resources required to meet project needs. Therefore, our additional resources are utilized on an as-needed basis ensuring costs remain low, but if specialty needs arise, Vanir has the value-added resources to drive solutions quickly. This allows our team to stay flexible and offer unmatched capabilities to ensure the success of the Cochise County Justice Center.



## CODI NEWSOM, PE, LEED AP

### Project Experience:

- Pueblo County Detention Center, Pueblo, CO
- Leavenworth Federal Correctional Institute Replacement, Leavenworth, KS
- Hays County Jail Expansion and Renovation, San Marcos, TX.

**Principal-In-Charge:** Our Principal-in-Charge, Codi Newsom brings over 20 years of experience in managing over \$765 million in justice projects including county jails, federal prisons, justice centers, public safety buildings, emergency operation centers, emergency communication centers, fire stations and more. Codi is currently the Principal-in-Charge for the Pueblo County Detention Center which is currently under construction and will be the first Net Zero Energy Detention Center in the U.S. She is also overseeing the Leavenworth Federal Correctional Institute and Prison Camp Replacement for the Bureau of Prisons, the Adams County Detention Facility Replacement and was the program manager on the Public Safety Bond Program for Hays County, Texas. Her extensive experience working with public clients offers an invaluable ability to protect project funds and taxpayer dollars while achieving the owner's goals and maximizing project value. As a licensed Professional Engineer and LEED Accredited Professional, Codi has expertise in structural design and sustainability and an understanding of and experience in coordinating the related design disciplines. Codi's time spent practicing engineering and representing owner-clients complements her knowledge in all facets of design and construction.

As Principal-In-Charge, Codi will be directly responsible for the timely commitment of the Vanir team's resources to the County and for ensuring that all quality and contractual commitments are met. Codi will assist Cochise County, the Sheriff's Office and various departments that may be housed in the Justice Center by using her specialized knowledge and understanding of the effectiveness of close collaboration between stakeholders, county staff, design team and contractor that a justice center requires.



## TIM HANCOCK

### Project Experience:

- Leavenworth Federal Correctional Institute Replacement, Leavenworth, KS
- Adams County Detention Facility Replacement, Brighton, CO
- County of San Diego, Youth Transition Campus Phase I, San Diego, CA

**Justice Advisor:** Our Justice Advisor Tim Hancock boasts an impressive 28-year career in the criminal justice system and correctional facility management, demonstrating unwavering dedication and leadership. As the Executive Director of Justice for Vanir, he commands unparalleled expertise and a resolute commitment to excellence, driving transformative change within the criminal justice system. Tim's profound impact is fueled by his firm grasp of laws, regulations, funding mechanisms and legislative intricacies, empowering him to navigate the complexities of the justice market with incomparable acumen. In every facet of his distinguished career, Tim Hancock epitomizes strength, resilience and unyielding determination, leaving an indelible mark impacting the justice industry.

As Justice Advisor, Tim will advise, provide recommendations and collaborate with the team to ensure the program, design, budget and schedule meet local standards and requirements to mitigate schedule and cost impacts. He will assist our team throughout the project using his knowledge of justice facilities across the nation, bringing an unmatched breadth of understanding and expertise in the justice market. His relationships with justice sector trade partners and suppliers across the nation will provide invaluable insight on market trends, challenges and state-of-the-art security and technology advancements to ensure the delivery of a high-quality facility that meets schedule and budget.



## MIKE BEABER

### Project Experience:

- Adams County Detention Facility Replacement, Brighton, CO
- California Department of Corrections and Rehabilitation, Mule Creek, Lone, CA
- California Department of Corrections and Rehabilitation, R.J. Donovan State Prison, San Diego, CA

**Project Director:** Mike Beaber, Project Director, has successfully managed over \$3.8 billion in justice projects over the course of his 36-year career. As the Associate Director of Design & Environmental Services & Standards at the California Department of Corrections and Rehabilitation, Mike managed statewide programs for complex real estate projects while ensuring cost-effectiveness and energy efficiency. Notably, he directed multi-billion-dollar projects for CDCR, demonstrating his capacity for managing substantial budgets and promoting sustainability in construction. Mike's leadership roles for various programs and complex projects further underscores his expertise in justice administration and project management. His dedication to sustainability, justice and efficient project execution shines through his career accomplishments.

As Project Director, Mike will be your primary point-of-contact and provide management of all project activities, ensuring the overall project runs smoothly starting with planning phase and finishing with the County's satisfaction with the final result. He will provide oversight, expertise and project management leadership to the county and project team making certain all planning and funding options are thoroughly vetted and communicated aiding in the Cochise County Board of Supervisors ability to make informed decisions. During design and construction, he will ensure the project is managed to meet the goals and objectives of the County and that project stakeholders are informed at all times so they can make timely decisions. Mike's knowledge and understanding of correctional justice facilities, both operationally as retired law enforcement and from the design and construction of facilities as an owner's representative, will serve the county and our team in ensuring the Cochise County Justice Center scope aligns with the budget and help navigate through any constraints.



## SHANNON LOBDELL

### Project Experience:

- Monterey County Jail Facilities, Monterey, CA
- Valleywise Behavioral Health Center, Phoenix, AZ
- GSA Honolulu Courthouse and Federal Building, Honolulu, HI

**Project Manager:** Shannon Lobdell, Project Manager, has over 17 years of experience working directly for the owner and as an owner's representative. Shannon played a significant role in the planning and coordinating of preconstruction activities for the Monterey County Facilities within the California Department of Corrections and Rehabilitation Realignment program. Moreover, she served as an owner's representative at NASA's Langley Research Center in Hampton, Virginia, for five years. She subsequently assumed responsibility for managing the \$940 million bond program for Maricopa County's Valleywise Health projects over the past six years. Shannon is results-oriented and has honed her skills to a high level of proficiency with a proven track record of effective management and team collaboration.

As Project Manager, Shannon will be responsible for developing project specific procedures and documentation for the project. She will be responsible for the day-to-day management of all project activities on the project, including management of all efforts of the project team; budget; schedule; performance activities and procedures; document control; coordination of Vanir's constructability review and evaluation services, estimating, scheduling and value engineering; FFE coordination; and third-party procurement and management. She she will also support any other project needs that may arise.



## MARLIN FERYANCE

### Project Experience:

- California Department of Corrections and Rehabilitation, California Health Care Facility, Stockton, CA
- California Department of Corrections and Rehabilitation, SVSP – 64-Bed Mental Health Treatment Facility, Soledad, CA
- State Prison Building 22 Reconstruction, San Quentin, CA

**Senior Preconstruction Manager:** Marlin Feryance has over 38 years of corrections and security experience. As the Associate Warden of the Design Standards branch with the California Department of Corrections and Rehabilitation, he was responsible for managing over \$3.3 billion in justice projects, which resulted in the addition of over 5,500 new beds for the CDCR. Marlin participated in planning sessions at the governor’s office, the California Department of Finance, the Legislative Analyst and the Department of General Services. Marlin was responsible for ensuring that all new construction and renovation projects within the CDCR followed CDCR standards and policies, working collaboratively with control agencies to ensure the projects were completed on time and assisting in controlling cost overruns. Marlin’s dedication to the team and the overall success of complicated justice projects underscores his commitment to project management.

As Senior Preconstruction Manager, Marlin will assist Shannon with developing project specific procedures and documentation for the project, specifically as they relate to the planning and development of the Justice Center’s goals and objectives and how they tie into and impact the overall criminal justice system within Cochise County. He will be responsible for ensuring design standards and the basis of design are clearly communicated to all consultants and carried out throughout the design phase to confirm goals and objectives are achieved. Marlin will review the detention and security design against the goals and objectives, best practices and all local, state and federal requirements to ensure the state-of-the-art facility is designed within budget, identifying any industry trends or lead-times related to design or procurement that need to be considered before the start of construction to maintain schedule.



## RICHARD COX

### Project Experience:

- Pueblo County Detention Center, Pueblo, CO
- County of Riverside, John J. Benoit Detention Center, Indio, CA
- US Customs & Border Patrol, Yuma Sector, Control and Command Center, Tempe, AZ

**Senior Construction Manager:** Richard Cox, Senior Construction Manager, has extensive experience in the construction industry, with over 44 years of expertise, 18 of which have been dedicated to military and Department of Defense (DOD) construction projects. He has successfully delivered over \$750 million in justice projects and has spent the last decade primarily managing detention centers. His comprehensive background includes roles as an engineer, estimator, construction manager and project executive, giving him a thorough understanding of all aspects of construction. Richard is currently our senior construction manager on the Pueblo County Detention Center which will be completing construction as we anticipate Cochise County Justice Center will be starting construction. The knowledge that he will bring to the project, specifically current knowledge of industry and trade partners, sustainability and lessons learned from managing the design and construction of the first Net Zero detention facility in the U.S. and recent experience with detention subcontractors that will be essential to the management of the budget and schedule for the Cochise County Justice Center, will be invaluable to the county and the project. He is passionate about finding the ideal solutions for his clients and ensuring projects are completed on time and within budget.

As Senior Construction Manager, Richard will be responsible for providing complete project support to Mike and Shannon, the management of all construction phase activities on the project, including management of all efforts of the project team, and responsible to the client for overall performance, contract deliverables and quality of the project. He will assist in the management of project logistics, risk management, RFIs, submittals, organization, systems and project close-out.

## EXPERIENCE AND QUALIFICATIONS OF PROJECT TEAM AND TEAM MEMBERS

Attachment 2 – Scope of Work

	Staff						
	Codi Newsom Principal-In-Charge	Tim Hancock Justice Advisor	Mike Beaber Project Director	Shannon Lobdell Project Manager	Marlin Feryance Sr. Preconstruction Manager	Richard Cox Sr. Construction Manager	Support Services
<b>Preconstruction phase services   A. Establishing and documenting project requirements</b>							
Lead the development and documentation of the project requirements	■	■	■	■	-	■	■
<b>Preconstruction phase services   B. Managing the design and construction teams</b>							
Review design documents	■	■	■	■	■	■	■
Provide comprehensive cost estimating and value engineering	-	-	-	-	-	■	■
Develop Request for Proposals (RFP) for general contractor	■	■	■	■	-	■	-
Assist with the award of contract and negotiation	■	■	■	■	■	■	-
Assist the general contractor with developing the subcontractor qualification criteria	■	■	■	-	■	■	■
<b>Preconstruction phase services   C. Project management and controls</b>							
Establish and implement the appropriate financial and administrative controls	■	■	■	-	-	■	■
Monitor the design process	■	■	■	■	■	■	-
Attend meetings with public agencies	■	■	■	■	-	■	■
Work with general contractor to prepare a project schedule	■	■	■	■	■	■	■
Provide day-to-day interface with the general contractor and the County's project team	■	■	■	■	■	■	-
Monitor the regular updates to the schedule	■	■	■	■	■	■	■
Assist the architect with contractor questions	■	■	■	■	■	■	-
<b>Preconstruction phase services   D. Project budget</b>							
Prepare a master project budget	■	■	■	-	-	■	■
Modify and update the estimate and project budget	■	■	■	-	-	■	■
Monitor and advise the County of variances	■	■	■	-	-	■	■
Work with the County's project team to generate a cash flow forecast	■	-	■	-	-	■	■
<b>Construction phase services   A. Project management and controls.</b>							
Schedule and conduct project meetings	■	■	■	■	■	■	-
Review and monitor the detailed schedule	■	■	■	■	■	■	■
Regularly monitor the schedule and safety as construction progresses	■	■	■	■	■	■	■
Recommend courses of action to the County	■	■	■	■	-	■	■
Coordinate the periodic inspection by the architect	■	■	■	■	■	■	-
Consult with and assist the architect regarding any questions	■	■	■	■	■	■	-
Collaborate with the architect to establish and implement procedures for expediting the processing and approval of shop drawings and samples.	■	■	■	■	■	■	-
Record the progress of the project and provide reports to the County	■	■	■	■	■	■	-
Receive contractor shop drawings, product data and samples, and maintain a log	■	■	■	■	■	■	-
Cause the General Contractor to maintain at the project site, on a current basis: records of all contracts; shop drawings; samples; purchases; materials	■	■	■	■	■	■	-

## EXPERIENCE AND QUALIFICATIONS OF PROJECT TEAM AND TEAM MEMBERS

### Attachment 2 – Scope of Work

	Staff						
	Codi Newsom Principal-In-Charge	Tim Hancock Justice Advisor	Mike Beaver Project Director	Shannon Lobdell Project Manager	Marlin Feryance Sr. Preconstruction Manager	Richard Cox Sr. Construction Manager	Support Services
<b>Construction phase services   B. Cost tracking and reporting</b>							
Manage the project budget and monitor the general contractor's anticipated cost report	■	■	■	■	-	■	■
Regularly monitor the anticipated final cost	■	■	■	■	■	■	■
Meet with the County to provide executive level updates regarding project status	■	■	■	■	■	■	■
Revise and refine the anticipated final construction cost, incorporating pending and approved changes and potential exposures as they occur	■	■	■	■	-	■	■
Maintain a daily construction log	■	■	■	■	■	■	-
Develop, implement, and manage a system for review and processing of change orders	■	■	■	■	■	■	-
Recommend necessary or desirable changes to County and the architect, review requests for changes, develop a recommendation and assist in negotiating change orders	■	■	■	■	■	■	■
Develop and manage a procedure for the review and processing of applications by contractors for progress and final payments	■	-	■	■	-	■	-
<b>Project closeout   A. Substantial Completion</b>							
Once substantial completion is achieved, direct the architect's preparation of a punch list including incomplete, unsatisfactory or non-conforming items that require completion/remedy prior to the architect's certification of substantial completion	■	■	■	■	■	■	-
Following the architect's certification of substantial completion, facilitate and monitor the contractor's completion of and the architect's review and approval of all punch list work	■	■	■	■	■	■	-
Coordinate with the County's maintenance personnel and monitor the inspection of utilities, operating systems and equipment for readiness	■	■	■	■	■	■	-
Oversee the commissioning process	■	■	■	■	■	■	■
<b>Project closeout   B. Final Completion</b>							
Coordinate the architect's determination of final completion and notify the County and architect that the project is ready for final inspection	■	■	■	■	■	■	-
Secure and transmit to the County and/or architect required guarantees, affidavits, releases, bonds and waivers	■	■	■	■	■	■	-
Turn over all keys, manuals, record drawings and maintenance stocks to the County. Assist County in expediting consultant and other related vendors/contractors in obtaining temporary certificates of occupancy and permanent certificates of occupancy	■	■	■	■	-	■	-



TULARE COUNTY SOUTH COUNTY DETENTION FACILITY

## Project Experience Within the Past Five Years



Vanir's exceptional attention to detail, communication, and proactive project approach gained our trust, allowing Sheriff, me, and our staff to focus on our service to the community, knowing that the construction project and our best interest were being protected by Vanir.

--Mike Davenport, Chief Deputy Hays County Sheriff

### SIMILAR PROJECT EXPERIENCE

With nearly 42 years of experience serving the justice sector, Vanir understands just how much is at stake when it comes to delivering safe, secure and sustainable justice centers, including the planning and programming of consolidated services to maximize efficiency across the criminal justice system while maintaining budget yet still achieving the County's needs within available funding.

Based on our research of the Cochise County Justice Center and conversations related to the jail planning completed to date, we understand that the County and Sheriff's Office have a goal to build a Justice Center that replaces the existing county jail to address safety, maintenance, overcrowding and operational efficiency concerns, and allows for the implementation of mental health, recovery and specialty programs that reduce recidivism while remaining flexible to adjust for future programs and legislative changes. Along those same lines, Vanir understands the ongoing and urgent need to make a real, sustained difference in our ability to serve those experiencing complex problems. We have experience focused on building new facilities to include ample program areas, medical and mental health treatment beds and services and support spaces to meet these advancements. Utilizing evidence-based programming and treatment services to rehabilitate offenders help them thrive as they transition back into the community and reduce their chances of re-offending.



In addition to the replacement jail addressing a variety of issues, Vanir understands the importance of evaluating the impact of the new jail and its potential location on all components of the criminal justice system, including probation and court. We have experience with the planning and design of consolidating the various components of the justice system both as one facility and laid out in a campus-setting to maximize efficiency within the procedural processes, and how even a small change to one component can both positively or negatively impact the entire system.



KINGS COUNTY JAIL EXPANSION



CONTRA COSTA COUNTY  
EMERGENCY OPERATION  
CENTER



### EXPERIENCE IN THE PAST FIVE YEARS

With over 42 years experience in completed construction value for justice and essential service projects, Vanir brings unmatched expertise and knowledge to the County, ensuring your project's success. Vanir's long history of managing correctional projects will help support and advise the county as the project moves through planning, design and construction and will prepare the county for continued success in taking the next steps toward a more operationally efficient, safe, secure and sustainable facility.

The following pages contain detailed project fact sheets for numerous projects of similar nature and complexity to the Cochise County Justice Center project.

### The project facts sheets for projects started or completed within the past five years are:

- Pueblo County Detention Center
- James A. Musick Facility Jail Expansion - Phase I and II
- Hays County Jail Expansion and Renovation
- County of Riverside John J. Benoit Detention Center
- Adams County Detention Facility Replacement
- Kayenta Judicial Center
- Historic Glenn County Courthouse
- Menifee Justice Center
- El Centro Criminal Courthouse
- Sonora Courthouse
- Judicial Council of California Program Management



# PUEBLO COUNTY DETENTION CENTER

## PUEBLO COUNTY

### Project Overview

The project — the largest capital expenditure in County history — aims to become the first Net Zero Energy detention center in the country. Vanir is leading a collaborative design process that requires extensive coordination with the County, City, design team, contractor and local utility companies to ensure the Board of County Commissioners' goal of providing a safe, secure and green environment for its staff and offenders.

This project consists of two design and bid packages: (1) an early site preparation and foundations package and (2) the Pueblo County Detention Center package. The new, modern facility will replace an existing 509-bed, 43-year-old jail.

The detention center consists of an 672-bed, two-level housing unit with support space (kitchen, laundry, medical, mental health, property and administrative services) to accommodate expansion of up to 1,000-beds. The project includes sheriff's office training space, extensive site work, secure parking and abatement/demolition of the existing detention tower. The facility is designed to maximize security while minimizing staffing requirements utilizing electronic security and surveillance systems.

The ultimate result of the energy saving design, execution and deployment of the 2.6MW solar system that will generate approximately 200% of the facility electrical and natural gas usage allows Pueblo County the enviable position to achieve Net Zero Energy Use for the facility and the ability through net metering to sell back approximately 35-40% of the Electrical Power Generated on site to the utility thus offsetting additional County Energy Use.

### Location

Pueblo, Colorado

### Client

Pueblo County

### Services

Planning, Project and Construction Management

### Delivery Method

CMAR

### Construction Cost

\$146 Million

### Square Footage

188,000 SF

### Construction Start & Completion

Start: June 2023

Completion: Anticipated 2026

### Reference

#### Client Name

David Zupan  
Senior Project Manager  
T: (719) 583-7299  
E: zupand@pueblocounty.us



# JAMES A. MUSICK FACILITY JAIL EXPANSION - PHASE I AND II

## ORANGE COUNTY

### Project Overview

Vanir is providing preconstruction, construction management and commissioning services for a new jail on the existing James A. Musick Facility Jail site.

The new facility is designed as a standalone jail and includes a 512-bed building with an administration component and a 384-bed program building. It will have all components necessary to serve the needs of the inmates, including kitchen, housing, programming, administrative, reception and medical facilities. The project also includes a new standalone warehouse and central plant buildings. Construction is taking place on the operational and medium-security jail campus.

This project is funded through AB900, SB1022 and the County of Orange. The master plan includes a potential site expansion to house nearly 7,000 additional inmates. Vanir's team facilitated design reviews with the client and the architects, and is currently advising the client on all aspects of construction and contract administration. Our services also consist of special inspections and testing, as well as collaborative construction partnering.

### Location

Irvine, California

### Client

Orange County Sheriff's Department

### Services

Preconstruction, Construction Management and Commissioning

### Delivery Method

Design-Bid-Build

### Construction Cost

\$287 Million

### Square Footage

332,200 SF

### Construction Start & Completion

Start: 2020

Completion: 2024

### Reference

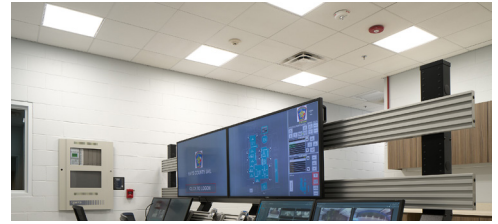
#### Client Name

Matt Monzon

Director, Research & Development

T: (714) 935-6876

E: [mmonzon@ocsd.org](mailto:mmonzon@ocsd.org)



# HAYS COUNTY JAIL EXPANSION AND RENOVATION

## HAYS COUNTY

### Project Overview

Vanir served as the Owner's Representative to Hays County for the new construction and renovation of its existing jail facility. All construction occurred while the jail was operational, requiring careful planning and execution to mitigate any disruptions to operations.

The new addition consisted of:

- 192-bed housing unit and segregation unit with 24 beds
- Youthful offender unit housing an additional 44 beds
- Mental health unit housing an additional 12 beds
- Infirmary and clinic, transport and sallyport
- Food service/kitchen area/laundry facility/officer dining room
- Evidence and property storage
- Magistrate, bonding and classification and intake/release
- 18,000 SF fleet/maintenance building
- 11,700 SF training facility
- Extensive site work and utility relocation

Renovation of the lobby, bonding, holding, administrative areas, segregation and juvenile detention were made to house jail administration and the quartermaster, allowing for a new public visitation, attorney visitation and inmate program spaces. Upgrades included security, plumbing and HVAC. The sallyport was converted to house the Crisis Negotiation Team bus and SWAT vehicles.

Services included master planning, bond planning and project management/owner's representation throughout all phases of the project. Vanir also provided constructability review for each design phase.

### Location

San Marcos, Texas

### Client

Hays County

### Services

Program, Project and Construction Management

### Delivery Method

CMAR

### Construction Cost

\$57 Million

### Square Footage

Fleet/Maintenance: 18,000 SF

Training Facility: 11,700 SF

Jail Addition: 104,000 SF

### Construction Start & Completion

Fleet/Maintenance: 2017-2018

Jail Addition/Training Facility: 2018-2020

Jail Renovation: 2020-2021

### Reference

#### Client Name

Mike Davenport

Chief Deputy

T: (512) 393-7837

E: mike.davenport@co.hays.tx.us



# JOHN J. BENOIT DETENTION CENTER

## RIVERSIDE COUNTY

### Project Overview

The John J. Benoit Detention Center is the largest project that the County of Riverside has ever constructed. Vanir provided program and construction management services for the 600,000-square-foot facility, which replaced an existing county jail. The new detention center was constructed in two phases.

#### Phase I included:

- Four-story, 1,626-bed housing structure
- Three-story support building (two above grade and one below grade) containing inmate intake, transfer and release areas
- Medical clinics
- Full-service kitchen with food storage
- An extension of an existing below-grade tunnel

#### Phase II included:

- Equipment salvage
- Intake sallyport and public parking
- Demolition and hardscape construction at the former jail location

The project was designed to achieve LEED Silver certification — its features allow for energy and water reduction measures and indoor air quality management.

#### Location

Indio, California

#### Client

Riverside County

#### Services

Program and Construction Management

#### Delivery Method

Design-Bid-Build

#### Construction Cost

\$310 Million

#### Square Footage

600,000 SF

#### Construction Start & Completion

Start: 2015

Completed: 2021

#### Reference

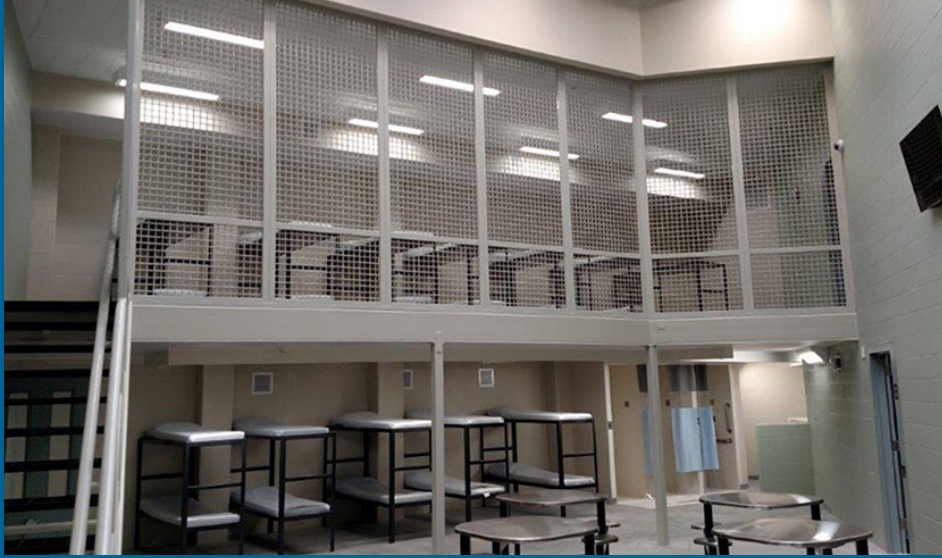
##### Client Name

Rizaldy Baluyot

Supervising Facilities Project Manager

T: (951) 955-4889

E: rbaluyot@rivco.org



EXISTING ADAMS COUNTY DETENTION CENTER SHOWN, FACILITY TO BE REPLACED

# DETENTION FACILITY REPLACEMENT ADAMS COUNTY

## Project Overview

Vanir is providing Owner’s Representative services for the planning, design and construction of the replacement jail. The current facility has exceeded its useful life, leading to overcrowding, safety concerns and structural deterioration caused by water and foundation-related challenges. Presently, we are overseeing an options analysis phase, aiding the Board of County Commissioners in assessing alternatives for renovation, expansion, or the construction of a new facility. This phase encompasses site analysis, funding possibilities and a comprehensive report featuring various studies.

The Adams County Detention Center is at 150 North 19th Ave., Brighton, CO. This facility encompasses a 423,000-square-foot multi-level, multi-building campus spanning 28.5 acres. Constructed in 1983, Modular A – E covers an area of 254,000 square feet, while an additional Administrative Office Building of 170,000 square feet was added in 1998.

Project details include:

- Average Daily Population (ADP) projection: 1,300 inmates
- Rated Bed Capacity (RBC) projection: 1,600 beds
- Male inmates: 85%
- Female inmates: 15%

## Location

Brighton, Colorado

## Client

Adams County

## Services

Owner’s Representative

## Delivery Method

CMAR

## Construction Cost

Anticipated \$450 Million

## Square Footage

530,000 SF estimated

## Construction Start & Completion

Start: Anticipated 2026

Completion: Anticipated 2029

## Reference

### Client Name

Catherine Townsend, Project Manager  
Facilities and Fleet Management

T: (720) 523-6304

E: ctownsend@adcogov.org



KAYENTA COUNTY JUDICIAL COURT FACILITY RENDERINGS

# KAYENTA JUDICIAL COURT FACILITY

## KAYENTA TOWNSHIP

### Project Overview

Vanir was awarded design management and pre-construction management services for the Kayenta Judicial Court Facility project, a new courthouse providing adult and juvenile justice courtrooms for Kayenta Township, the Navajo Nation Judicial Branch, and the Navajo Nation Department of Corrections and Public Safety.

Subject to the appropriation of construction funding, Vanir was also selected to provide complete agency Construction Management services throughout the bidding, award, construction, closeout, and warranty phases.

The project consists of providing construction management services during pre-construction and potentially construction for the Kayenta Judicial Facility, located on 21.22 acres set aside for the Kayenta Public Safety tract west of U.S. 163 in Kayenta, Navajo Nation, Arizona. The proposed Kayenta Judicial Court is designed to complement the existing Navajo Nation Department of Corrections and Public Safety facilities on the same site.

Regrettably, despite the completion of its design phase, the construction of the Kayenta courthouse did not proceed. The unforeseen impact of the COVID-19 pandemic put the project on hold. Attempts to allocate new construction funds for this project have yet to be successful.

### Location

Kayenta Township, Navajo Nation, Arizona

### Client

Kayenta Township, Navajo Nation Judicial Branch and Navajo Nation Department of Corrections and Public Safety

### Services

Design Management and Preconstruction Management

### Delivery Method

Design-Bid-Build

### Construction Cost

Undisclosed

### Square Footage

17,000 SF

### Construction Start & Completion

Start: Initial schedule proposed 8/2020  
– 11/2021

### Reference

#### Client Name

Lavonne Yazzie

T: (928) 697-5541

E: lavoneyazzie@navajo-nsn.com



## HISTORIC GLENN COUNTY COURTHOUSE

JUDICIAL COUNCIL OF CALIFORNIA

### Project overview

Vanir served as the program and construction manager for the renovation and expansion of the historic Willows' Glenn County Courthouse, originally constructed in 1894. The Courthouse was expanded from a single courtroom to a modern and secure facility with three courtrooms, adding over 26,000 square feet. This improved the existing deficient court building and consolidated the Willows and Orland court facilities to enhance operations and services.

#### Location

Willows, California

#### Client

Judicial Council of California

#### Services

Program and Construction Management

#### Construction Cost

\$62.8 Million

#### Square Footage

Renovation: 15,798 SF | New Construction: 26,069 SF

#### Construction Start & Completion

Start: 2019, Complete: 2023

#### Reference

##### Client Name

Mike Courtney

Former Director of Capital Program

T: (916) 793-6897

E: info@cypress-cm.com



## MENIFEE JUSTICE CENTER

JUDICIAL COUNCIL OF CALIFORNIA

### Project overview

As the program and construction manager for the Menifee Justice Center, Vanir worked with the project team during the design and construction phases to deliver a new three-story, 85,010-square-foot courthouse for the residents of Riverside County.

The Menifee Justice Center replaces an existing five-courtroom building with a nine-courtroom courthouse for family, traffic and civil cases. The facility will include family law mediation, self-help and jury services, as well as minimum in-custody detention. It was built as part of the 3.9-acre City of Menifee Town Center development.

#### Location

Menifee, California

#### Client

Judicial Council of California

#### Services

Program and Construction Management

#### Construction Cost

\$61.5 Million

#### Square Footage

85,010 SF

#### Construction Start & Completion

Start: 2021, Complete: 2024

#### Reference

##### Client Name

Mike Courtney

Former Director of Capital Program

T: (916) 793-6897

E: info@cypress-cm.com



## EL CENTRO CRIMINAL COURTHOUSE

JUDICIAL COUNCIL OF CALIFORNIA

### Project overview

Vanir is serving as the program and construction manager for the new 46,810-square-foot El Centro Criminal Courthouse for the Superior Court of California, Imperial County. The two-story facility will consist of four courtrooms, an in-custody holding area, support spaces and 132 surface parking spaces for the public, juror and staff.

Located on a 3.57-acre site, the courthouse will consolidate court operations from two facilities. This will relieve the current space shortfall, increase security and replace inadequate and obsolete buildings in Imperial County.

### Location

El Centro, California

### Client

Judicial Council of California

### Services

Program and Construction Management

### Construction Cost

\$48 Million

### Square Footage

46,810 SF

### Construction Start & Completion

Start: 2019, Complete: 2022

---

### Reference

#### Client Name

Mike Courtney

Former Director of Capital Program

T: (916) 793-6897

E: info@cypress-cm.com



## SONORA COURTHOUSE

JUDICIAL COUNCIL OF CALIFORNIA

### Project overview

As the program and construction manager for the Sonora Courthouse, Vanir worked with the project team to deliver a modern, secure courthouse for the residents of Tuolumne County. The two-story building is located on 4.3 acres and consists of five courtrooms.

The new facility consolidated operations from two buildings that were overcrowded, physically deficient and significantly lacking in security features. The courthouse, which is targeting LEED Silver, is one of five buildings of Sonora County's future Law and Justice Center.

### Location

Sonora, California

### Client

Judicial Council of California

### Services

Program and Construction Management

### Construction Cost

\$53 Million

### Square Footage

61,537 SF

### Construction Start & Completion

Start: 2018, Complete: 2021

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### Reference

#### Client Name

Mike Courtney

Former Director of Capital Program

T: (916) 793-6897

E: info@cypress-cm.com



# JUDICIAL COUNCIL OF CALIFORNIA, PROGRAM MANAGEMENT

## JUDICIAL COUNCIL OF CALIFORNIA

### Project Overview

Vanir is providing program management services to the Judicial Council of California for 10 projects under its Judicial Branch Capital Program. These projects are being completed under a CM at Risk delivery method. The new courthouses, which started design and/or construction prior to Fiscal Year 2021-22, include:

- Sacramento Courthouse, Sacramento County, 18 stories, 540,000 SF
- Indio Juvenile and Family Courthouse, Riverside County, two stories, 53,255 SF
- Sonora Courthouse, Tuolumne County, two stories, 61,537 SF
- Yreka Courthouse, Siskiyou County, two stories, 67,459 SF
- Redding Courthouse, Shasta County, six stories plus a basement, 166,887 SF
- Santa Rosa Courthouse, Sonoma County, six stories plus a basement, 169,147 SF
- Modesto Courthouse, Stanislaus County, eight stories plus a basement, 308,964 SF
- Willows Courthouse, Glenn County, two stories, renovation of 15,798 existing SF and expansion of 26,069 SF

In addition to serving as the program manager for the projects listed above, Vanir is also providing construction management for the Menifee, El Centro, Sonora and Willows courthouses.

Capital projects beginning in Fiscal Year 2022-23 were completed using design-build and design-bid-build delivery methods.

### Location

California

### Client

Judicial Council of California

### Services

Program Management

### Delivery Method

CMAR, Design-Build, Design-Bid-Build

### Construction Cost

\$1.6 Billion

### Square Footage

1.5 Million SF

### Construction Start & Completion

Ongoing

### Reference

#### Client Name

Jack Collins

Manager, Project Management

T: (916) 755-2303

E: jack.collins@jud.ca.gov



## EXPERIENCE MATTERS

Vanir has provided services for all types of justice and correctional facilities.

- Baltimore Youth Detention Center
- Barry J. Nidorf Juvenile Hall
- California Department of Corrections and Rehabilitation DeWitt Nelson Correctional Complex
- California Department of Corrections and Rehabilitation Infill Program
- California Department of Corrections and Rehabilitation Prison Healthcare Facility Improvement Program
- California Department of Corrections and Rehabilitation Re-Entry Program
- California State Prison Calipatria
- California State Prison Dewitt-Nelson
- California State Prison Folsom
- California State Prison Lancaster
- California State Prison Mule Creek
- California State Prison Pelican Bay
- California State Prison R.J. Donovan
- California State Prison San Quentin
- California State Prison Tehachapi
- City and County of San Francisco San Bruno Convertible Jail Facility
- City of Fremont Detention Facility
- City of Pasadena Police Administration Building and Jail
- City of Phoenix Police Detention Facility
- Columbia County Detention Center
- Corrections Medical Facility
- County of Adams Detention Facility Replacement
- County of Alameda Juvenile Justice Center
- County of Alameda Santa Rita Jail – Americans with Disabilities Act Phase I
- County of Amador Jail Expansion SB 863
- County of El Dorado Juvenile Hall Replacement
- County of El Dorado Placerville Jail Addition
- County of El Dorado South Lake Tahoe Juvenile Treatment Center
- County of Glenn Adult Detention Facility
- County of Hays Jail Expansion and Renovation
- County of Imperial Oren R. Fox Medium Security Detention Facility
- County of Kings Jail Phase II and III
- County of Larimer Detention Center Expansion Estimating
- County of Lassen Adult Detention Facility
- County of Los Angeles Sheriff's Department San Dimas Ballistic Glass
- County of Lubbock Jail
- County of Mariposa Adult Detention Facility
- County of Mendocino Jail Expansion
- County of Napa Jail Replacement
- County of Nevada Carl F. Bryan II Regional Juvenile Hall
- County of Orange James A. Musick Jail
- County of Pima Jail Expansion
- County of Placer Adult Detention Facility
- County of Placer South Adult Correctional Facility
- County of Placer South Spirit Facility
- County of Pueblo Detention Center
- County of San Benito Jail and Juvenile Hall
- County of San Bernardino West Valley Detention Center
- County of San Diego Juvenile Justice Center Needs Assessment
- County of San Diego Phase I Urban Camp
- County of San Diego Los Colinas Women's Detention Facility
- County of San Luis Obispo Jail
- County of San Luis Obispo Women's Jail
- County of San Mateo Maguire Correctional Center
- County of Santa Barbara Detention Facilities – ADA Assessment
- County of Santa Barbara Main Jail Implementation Plan
- County of Santa Clara JAMF Phase I and II
- County of Santa Cruz Juvenile Hall
- County of Siskiyou Jail
- County of Tulare Jail - Sequoia Field Program Facility
- County of Tulare South County Detention Facility
- County of Yolo Juvenile Detention Facility
- County of Yuba Jail
- County of Yuba Medical and Mental Health Facility
- County of Yuba Tri-County Juvenile Rehabilitation Facility
- Criminal Justice Research Foundation
- Deerfield Correctional Center Expansion
- DeKalb County Jail Expansion
- Eddy County Detention Center and Courts Master Plan
- East County Detention Center
- Federal Correctional Institution Coleman
- Frederick County Adult Detention Center
- Medical Unit Addition Criteria Documents
- Institute for Forensic Psychiatry at CHMIP
- Integrated Security Project
- Kansas Juvenile Facilities Planning Study
- Kayenta Judicial Court Facility
- Lancaster County Adult Detention Center
- Lake Criminal Justice Center Emergency
- Operations Center Master Planning
- Mississippi Department of Corrections
- Detention Security Electronics
- Nebraska Community Corrections Center- Lincoln
- Nebraska Correctional Capital Facilities Master Plan
- New Mexico Behavioral Health Institute Forensic Facility Law Enforcement Center Renovation
- North Dakota Highway Patrol Law Enforcement Center Design
- Oklahoma Forensic Center
- Pittsylvania Medium Security Facility
- Portage County Justice Center
- Rushville Treatment Facility Expansion
- SCI Phoenix Correctional Facilities
- Secure Residential Care Centers for Children and Youth
- Shoshone Bannock Tribes Justice Facility
- Sheyenne Valley Correctional Center Study
- St. Brides Correctional Center
- Stafford Creek Correctional Center
- Tazewell Medium Security Facility
- The Manchester Complex
- Virginia Department of Corrections
- Walworth County Law Enforcement
- West County Re-Entry, Treatment and Housing Facility

## Section B



NORTH BUTTE COUNTY COURTHOUSE, CHICO, CA

## Availability of Project Team to Service the Project



The professionalism, knowledge and expertise provided by Vanir Construction Management, Inc., has been instrumental for our projects. Vanir's Team has proven to be highly skilled in addressing project issues, managing decision-making, documenting and communicating, providing prompt feedback and resolution, and a total command of project management.

-Grace Felix, Senior Project Manager, Orange County Sheriff's Department, Facilities Planning Section



### VANIR'S COMMITMENT

We have assembled a team of justice professionals who will deliver exceptional project and construction management services to the county to ensure the successful completion of the Justice Center. Our team will be led by **Project Director, Mike Beaber**, who will oversee the project from planning analysis through close-out.

During the project, our team will expand and/or contract as needed to provide various expertise and support during the project phases. This is cost-effective and important because the required effort fluctuates considerably during a project and based on the direction and delivery method the Cochise County Board of Supervisors elects during the planning analysis. Having resources available on an as-needed basis ensures issues are resolved promptly and benefits the project.

Mike will be supported by **Shannon Lobdell, our Project Manager**, who will work full-time throughout the project, providing continuity and expertise throughout all phases. Our **Senior Preconstruction Manager, Marlin Feryance**, will be heavily involved during the planning and design phases, bringing expertise and oversight to ensure safety and security are woven into each design concept to maximize operational efficiency and long-term maintainability of the facility.

Our **Senior Construction Manager, Richard Cox**, will join the team as we near the end of the construction document phase with heavy involvement in bid package preparation and negotiation and will remain on the project full-time throughout construction and close-out. All other team members will assist our core team as needed per project requirements.



NEW HANFORD COURTHOUSE, JUDICIAL COUNCIL OF CALIFORNIA

## Current Project Team Assignments

The matrix below is a table summarizing the current major assignments of all key team members, percentage of time committed to each current assignment and anticipated end date of major assignments.

Staff	Current Assignments	Percentage of Time to Current Assignment	Anticipated End Date	Percentage of Time to Cochise County
Mike Beaber Project Director	Adams County Detention Center	15% - 25%	Anticipated 2028	75% (All Phases)
Shannon Lobdell Project Manager	Valleywise Health Care Reimagined	100%	Sept. 2024	100% (All Phases)
Marlin Feryance Senior Preconstruction Manager	Providing support for CDCR Program	20% - 40%	June 2025	60% (Planning/Design Phases)
Richard Cox, Jr. Senior Construction Manager	Pueblo County Detention Center	100% thru 2025  75% thru March 2026	March 2026	25% (CD Phases) 100% (Bid/Construction)


### PROPOSED TEAM'S COMMITMENT

Vanir is committed to successfully delivering the Cochise County Justice Center and will provide the proposed team identified in this proposal for each phase, as noted above. Our commitment comes with the promise that we will support all project needs as they arise and provide a team that can effectively and efficiently deliver on that promise. Each team member noted above will be assigned to the project for the percentage of time noted, at a minimum. Mike, Shannon and Marlin are available immediately to begin services, and Richard will be available in late 2025 to assist with the Construction Documents during the design phase.



HAYS COUNTY JAIL, TX.

# Vanir's Business License/Registration


ACC


eCorp
Search
File
FAQ

## ENTITY INFORMATION

Search Date and Time: 7/8/2024 4:20:24 PM

### Entity Details

<p><b>Entity Name:</b> VANIR CONSTRUCTION MANAGEMENT, INC.</p> <p><b>Entity Type:</b> Foreign For-Profit (Business) Corporation</p> <p><b>Formation Date:</b> 11/21/1997</p> <p><b>Approval Date:</b> 11/21/1997</p> <p><b>Original Incorporation Date:</b> 11/21/1997</p> <p><b>Business Type:</b> Other - Program, Project and Construction Management Services.</p> <p><b>Domicile State:</b> California</p> <p><b>Original Publish Date:</b> 1/6/1998</p>	<p><b>Entity ID:</b> F08216692</p> <p><b>Entity Status:</b> <span style="color: green; font-weight: bold;">Active</span></p> <p><b>Reason for Status:</b> In Good Standing</p> <p><b>Status Date:</b></p> <p><b>Life Period:</b> Perpetual</p> <p><b>Last Annual Report Filed:</b> 2023</p> <p><b>Annual Report Due Date:</b> 11/21/2024</p> <p><b>Years Due:</b></p>
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## Section C



CITY OF LOS BANOS, NEW POLICE DEPARTMENT

## Project Understanding/Overall Vision



Vanir Construction Management has been providing owner's representation services for me since August of 2013. Their oversight and construction expertise has been crucial in assuring that the projects are delivered on time, within budget, and to the customers satisfaction. I appreciate Vanir's vast range of resources, as well as their ability to inspire teamwork and collaboration. Given the opportunity, I wouldn't hesitate to work with them in the future.

-- John Rexus, Wyoming Regional Project Manager

### PROJECT UNDERSTANDING AND IMPORTANT ISSUES

We understand our role is to join your team by bringing added resources needed to support the goal of planning, designing and constructing a Justice Center that meets the needs of Cochise County and the Sheriff's Office. It is understood that the County has engaged Chinn Planning and DLR to continue planning the Justice Center to include a replacement jail and, if funding allows, a consolidated justice center for court and probation to maximize the efficiency of the correctional justice system. As your owner's representative, we will collaborate with the Cochise County project team and design consultants to thoroughly assess the scope, including budget, schedule, delivery method strategies, funding and overall advantages and disadvantages with all options.

The Cochise County Justice Center Project presents a multifaceted array of challenges and critical elements that must be addressed to ensure a new facility's booming construction and operation. As Vanir, we bring our extensive experience and expertise in owner's representation to tackle these issues effectively, ensuring that the project meets its goals efficiently and successfully.

**Safety:** Safety concerns are paramount as the current facility's outdated design poses significant risks to inmates and staff. As the Owner's Representative, Vanir will address these safety concerns urgently by implementing rigorous safety protocols and integrating advanced safety features into the new facility's design. This will create a secure environment that reduces potential incidents and improves overall operational stability.

**Aging Facility:** The aging facility, constructed in 1983, suffers from structural deterioration and outdated systems, compromising safety and well-being. Infrastructure problems such as inadequate power capacity, plumbing issues and general building deterioration disrupt daily operations and result in high maintenance costs. Vanir's role will be crucial in replacing the facility to meet modern safety, efficiency and functionality standards. We will manage the entire project lifecycle, from initial planning to final construction, ensuring that all aspects are executed to the highest standards.



**Technological Deficiencies:** Technological deficiencies in the current facility hamper efficient jail operations and pose significant security risks. Vanir will ensure the new construction incorporates state-of-the-art technology to enhance operational efficiency and security protocols. Our role will include managing the integration of advanced technological systems to address the inadequacies of the existing infrastructure.

Thanks so much for all you did! We were able to finish the project on time and were very happy with the levels of support we had from Vanir. We are planning to utilize the QA/QC services again next summer on multiple projects.

- Mykala Keuter, Project Manager, Housing Facilities Services

**Overcrowding and Population Growth:** Capacity constraints present a critical challenge; the facility was initially designed for 168 prisoners but currently accommodates up to 302, leading to overcrowding. With projections indicating an increase in the Average Daily Population (ADP), addressing capacity constraints becomes even more critical. As the Owner's Representative, Vanir will implement strategic planning and innovative solutions to optimize space utilization with adequate capacity to handle current and future demands, ensuring proper inmate management and safety.

**Operational Inefficiency:** Operational impacts due to physical constraints and outdated design significantly hinder the jail's efficiency and effectiveness. Through a well-designed, modern facility, Vanir will work closely with all stakeholders to streamline operations, improve staff productivity and enhance inmate management. Our team will ensure the new facility meets all operational requirements and standards.

**Correctional Programming Best Practices:** The new facility must also provide comprehensive correctional programming, including work release initiatives, mental health care and specialized housing, to support rehabilitation and reintegration. Vanir will oversee incorporating these programs into the facility's design, ensuring it serves as a hub for positive behavioral change.

**Inclusivity:** Designing spaces that meet the unique needs of a diverse inmate population requires gender-responsive design principles. Vanir will ensure that the new facility provides for all inmates' privacy, safety and dignity, enhancing the rehabilitative environment and fostering a culture of respect and inclusivity.

**Regulatory Standard Compliance:** Compliance with regulatory standards, such as those set by the American Corrections Association (ACA) and the U.S. Department of Justice Prison Rape Elimination Act (PREA), is essential. Vanir will ensure that the new facility adheres to these standards, guaranteeing accountability and mitigating risk.

**Reduce Recidivism:** Reducing recidivism through collaboration with community partners and implementing evidence-based programs, educational initiatives, vocational training and mental health services will empower inmates to make positive life choices upon reentry into society. Vanir will facilitate these collaborations and integrations, ensuring the facility supports comprehensive inmate rehabilitation.

**Staff Safety and Longevity:** Creating a safe and supportive work environment for staff through ergonomic workstations, wellness programs and professional development opportunities enhances staff satisfaction, productivity and retention. Vanir will prioritize these elements in the facility's design and operations.

**Sustainability:** Sustainability is a crucial consideration. Designing a facility that operates efficiently 24/7 while minimizing environmental impact requires innovative solutions and strategic resource management. Vanir will ensure the new facility achieves energy conservation standards, promoting long-term operational savings and resilience.

The Cochise County Justice Center Project addresses numerous challenges, from safety and infrastructure to technological and operational efficiency, while focusing on sustainability, inclusivity and community engagement. As Vanir, we are committed to leveraging our expertise in owner representation to ensure these key elements are addressed effectively. We deliver a state-of-the-art facility that meets modern standards and serves the community's needs efficiently and successfully.

## CRITICAL SUCCESS FACTORS

With over 40 years of experience managing justice projects, we have identified critical success factors that we keep at the forefront throughout every project phase.



**1. COMMUNITY AND STAKEHOLDER ENGAGEMENT:** Maintaining transparent communication with the public and stakeholders is critical for garnering support and ensuring the project aligns with community expectations. We will implement an inclusive stakeholder engagement strategy that involves regular public meetings, surveys, and focus groups. This approach allows us to gather valuable feedback, address concerns promptly and foster a sense of ownership among community members. By building trust and ensuring that the project reflects the values and aspirations of the community, we can create a facility that serves its primary function and enhances the community's overall well-being.



**2. INNOVATIVE DESIGN AND CONSTRUCTION:** Implementing modern design and construction practices is vital to creating a facility that is safe, efficient and adaptable to future needs. Our approach will incorporate the latest advancements in construction technology, such as Building Information Modeling (BIM) and other techniques, to enhance precision, reduce waste and streamline the construction process. We will also prioritize sustainability by integrating energy-efficient systems, renewable energy sources and green building materials. The design will focus on flexibility, allowing for future expansions or modifications as needs evolve. Adopting these innovative practices ensures the facility meets the highest quality and functionality standards.

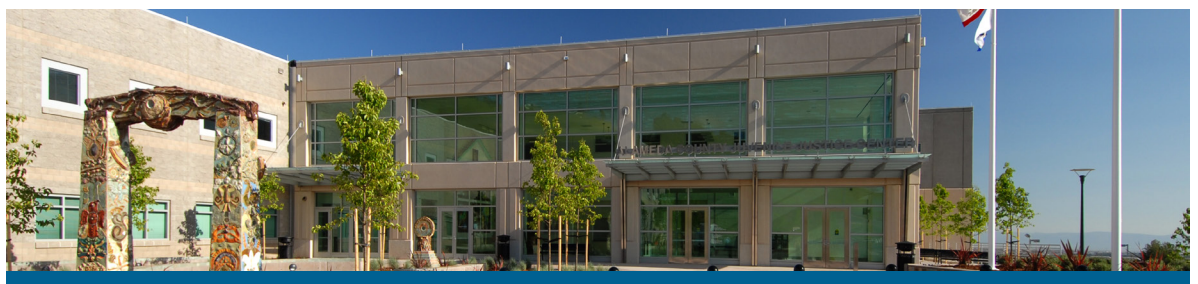


**3. COST MANAGEMENT:** A top priority is ensuring the project stays within budget while meeting all safety and operational requirements. We will implement rigorous budget management practices, including detailed cost estimation, continuous monitoring, and proactive risk management. Our team will explore innovative cost-saving measures, such as value engineering and strategic procurement, to optimize resource utilization without compromising quality. Regular financial reporting and transparent communication with stakeholders will ensure that budgetary goals are met and potential financial challenges are promptly addressed. This disciplined approach to cost management guarantees fiscal prudence and long-term economic sustainability.



**4. TIMELY EXECUTION:** Adhering to project timelines to minimize disruptions and control costs is crucial for the success of the Cochise County Justice Center Project. Our project management framework emphasizes meticulous planning, clear milestones and effective coordination among all parties involved. We will utilize advanced scheduling tools and techniques to track progress and identify potential delays early. Regular progress reviews and adaptive planning will allow us to stay on track and make necessary real-time adjustments. By maintaining a strong focus on timely execution, we ensure that the project is completed efficiently, reducing downtime and maximizing the facility's operational readiness.

By focusing on these critical success factors, Vanir is committed to delivering a facility that meets the highest safety, efficiency and sustainability standards. Our comprehensive approach ensures that the Cochise County Justice Center fulfills its immediate objectives and serves as a model of excellence for future justice center projects nationwide.



ALAMEDA COUNTY, JUVENILE JUSTICE CENTER





GILLESPIE COUNTY CORRECTIONAL FACILITY, FREDERICKSBURG, TX

Some examples that we have implemented on past projects and may apply to the Cochise County Justice Center are below:



**ADVANCED SECURITY SYSTEMS:** Incorporating modern security technologies such as facial recognition, biometric access control and real-time monitoring to enhance safety and security within the facility.



**SMART BUILDING SYSTEMS:** Implementing smart lighting, HVAC and energy management systems to improve efficiency and reduce operational costs.



**INTEGRATED COMMUNICATION SYSTEMS:** Upgrading to a unified communication platform that facilitates better coordination among staff and enhances inmate management.

**SUSTAINABLE DESIGN:** Incorporating green building practices such as rainwater harvesting, solar panels and energy-efficient materials to create a sustainable facility.

**COMMUNITY INVOLVEMENT:** Engaging the local community using technology to provide regular updates and opportunities for feedback ensures the project aligns with their needs and expectations.

By addressing these issues and incorporating innovative approaches, Vanir is poised to deliver a state-of-the-art justice center that meets current and future needs. This project aligns with our values of justice, community safety and excellence. We are eager to embark on this journey alongside Cochise County and other stakeholders, confident in our ability to deliver a facility that reflects our unwavering commitment to excellence and innovation.



“All through the project, Vanir was there when the County needed resources or people to fill a project need. Their flexibility, resourcefulness and responsiveness were threads which held the project together through more than five years of fluctuating needs and changing conditions. Their support of the project was exemplary and is worthy of recognition.”

—Aki K. Nakao, Director, General Services Agency, County of Alameda Juvenile Justice Center



ROBERT M. FALASCO JUSTICE CENTER, JUDICIAL COUNCIL OF CALIFORNIA

**APPROACH/OVERALL VISION**

As your Owner’s Representative (OR), Vanir is an extension of your staff. We understand our role is to complement your team by bringing the resources needed to support the goal of replacing the existing county jail facility. We will support and guide Cochise County, the Cochise County Board of Supervisors and the Sheriff’s Office through the jail planning phase recently awarded to Chinn Planning and DLR to determine the scope and budget of the justice center and additional criminal justice support space required to replace the current jail facility. Once a decision is made, our role will be to represent the county by designing and constructing a justice center that meets the needs of Cochise County and the Sheriff’s Office, fostering a safe community and planning for the future while honoring the county’s legendary cultural heritage.

Vanir has a demonstrated track record of success in providing reliable and dependable OR services to owners throughout the planning, design and construction process. We strive to build solid and lasting relationships based on trust and our understanding of each unique project and the associated stakeholders. We aim to achieve project success through timely delivery, cost efficiencies and high-quality results that meet the owner’s needs and expectations. This is evident through our extensive sample project histories, which include examples of successful partnerships with owners resulting in successful completion of projects on time, on budget and with a wide range of user satisfaction.

Five key principles form the foundation of our approach to providing successful owner representation services:

**01 COLLABORATION**



We work closely with County’s management, the architect, contractor and other consultants to create an atmosphere of teamwork and leadership to successfully meet the goals of your project. This team attitude will resonate through all members of the staff resulting in a successful project.

**02 ANTICIPATION**



We look ahead, identify potential risks early and address issues before they occur. We are solution-minded. We use our tools to keep documentation on track, pinpoint opportunities that will save time and money and work aggressively to achieve your vision.

**03 COMMUNICATION**



We keep you informed with detailed, reliable information so you can make the best decisions possible. By creating and using a communication plan and formal reporting, we will ensure that important facts and realistic choices are conveyed in a clear and timely manner.

**04 REPRESENTATION**



We serve as a seamless extension of your staff. We will build strong partnerships with the site representatives, potential adjacent businesses, architects and other consultants involved in the project, working to represent, communicate and promote the project and the client’s best interests at all times.

**05 LESSONS LEARNED**



We draw upon lessons learned from the many similar justice centers we have managed over the years. We are committed to always raising concerns for issues that have risen before and making recommendations based on solid data and past experiences to continually improve our management approach and ultimately the success of our projects.



GILLESPIE COUNTY  
CORRECTIONAL FACILITY

## WORK PLAN

The activities from our Notice to Proceed through the completion of the project will be critical to the success of the justice center. Our approach will be to “jump-start” the project through planning, establishing communication protocols, clearly understanding project parameters and desired outcomes and building the team. The following pages summarize Vanir’s overall approach to ensure a successful, cost-effective and on-time delivery.

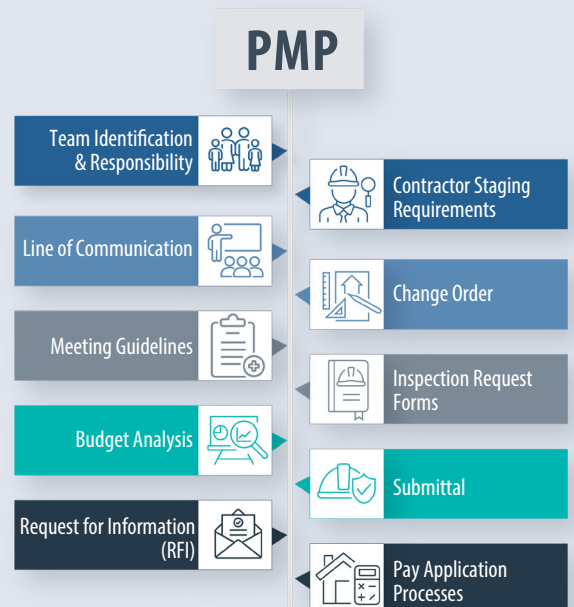
## DEVELOP A PROJECT MANAGEMENT PLAN

The Project Management Plan (PMP) will be our “road map” and the guiding document for the management of the project’s planning, design, bid/award, construction and project close-out phases. As a “living” document, the major components of the plan will identify the scope of the project, including roles and responsibilities, design and construction oversight and management, agency liaisons, lines of communication and approval, project level budget, project level schedule including approval milestones, project controls, reporting and procedures, inspection and commissioning management. The PMP will also include implementing policies and procedures already in place by Cochise County.

We will start the development of the PMP in the pre-project planning phase as we identify key stakeholders, parameters, objectives and goals. We will continue developing as the project progresses, ensuring good working relationships among all team members and successful project delivery.

### THE PMP INCLUDES:

- Project goals and objectives
- Organization chart
- Project directory
- Roles and responsibilities matrix
- Communications
- Document control
- Reporting
- Project controls
- Project procedures
- Meeting guidelines
- Approval processes and guidelines
- Budget
- Schedule
- RFI procedures
- Submittal procedures
- Cost control and change management
- Site requirements
- Contractor staging requirements
- Progress payment processes
- Inspections and testing
- Project completion and contract close-out
- Project record documents
- Coordinate with the County’s maintenance personnel
- Assist in initial start-up and testing
- Consult with architects for intent of drawings and specs.



**COMMUNICATION IS A KEY ELEMENT OF THE PMP.** We will meet with the County to identify the desired access levels for all team members for various project communications throughout the different phases of the project. Based on those discussions concerning the control and security of information, we will develop the “information protocol and hierarchy” to ensure that the right information gets to the right individual. Once the County accepts the PMP, it will be finalized and published.

## **DEVELOP A RISK MANAGEMENT PLAN**

Like the PMP, Vanir will begin the development of the Risk Management Plan (RMP) during the planning to assess and minimize risk. Risk must also be considered within each option presented for the Cochise County Board of Supervisors (BOS) to make an informed decision on the scope to be included with the Justice Center. We have developed and used rigorous best practices at Vanir to identify, assess, monitor and mitigate risk factors. The process creates a unique risk management plan that will:

- Identify potential risk factors
- Quantify the severity of each identified risk
- Assess the probability of an adverse outcome
- Develop a strategy to address the risk
- Monitor the strategy’s effectiveness by developing a “project risk register” to track those risks

Once the BOS provides a directive regarding the scope, Vanir will conduct a risk planning session that includes the project team, the County and other stakeholders. We begin with a list of risk factors developed by Vanir over many years of facility, program, project and construction management. The list will be tailored to the project by the end of the planning session. Risks will be assigned a probability and a risk mitigation strategy. Mitigations for each risk will be identified and incorporated into the construction documents or accounted for as potential exposures in the project contingency forecasts. A register of risks will be updated throughout construction.

## **ESTABLISH A CORE TEAM AND CONSULTANT PROCUREMENT**

The core team will be involved in developing the project plan and will work to create project priorities. During the planning phase, the core team will consist of the County, Sheriff’s Office and facility manager representatives; the jail planning team; the Vanir team; and other County consultants. As the design team, general contractor and other project consultants are procured, they will become vital members of the core team, enhancing the effectiveness of the team throughout planning and design when decisions can positively impact budget and schedule. The early establishment of this team is essential to ensuring that key stakeholders have a voice in all aspects of the project from the very beginning through completion.

Vanir will assist the County in procuring and selecting the A/E firm, the general contractor and all other third-party consultants, including RFQ/P document development, evaluation, contract review and negotiation, ensuring all Cochise County contract and procurement procedures are followed. Once contracts are executed with consultants, Vanir will manage each consultant throughout the project, ensuring all contract requirements are met, and performance requirements meet the highest standards of the County.



## BUDGET MANAGEMENT

From our experience on public projects, we know that a well-thought-out, detailed budget and schedule, along with a documented contingency management policy, provides accurate and transparent data that allows for better decision-making and thus reduces risk to the project.

At Vanir, we pride ourselves on the accuracy of our estimates. In addition to our team's local market experience, our estimating department has a reputation with our clients for highly accurate estimates. Our estimate for bid accuracy is within 5%.



Larimer County Jail



Vanir's Estimating Team developed a cost model and provided conceptual cost estimates during the early planning stages for the **Larimer County Jail** in which we were later selected as the Construction Manager-at-Risk. Our final Guaranteed Maximum Price, delivered 14 months after the preliminary cost estimates, came in within **0.5% of Vanir's cost estimate**.

- Matt Betts, Vice President,  
JE Dunn Construction



## TPC CONSIDERATIONS

- Complexity of construction due to the programmatic needs
- FF&E
- Project delivery model
- Cochise County business practices
- Current local market conditions
- Inflation
- Development costs

## PRECONSTRUCTION COST ESTIMATING

Managing costs starts with a solid and thorough concept estimate. Our in-house estimators know current industry costs and how to develop accurate estimates from the earliest conceptual space programs to detailed quantity-based construction estimates. Given the current cost increases and material shortages in the construction industry, intimate knowledge of the current and local construction markets will be crucial to the project's success, even more so than usual. Developing concept estimates quickly and accurately will be essential as the County and project team evaluate the scope options for the BOS's consideration.

With input from the core team, we will develop a detailed Total Project Cost (TPC) budget. Our detailed TPCs include direct costs, soft costs (costs outside of the contractor's scope of work) and contingencies ensuring funding for all project needs are allocated appropriately before the start of design. This allows for a more accurate design team budget and minimizes surprise costs during bidding and project completion. This process has helped many clients with decision-making, providing confidence in anticipated project costs.

Once the County approves the final scenario and TPC, they will become the baseline for meticulously managing the project costs. All design decisions and cost estimates will be evaluated against the TPC. The project team is a collaborative partnership that delivers the project within the approved budget and the total available funds.

Vanir will utilize the County's project management control system (PMCS) to track, monitor and forecast project line-item budgets, commitments and forecasted-at-completion costs. From our experience, we have developed project reports that we know will ensure thorough and easy budget development, cost commitment forecasting and actual cost tracking. These reports also support Vanir's risk management approach. If the County does not have a preferred PMCS, Vanir will assist the County in selecting a web-based PMCS that best fits your needs. We are familiar with various systems, including Kahua, Procure, PMWeb, Owner Insite and Budget4Cast, among many others.

Using a web-based PMCS, Vanir will report the initial and, if necessary, the revised budget, the current contractual commitments, the estimated costs to complete and the variance by budget line item. On no less than a monthly basis, we will provide a monthly report that includes the cost summary reports, contract commitment planning detail report and actual costs to date reports, which can then be reconciled with the County's general accounting system to ensure that the project is delivered within budget.

## VANIR'S VALUE



Vanir has continuously provided California **Construction Market Reports** for the California Department of Corrections and Rehabilitation's (CDCR) construction program to **identify recommended strategies based on tracked and predicted market trends** for current and future projects to keep projects within budget.

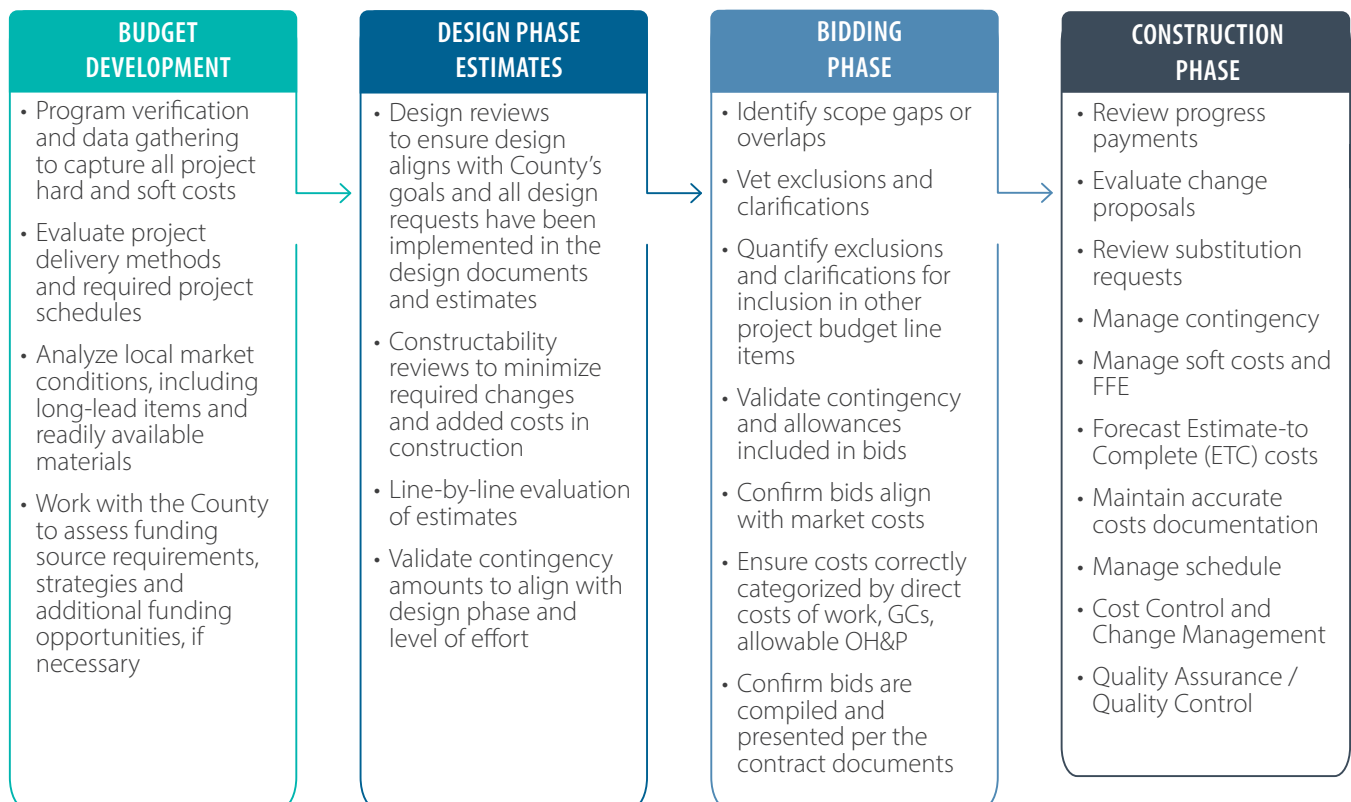
## BUDGET AND COST CONTROL MANAGEMENT

We practice cost control, a professional mix of accounting, tracking and forecasting, blended with the judgment from years of experience. We balance risk and the project stage against project contingencies to ensure that the project budget remains intact while the scope of work is maximized.

Vanir's cost control approach begins with design and starts with developing the TPC. During the design phase, cost is monitored with each design decision. Design-phase estimates are used as a measuring tool to confirm that the design and budget align with the TPC before moving on to the next design phase. This approach minimizes extensive value engineering when bids are received and gives Cochise County the confidence to proceed with the current design.

Completing a thorough review of the contractor and subcontractor bids is equally essential as tracking the estimates at each design stage. Not only is the price evaluated at this stage, but it is also crucial that scope, inclusions, exclusions and clarifications within the bids are vetted and aligned with the contract documents to mitigate change orders during construction.

If change proposals or orders are submitted during construction, Vanir performs a line-item review of the contractor proposal to ensure fair and accurate pricing. This line-item review compares the proposal against the construction documents to confirm it is a legitimate additional cost. Highlights of our cost control approach are noted below.



Our cost control management ensures that funds are spent wisely. Our policies and procedures are based on the concept that an integrated system can only provide effective budget control. With proper project budgeting, analysis of funding resources, comprehensive estimates, solid project marketing programs and practical and coordinated cost control language in contract documents, we apply adequate resources to managing costs throughout the project.



GILLESPIE COUNTY CORRECTIONAL FACILITY, FREDERICKSBURG, TX

## VANIR'S VALUE



Utilizing economy of scale, after bids were received for the security fencing, security cameras and landscaping packages for the **Hays County Fleet/Maintenance Building** (Phase I of the Jail Expansion), Vanir recommended deferring the scope from Phase I to Phase II to **take advantage of larger work packages and better pricing, saving the County money.**

## STRATEGIES AND OPPORTUNITIES TO REALIZE SAVINGS AND COST EFFICIENCIES (VE ACTIVITIES)

Significant cost savings and increased quality levels can be accomplished on most projects through properly conducted value engineering reviews. Throughout the design process, and specifically at the start of schematic design and design completion before the final construction documents, the Vanir team will identify opportunities for cost savings through materials and equipment, in coordination with the design and construction team, that offer facility flexibility and longevity while maintaining quality and County priorities. Our approach utilizes our technical expertise in architectural and engineering disciplines and hands-on, practical experience to ensure that “value” is genuinely added to your project.

Vanir utilizes our in-house certification and capabilities to provide clients with formal VE services across infrastructure asset classes. The ideal stage for VE sessions is after the project scope is defined but before substantial detail is developed. Working with the County’s design, contractor, finance, legal and operational stakeholders, we focus on the system level, investigating every alternative delivery concept to ensure we fully realize the associated value as we mitigate potential risks.

A typical VE session includes:

- Identification of needs and definition of function
- Creative solutions to meeting the basic needs or function
- Development of comparative costs for the various alternative solutions
- Evaluation and ranking of the various solutions based on project criteria, feasibility of implementation and cost
- Selection of the optimum solution and recommendation for implementation

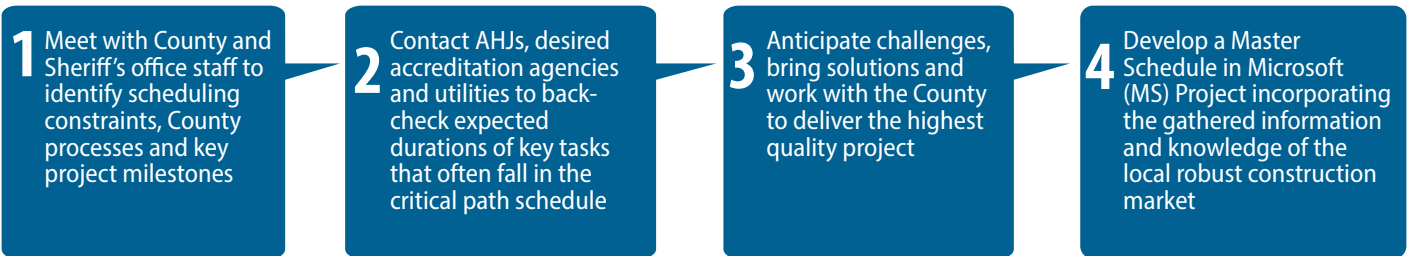
Our project team will create a log to track all VE items and their eventual disposition. VE ideas accepted by Cochise County will be incorporated into the design documents.

## SCHEDULE MANAGEMENT

One of our initial tasks will be to develop a master schedule showing all the summary tasks required during the planning phase and the project's life, providing the team's path to on-time completion.

Vanir brings a collaborative, "back-to-basics" approach to developing and managing the schedule. We include our local team, home office team, County staff, Authorities Having Jurisdiction (AHJs) and input from the design and construction teams if available. Our schedules are aggressive but realistic to avoid inflation eroding the value of your funds.


### "BACK-TO-BASICS" APPROACH



We use the scheduling process to give us a virtual look at what it takes to build your project. The master schedule becomes the primary reporting vehicle throughout the project's life, keeping the pressure on to help the design and construction teams do what is necessary to stay on track throughout all project phases. The progress of each phase and its activities are monitored continually and reported regularly to the project team and County.

**OUR HOLISTIC APPROACH TO SCHEDULING APPLIES OUR KEYS TO SUCCESS:**

1. Managing the design process, funding and approvals effectively
2. Developing sequencing strategies that will match priorities
3. Understanding the site and operational issues, construction time windows and community and environmental sensitivities
4. Having constant, hands-on anticipation and mitigation of schedule impediments

**VANIR'S VALUE** 

Vanir delivered the County of El Dorado South Lake Tahoe Juvenile Treatment Center **60 days ahead** of schedule on a 16-month construction schedule.

## DEVELOPMENT OF CONSTRUCTION SCHEDULE

As the contractor and subcontractors are integrated into the project, they will develop their specific construction schedules. The contractor's schedule sequences construction activities to achieve contract-defined delivery dates, which are used as a tool with their workforce and prioritize work activities to maximize work efficiencies.

A quality construction schedule with an identified critical path is the backbone of the project's health. Our team will review the contractor's baseline construction schedules and provide review comments to establish a feasible schedule that aligns with the master schedule, reflects all contract requirements, milestones and constraints and makes logical sense. Once the contractor's baseline construction schedule is reviewed and accepted, it becomes the official contract schedule that establishes construction sequencing and the basis for monitoring progress and comparing it to the monthly progress payments.



Knowledge of Vanir's involvement on a project will cause that project to garner more participation from contractors and subcontractors. Greater participation translates into greater value for the owner... It is without hesitation that we recommend Vanir as an outstanding Owner's Representative and Construction Manager.

- Don Reynolds and Chard Basset, Estimating and Vice President, Bassett & Associates, Inc.



## ENSURING SCHEDULE COMPLIANCE

Vanir's scheduling team has demonstrated success in proactively determining potential areas of constraint and developing feasible alternatives to ensure that project progress remains on track. Early identification of long-lead delivery items will be critical in establishing bid packages, project phasing and project schedule management. Vanir will lend expertise to your project, unmatched experience tailored to the justice sector and the best course of action for a successful PMP.

### Typical responsibilities we have employed include:

- Baseline CPM review
- Monthly progress reviews
- Time and cost impact analysis
- Mitigation of impacts
- 4/5-D modeling (BIM + Schedule)
- Cost loading
- Earned value reporting
- Resource loading
- Change order negotiation
- Claims mitigation
- Program/project planning
- Cash flow projection

With all projects come schedule constraints or obstacles that need to be addressed; how those constraints and obstacles are addressed is the key to maintaining the schedule. Vanir believes we can be flexible about changes to the contractor's schedule sequencing as the project progresses while keeping the schedule to its approved contractual milestones. If logical changes are identified and explained, we encourage contractors to accurately report on their plan to completion. Their three-week look-ahead schedule drives the day-to-day work. During the weekly Owner-Architect-Contractor meetings, we will request the contractor review this short interval schedule with the team. This ensures the entire team is aware of upcoming activities and if activities are running behind. A recovery schedule will be required per the County's contractual requirements when any critical path work activity falls behind the maximum time frame allowed.

## DESIGN AND CONSTRUCTION PHASE MANAGEMENT

### COORDINATION MEETINGS

We will accept the primary responsibility for scheduling and coordinating all team members' meetings, including regularly scheduled and as-required meetings. Means and methods for accomplishing this function will be specified in the PMP. Monthly calendars of meetings will be posted. Meeting minutes will be posted by the project manager, and comments will be solicited prior to finalization. Vanir will monitor architect and engineering team for timely responses.

### RESPONSIBILITY MATRIX

A matrix of project responsibilities will be established, identifying each project player and their respective project responsibilities. The matrix will identify each project task and the level of involvement of each individual, designating either lead responsibility, approving authority, technical review, or support function. Once the matrix is established, it will be used as a baseline for managing and coordinating the work of the selected architect and design engineering consultants.

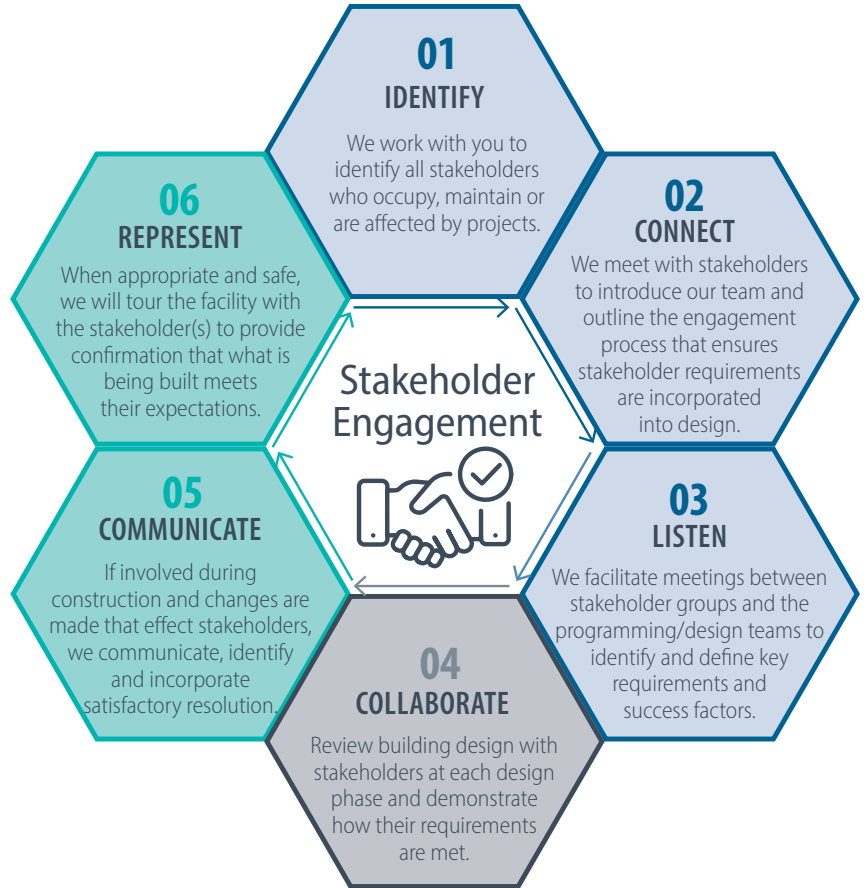
**DESIGN AND COORDINATION**

Vanir will manage and coordinate the work of the selected architects and design engineering consultants throughout the project. From program verification through design development and construction documents, we will work with the design team to maintain schedule, budget and compliance with the County and Sheriff’s Office’s goals and objectives.

Vanir will bring national best practices for your consideration as you plan and design your Justice Center, ensuring the County’s goals to achieve any accreditations or standards are achieved.

**DOCUMENTATION/TRACKING CONTROL AND RECORD KEEPING**

We will ensure that all project documentation is adequately identified, categorized, communicated appropriately and stored safely, securely and efficiently retrievable. We work with many different project management software systems and will work with the County to accommodate existing systems. If the County does not have a preferred software system in place, Vanir will assist the County in selecting a comprehensive information management and issue-tracking system specifically developed for construction projects that can be implemented for document control. The program will track budget, schedule, contracts, submittals, requests for information, reporting and all other project-related documentation.



**VANIR'S VALUE**

Vanir has developed and/or implemented project software to assist with the successful delivery of projects. We developed SharePoint-based project reporting software and have implemented this software with the California Department of Corrections and Rehabilitation (CDCR) and the Judicial Council (JCC) at their program level. **The cloud-based system is extremely powerful and allows sharing of project information across all project stakeholders.**

**REPORTING AND PRESENTATIONS TO STAKEHOLDERS**

Our regular reporting to the County will be based on real-time information housed in the selected program information management system. This information will be available to the management team 24/7. We will also define specific regular reports the County wants to receive to track progress and financial expenditures. We will keep the County informed of project progress along with the project budget and schedule, including compliance with the design deliverables goals and objectives. We understand the importance of this project and the need to ensure that this project stays on track and within budget.

As required, Vanir will attend BOS meetings, present project status updates and seek approval from specified stakeholders. We will also work with the project team and Public Outreach Committee (if desired) to develop presentation material and assist with explanations to the BOS. At the County’s request, Vanir will assist in keeping the community informed by utilizing various communication methods, which will be reviewed and selected by the County.

## VANIR'S VALUE

Design phase constructability reviews and page turns on the **Leavenworth Federal Correctional Institute** uncovered missing electrical outlets and data drops in CMU walls during the design phase which would have been a costly change order if discovered during construction.

## CONSTRUCTABILITY PLAN REVIEW AND PAGE TURNS

During the design phase, Vanir will work closely with the design team to initiate project tracking and control methods to ensure that the project is designed in compliance with the County's requirements, defining program requirements and design criteria, including adherence to established budget and schedule requirements. To measure design compliance, Vanir will complete a thorough independent constructability plan review and a collaborative page turn with the entire project team after each design phase (Schematic Design, Design Development and Construction Documents).

These efforts ensure a full-picture understanding of all design details by all stakeholders, end-users and consultants, a better-coordinated set of drawings and construction documents resulting in corrections and clarifications resulting in your project receiving more competitive pricing and fewer changes during the construction process. Constructability reviews and page turns are essential to our budget and schedule management approach, helping control change orders and mitigating project risk while ensuring project goals and objectives are met throughout each design phase.

## PRECONSTRUCTION AND AWARD PHASE SERVICES

Receiving competitive, complete and responsive bids is a fundamental requirement for a successful project. At no time during the whole process, from pre-design through occupancy, is our ability as project managers as graphically demonstrated as during the bidding process. A bid from responsible and reliable contractors at a price within the budget is a basic necessity. While it is true that the underlying work to achieve this objective must be accomplished prior to the bid phase, we can make a difference in getting qualified and competitive bids for you by our efforts during the bid process, including pre-bid conferences, invitation to bid, bid marketing and bid opening and evaluation.

**PRE-BID CONFERENCES:** Conducting pre-bid conferences for the benefit of all bidders. These conferences are a forum for the project team to impart to the bidders all of the project parameters with emphasis on the unique features and requirements of each bid package. These parameters normally include technical information and requirements concerning schedule, time/cost control, access and staging, management and administration and technical information on the project.



**INVITATION TO BID:** Accurate records of the advertisement, including a hard copy as published, will be kept as part of the overall project record.



**BID MARKETING:** We will work with the contractor to begin marketing the upcoming projects to the construction community as soon as we have the project scope and schedule defined. We will do this by hosting virtual or in-person meetings to educate the local bidders on the upcoming project and how to bid to Cochise County. We have had great results with this strategy including increasing both the number and the quality of bids received at the contractor and subcontractor level. We have heard from the participants that they met new contractors and were able to grow their businesses because of the new relationships. In addition to advertising, Vanir directly contacts qualified bidders from its database of local contractors. This also provides us with insight on the availability and demands on the local trade contractors.



**BID OPENING AND EVALUATION:** All bids will be carefully evaluated for completeness, full responsiveness and price. Together with the architect and contractor, we will evaluate the bids and assist Cochise County in any negotiations or clarifications. We will also assist with drafting any recommendations for BOS approval as well as preparing contract documents for signature and a Notice to Proceed.

## VANIR'S VALUE



Vanir is working closely with **Pueblo County** to control excessive general conditions that have been submitted with pay applications. Each pay application is thoroughly reviewed and discussed with the contractor to remove unwarranted charges.



## GENERAL CONTRACTOR AND PERFORMANCE MANAGEMENT

Throughout preconstruction and the construction phase, Vanir will manage the general contractor's performance to ensure all contract requirements are being met. Accurate and timely design phase estimates are critical in keeping the design within budget as we move through the design phases. Our team will thoroughly review pricing proposals, including all assumptions and clarifications against the contract documents, and the proposal will be used as a measuring tool for progress payments. Vanir recommends daily on-site representation monitoring construction quality, but at a minimum, will perform weekly site observations identifying and tracking any deficiencies noted, requiring the contractor to address each deficiency with final sign-off by Vanir's team and the County.

**Review of Contractor Progress Payment Requests:** The contract documents will specify the requirements, schedule and procedures for progress payments. Vanir's senior construction manager, design team and the contractor's project manager and superintendent will physically observe the construction progress as of the date of the pay request to determine whether there is agreement or not with the contractor's claimed progress. Once agreement on progress is reached on all items or unresolved disagreements are documented, the contractor's pay application will be forwarded for approval and processing in accordance with the terms and conditions of the construction agreement. Regular monthly reports on project cost status and any claims against retainage will be generated by Vanir and provided to the County as required.

## WEEKLY JOBSITE MEETINGS

Vanir will conduct weekly jobsite progress meetings and record, transcribe and distribute minutes to all attendees, the County, the contractor, the architect and all other appropriate parties. We will also coordinate or attend meetings with the County's representatives or outside agencies when necessary. Vanir will assist in responding to regulatory agencies regarding the construction.

## COORDINATION OF SUBMITTAL/RFI REVIEWS AND APPROVAL

Vanir will review all Submittals and Requests for Information (RFI) for clarity and completeness. We require the contractor to provide a submittal schedule, and we will work with the architect to ensure the schedule is appropriate and workable. We will ensure all long-lead items are submitted early in the project to avoid any schedule delays due to late procurement. We will also manage the submittal schedule with the contractor and the responses with reviewers to keep the project on track.

In our review of RFIs, we will ensure the contractor submits a proper RFI that includes a detailed written statement indicating the specific drawing and location or specification section needing clarification. This will help the architect pinpoint the conflict and provide an answer quickly, helping to maintain the schedule. Vanir reviews every RFI and response for potential cost or schedule impact and notifies the County if we believe the RFI may be a potential change.

## VANIR'S VALUE



Vanir is working closely with Pueblo County and City staffs to coordinate the scheduling of the Detention Center with the construction of the adjacent Medal of Honor Boulevard which impacts site access, right of ways and utilities. Due to the road project missing schedule deadlines, Vanir is collaborating with the County and contractor to **re-sequence construction tasks and minimize cost and schedule impacts to the detention project.**

Senior Construction Manager, Richard Cox is providing extensive coordination on the road improvements, ROW, utilities and overall coordination with agencies.

## CONSTRUCTION INSPECTION AND MANAGEMENT

Many parties contribute to the quality of the work. Vanir will provide on-site field observations and coordinate with the contractor, County inspectors, testing and inspection firms, architect, commissioning agent, stakeholders, regulatory agencies and utility service providers to ensure the highest quality work is executed. We will monitor inspections and testing and track results. Where deficiencies are observed, we work with the contractor to clear the issue. All deficiencies and non-compliance work will be tracked as part of our quality assurance log, allowing us to maintain one source to resolve issues with the contractor.

## ENVIRONMENTAL/PERMITTING REQUIREMENTS COORDINATION AND OVERSIGHT

Vanir will work with the County, the architect and the County's environmental consultant to identify regulatory agency requirements and develop a compliance plan. Vanir will facilitate meetings with regulatory and accreditation agencies and find creative ways to work together for project success so that these agreements can be communicated to the contractor.



## PROJECT HIGHLIGHT: County of San Diego, Youth Transition Center, Close-out Phase

Vanir was instrumental in partnering with the team to close-out the first phase of the San Diego County project. We tracked financials in our master cost control report with the County and D-BE. **Approximately \$1.32 million out of the \$112 million GMP was identified in project savings.** The savings were returned to the County at the completion of Phase 1.



## SAFETY

No single event can have a more devastating impact on a project than an accident. Vanir understands Cochise County's primary goal is the safety of its citizens, staff and construction team. As a company, we have significantly invested in ensuring a safety culture with safe practices that drive our performance. We establish safety during the design phase and plan for safety to protect staff and the community during construction. We will bring our safety commitment to Cochise County in many ways, which include:

**Design Phase:** Our approach to safety begins during the assessment phase, during which we incorporate safety into the scope development. We work to incorporate safety planning not only during the construction project but also in terms of how staff can maintain and operate the project components. We incorporate proactive safety planning and mitigation language into the bid language so we can hold contractors accountable for safety daily. Part of this language requires the contractor to participate in an interactive safety planning process with their subcontractors to ensure hazards are identified throughout each phase of the work. Once these hazards are identified, the team collaborates to develop mitigation plans for each item. This document becomes the site-specific safety plan for the project. We continually monitor to ensure the contractor follows their site-specific plan and notify them if they are non-compliant.

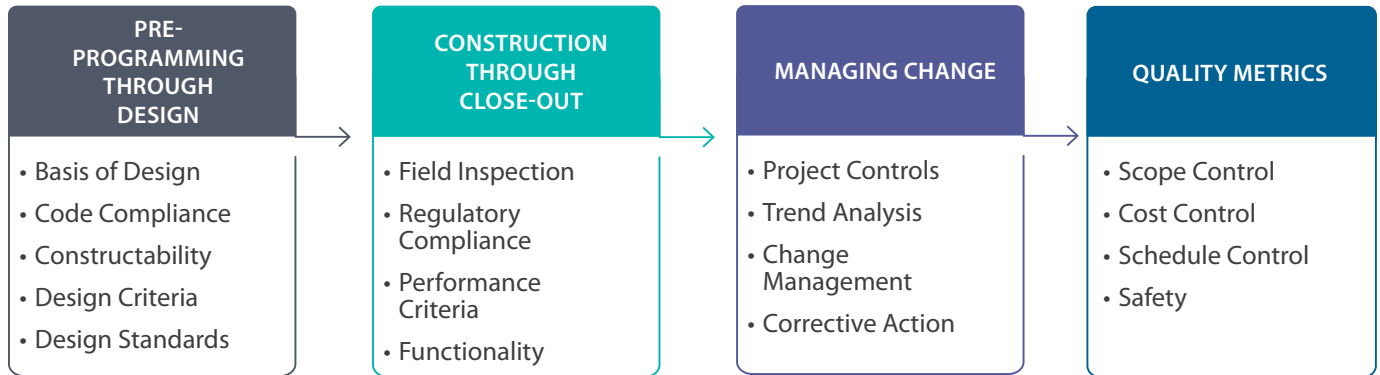
**Contractor Safety:** Our team will ensure the contractor provides a comprehensive and fully compliant safety plan for our review. The plan must comply with County standards, OSHA requirements and safe industry practices. In addition to our project team, our corporate safety manager will review the compliance plan. Once construction starts, Vanir observes the contractor's compliance with safe practices and the safety plan. If we see unsafe practices, we will notify the contractor immediately and require the unsafe practice to stop. The contractor's safety plan is not just a binder in the field; we use Bluebeam to communicate the plan to the project site, and it is accessible by the team via tablet devices. Any updates are immediately available to the entire team with just one click.

**Vanir Safety:** All Vanir employees are required to take OSHA 10-hour training. Vanir employees fully comply with its safety policy, which frequently exceeds OSHA standards. Vanir employees will always wear personal protection equipment, including safety glasses and vests.

**OSHA Coordination:** If OSHA visits the project site, our Senior CM immediately notifies the County and our corporate safety manager. If allowed, we will attend any walkthroughs and take notes as appropriate. If OSHA issues a notice of violation to the contractor for any reason, Vanir will notify the County and our corporate safety manager, write an independent report on the situation, and monitor the resolution.

## QUALITY CONTROL / QUALITY ASSURANCE

Most Quality Assurance/Quality Control (QA/QC) programs begin with the construction drawings; however, Vanir believes in starting the culture of quality in the preconstruction phase. A QA/QC Program is essential in monitoring the quality of design and construction and subsequent implementation of the standards developed. Vanir will proactively build quality into every stage of design to control and minimize deficiencies during construction. A documented Quality Plan, including procedures and instructions, will be established and maintained throughout the project's life to monitor and control those activities affecting quality. Essential elements include:



## ON-SITE PRESENCE DURING CONSTRUCTION

At Vanir, we recognize the importance of being on-site, especially during construction. The Vanir team will be on-site at least once per week and on all milestone dates; however, the complexity of justice projects often requires daily on-site presence to ensure a timely and high-quality completion, which Vanir is prepared to provide. Some examples of our on-site QA/QC include:

- Ensure the contractor convenes pre-installation meetings
- Take photographs to document the progress of work, unforeseen conditions and any non-compliant work
- Require mock-ups where appropriate to illustrate and measure the expected quality level
- Recommend timely, corrective action on observed non-conforming work
- Work collaboratively with the contractor to plan and prevent future occurrences on a project
- Work with the contractor to confirm record documents are maintained throughout construction
- Coordinate with County and Sheriff's staff in reviewing the progress and quality of construction
- Manage inspection and third-party testing consultants, reports and any deficiencies
- Work with the design team to facilitate punch list walks and ensure the County's involvement
- Confirm completion and acceptance of the project
- Manage occupancy and close-out
- Manage staff training on building equipment to ensure proper operation of the building systems.



YOUTH TRANSITION CAMPUS, SAN DIEGO CA

## COMMISSIONING

### COMMISSIONING COORDINATION AND OVERSIGHT

Commissioning is the systematic process of ensuring that all building systems perform interactively according to the design intent of the County’s operational needs. This process begins at the design phase by documenting design intent and continues through construction, acceptance and the warranty period with actual performance verification. The commissioning process encompasses and coordinates the traditionally separate functions of system documentation, equipment start-up, control system calibration, testing and balancing, performance testing and training.

The Vanir team manages commissioning using a Total Building Commissioning process. Total Building Commissioning is a process for quality assurance in new construction and facility modernization. It is the process of achieving, validating and documenting that the performance of the total building and its systems meet the design intent and requirements of the County.

**VANIR INVOLVEMENT:** Vanir’s involvement will start at the onset of the project by ensuring detailed information about the County’s operation schedules, training needs and level of commissioning effort is well defined. We will collaborate with County facilities maintenance and operations staff when establishing specifics and ensure those requirements are defined in the Specifications and a third-party commissioning agent verifies that the design logic and the contractor’s installation works as intended to meet the County’s needs. Vanir will ensure that commissioning coordination activities are sufficiently scheduled with enough time to allow collaborative involvement by the County’s facilities maintenance and operations staff.



**DESIGN PHASE GOAL:** Assure that the County’s project requirements for items such as security electronics, energy efficiency, indoor environmental quality, fire protection and life safety, smoke evacuation systems, etc., are sufficiently defined and accurately reflected in the contract documents. The design phase is the commissioning team’s opportunity to ensure that building systems and assemblies will be defined correctly and will function according to user expectations.



**CONSTRUCTION PHASE GOAL:** To verify that systems and assemblies operate in a manner that will achieve the County’s project requirements. The two goals of the construction phase are to ensure the level of quality desired and to ensure that the requirements of the contract are met. The commissioning activities are a quality control process that includes installation, start-up and functional performance testing and training to ensure integrated system performance and quality.

When beginning a project with commissioning at the forefront, it aligns all consultants with the Owner’s goals, benefiting a successful integration of all systems at the end of construction.



## CLOSE-OUT, WARRANTY AND POST-CONSTRUCTION

### CLOSE OUT

A smooth and seamless project close-out is an essential phase of the overall success of a project. For this, Vanir starts the close-out process at the beginning of our services with the development of close-out procedures, close-out lists and a clear understanding of the close-out process with the County, Sheriff's Office, the architect, the contractor and all other stakeholders. These procedures and processes will be included in our PMP and, at a minimum, will include the following:

- **Punch List:** The key to a successful punch list is to identify and include County staff and key stakeholders in the punch list process. Our goal is to provide the contractor with one comprehensive list that includes input from all staff, stakeholders and the design team responsible for inspecting the work. All participants are briefed that the purpose of the punch list is to confirm that the contractor has completed the work in conformance with the contract plans and specifications. It is not a mechanism for change. We help clarify what is contractual and not the contractor's responsibility.

To streamline the process, Vanir initiates the punch list process with the design team at the beginning of the project, noting observations at every site visit – we don't wait until the end of the project when corrections could be timely or costly or both. The observations are tracked on an observation log maintained throughout the construction phase. All deficiencies not cleared by the start of the punch list will become part of the punch list. Once the contractor has the punch list, Vanir will request all corrections be made by a specific date. We will inspect the corrections before the architect's and County's final reviews. We will not recommend construction completion to the architect or County until all punch list items have been appropriately addressed.

- **Record Documents:** Vanir will coordinate and expedite functions concerning the contractor's obligation to provide "record" documents. Although the transmittal of final record documents takes place at the end of the project, this activity must be monitored from the beginning of construction to ensure that accurate documents are being generated and made available.
- **Operations and Maintenance manuals (O&Ms):** O&Ms should be provided before training on the specific equipment or systems. We require the contractor to submit O&Ms in electronic format and bound volumes organized in a sequence preferred by the County. Vanir and the architect will review O&Ms for compliance. This activity will be confirmed when reviewing responsibilities with the architect during the development of our PMP at the start of our services.
- **Attic Stock and Equipment:** Vanir develops an attic stock and equipment list and ensures receipt of all materials and equipment required to be provided by the contract. Vanir works with the County's Facilities Management and Sheriff's Office staff to confirm receipt and safe storage of spare parts and supplies.
- **Training:** Vanir works with the County's Facilities Management staff, Sheriff's Office staff and appropriate stakeholders to schedule and document training. We monitor contractor performance to ensure adequate training is provided in conformance with their contractual obligation. We implement our beta-testing phase to provide invaluable hands-on experience for the jailers, ensuring smooth operations once inmates are transferred to the new facility. We ensure training is documented per the County's requirements.
- **Final Completion:** Upon completion of all punch list corrective actions, Vanir will make a final comprehensive review of the project, issue a report to the County, and provide a recommendation for acceptance to the County. We will support the County in expediting consultants and other related vendors/contractors to obtain temporary and permanent occupancy certificates. In addition, Vanir will be responsible for filing all notices of completion, coordinating final payment, obtaining final conditional lien releases, and handling any other activities required for project occupancy.

By planning for close-out, developing procedures, confirming requirements and ensuring enough time is included in the schedule for close-out, the project will be complete and ready for occupancy at completion of construction.

At every step Vanir has been there supporting our leadership to make the best decisions and keep our project on budget and time. In the end we have such an amazing project! Thanks Vanir!

- Michael Clough, former Superintendent Sheridan School District

## WARRANTY MANAGEMENT

Vanir produces a list of warranties to be provided by the contractor per the contract documents. These can include expressed and special guarantees and warranties. As with O&Ms, Vanir requires the contractor to submit warranties, points of contact, and any other contractually required information both electronically and in a binder organized in a sequence preferred by the County. We typically facilitate a warranty execution meeting with County Facilities Management and the contractor. In this meeting, we review warranty protocol and confirm expectations.

As part of our basic services, Vanir will schedule and facilitate 6-month and 11-month post-occupancy warranty walks with the County's Facilities Management, Sheriff's Office staff and contractor to identify any issues related to construction or equipment. Vanir will coordinate all corrections for issues identified at the walkthroughs with the contractor to ensure all are addressed effectively and in a timely manner.

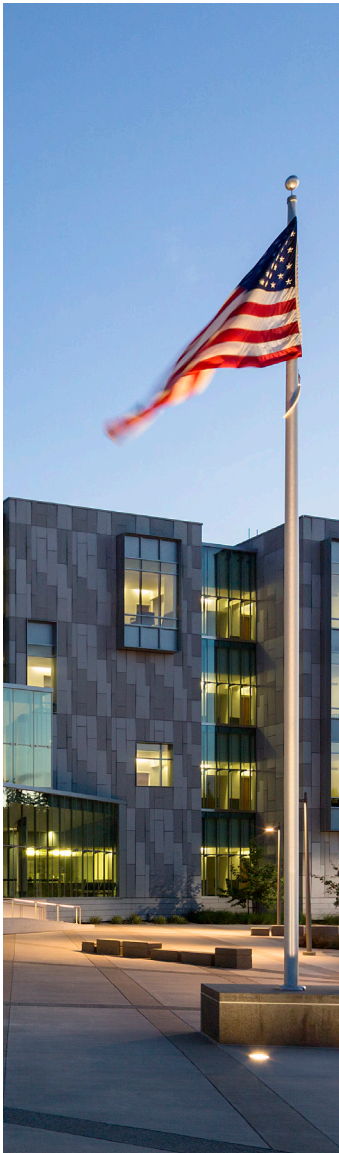
## POST-CONSTRUCTION

After construction, Vanir doesn't just hand over the keys and walk away. There is a lot that goes into the activation of a justice center. We will plan for post-construction activities at the beginning of the project to ensure no surprises related to cost or schedule before occupancy and activation. We work closely with County transition and activation teams throughout the project for a seamless transition from construction to operations:

- **Transition:** To the extent approved by the County, Vanir will work closely with their transition team, providing information and coordinating with the contractor so the transition team can develop the facility operation requirements that govern how the new Justice Center facility will be run.

Vanir meets frequently with the transition teams to review project status, answer specific project questions, coordinate requirements with construction and help resolve any issues that may arise. Our goal is to help the transition team complete their critical tasks. Vanir approaches project management as the support necessary for successful operation, not just the completion of construction.

- **Activation:** Beginning with the pre-design phase and continuing as construction progresses, there are many touchpoints where the activation team and the contractor must coordinate. These can include delivery and installation of equipment, third-party or County work such as IT, training, functional performance testing, phased occupancy, milestone and completion dates, stocking supplies, etc. We facilitate coordination meetings with the activation team and the contractor to ensure we are all on the same page. Vanir tracks activation requirements on the master schedule, and the touchpoints are linked to dates on the construction schedule. We work effectively to ensure accurate dates. Vanir understands that the County needs to have confidence in the dates provided as stakeholders plan deliveries, staffing and inmate transfer.
- **Furniture, Fixtures and Equipment (FFE):** Vanir can support the County with inventory, procurement support, receipt and inspection of FFE and move management as requested. In all cases, the Vanir team will coordinate owner-furnished contractor-installed and owner-furnished owner-installed FFE with the construction schedule. Vanir will work with the contractor and the County to develop a delivery schedule and then closely manage the schedule with the contractor to ensure the project is ready for delivery when scheduled.



We will work with County leadership, end-users, the County's Facilities Management and the Purchasing Department to ensure all costs are accounted for in the TPC, all purchases align with the budget and all procurement procedures are adhered to. This includes specialty services such as inmate video visitation, food service, interview equipment, medical equipment, etc.

- **Occupancy Plan/Schedule:** Working closely with the County, the contractor and all stakeholders, Vanir will prepare an occupancy plan and schedule for relocating any furniture, equipment and personnel (staff and inmates) into the completed Justice Center. If phasing and multiple moves are required, Vanir will assist in the coordination and planning for each phase.
- **Point-of-Contact:** Vanir will remain the County's primary point-of-contact throughout the warranty and beyond. As a trusted partner throughout the project, the relationships we build with our clients often last far beyond the end of the project and warranty phase. We would be honored to be that trusted partner with Cochise County and look forward to building those lasting relationships.



### PROJECT HIGHLIGHT: Contra Costa County Administration Building and Jail Demolition & Redevelopment Project

Contra Costa County's former Administration Building and Jail Demolition & Redevelopment Project (ADR) has become the first government construction project in the world to achieve Total Resource Use and Efficiency (TRUE) pre-certification. Pre-certification is the first step to achieving TRUE certification which is awarded at the conclusion of construction based on the total performance of the project. **It is a pilot program with USGBC where the main goal is to divert 90% of solid waste from landfills,** incineration and the environment. TRUE promotes the redesign of resource life cycles so all products are reused. Vanir has been working with the County and design-builder on various practices to reduce waste during our first phase of demolition, such as reusing materials, e.g., reusing existing marble panels from the Board Room in the lobby of the new building, or finding circular economy opportunities, e.g., concrete reused for base or winterization of the site. It has been exciting to see how creative the contractor has been with reuse. They designed a site fence of K-rails and plywood panels that can be dismantled, stored and reused at their next project. Ideas like these are small but on a larger scale, they're reshaping how people and companies approach construction. It's pushing each of us to think outside the box because we can achieve less waste in our projects.

# APPENDIX: KEY PERSONNEL RESUMES





## CODI NEWSOM, PE, LEED AP

Principal-in-Charge

### Summary of Qualifications

Codi Newsom has over 20 years of valuable experience providing program and project management, structural review and ADA compliance review in the public and private market sectors. Codi has additional training in LEED construction administration as well as her Professional Engineering license. As a leader in the construction industry, she was named in a select group, "Top 20 Under 40" by Engineering News-Record and has been responsible for all aspects of the construction process from conception through project close-out. Codi has a proven track record of keeping projects on schedule and under budget, usually saving her clients money in the process.

### Education

Master of Engineering,  
Structural Engineering,  
Texas A&M University,  
College Station

Bachelor of Science,  
Architectural Engineering,  
University of Wyoming,  
Laramie

### Professional License

TX Professional Engineer,  
#102291

### Certifications

Leadership in Energy and  
Environmental Design  
(LEED), Accredited  
Professional (AP)

OSHA 10-Hour

### Project Experience

**Adams County Jail Replacement Project, Brighton, CO.** Principal-in-Charge, estimated \$500-700 million, CMAR. Vanir is providing owner's representative services for the planning, designing and constructing the jail replacement. The existing jail is past its useful lifespan and is experiencing overcrowding, safety concerns, and a failing structure due to water and foundation issues. We oversee an options analysis phase, assisting the Board of County Commissioners in vetting options to renovate, expand or construct new, including site analysis, funding options and a comprehensive report of various studies.

### **Pueblo County, Detention Center and Law Enforcement Center, Pueblo, CO.**

Project Director, \$165 million, 188,000 SF, CMAR. Vanir is the owner's representative, providing planning, program and construction services. The facility will consist of an 672-bed, two-level housing unit with support space (kitchen, laundry, medical, mental health, property and administrative services) to accommodate expansion of up to 1,000 beds. The project includes Sheriff's Office training space, extensive site work, secure parking and abatement/demolition of the existing detention tower. The facility is designed to maximize security while minimizing staffing requirements using electronic security and surveillance systems. This project requires close coordination with the county, city and adjacent property owners due to the extension of the Joe Martinez Boulevard Extension project, which is occurring in conjunction with the detention facility.

### **Federal Bureau of Prisons, Federal Correctional Institution (FCI), Leavenworth, KS.**

Principal-in-Charge, \$461 million, 560,000 SF, Design-Build. Vanir is providing Owner's Representative and Construction Management Support Services (CMSS) to construct a new medium-security Federal Correction Institution. The 1,500-bed campus compound will consist of one- and two-story buildings. Services include review of construction documents, administrative support services, construction project scheduling services, inspection, testing monitoring and other related services.

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*Continued*

Codi Newsom, PE, LEED AP  
Principal-in-Charge

**Affiliations**

Construction Management Association of America (CMAA)

U.S. Green Building Council (USGBC)

AZHCC (Arizona Hispanic Chamber of Commerce)

AJA (American Jail Association)

Change Leadership

**Hays County, Public Safety Bond Program, Jail Expansion/Renovation and Public Safety Building, San Marcos, TX.** Program Manager, \$106.4 million, 203,000 SF, CMAR. This bond program includes a 70,000 SF Public Safety Building for the Sheriff's Office, Emergency Communications Center and Emergency Operations Center; a 103,000 SF expansion of the existing county jail; renovation of the existing jail; 18,000 SF fleet and building maintenance facility, 12,000 SF training facility and extensive site work and public utility relocations. Provided full-service program management and led a team of project managers throughout all phases of the bond program. Responsible for overseeing the master planning, programming, design and construction.

**Hays County, Government Center, San Marcos, TX.** Project Manager \$78 million, 232,000 SF, Design-Build. The center includes multiple county functions, including commissioners' offices and courtrooms, district courtrooms, district attorneys, probation, treasury, tax assessor, sheriff's department, justices of the peace, and several others for 19 different departments and approximately 400 employees. She assisted the senior project manager with the design, construction, structural review and move management.

**City of Georgetown, Public Safety Operations and Training Center, Georgetown, TX.** Project Manager, \$30 million, 94,000 SF, CMAR. Greenfield constructed a 76,000 SF public safety center for the Georgetown Police and Fire Departments, including an Emergency Operations Center, Communications Center, shell space for the City Data Center, Defense Tactics, physical agility and office space. The 22-acre site included an 18,000 SF Tactical Building, Firing Ranch and Low-Speed Driving Track. Developed and managed the total project budget, schedule, and consultant pay application review. Provided complete project management services throughout construction and biweekly updates to the City Manager and City Council. The total project budget was \$30 million, saving the city over \$1.6 million in project savings.

**Hays County, Law Enforcement Center / Jail Immediate Needs, San Marcos, TX.** Project Manager, \$2 million, CMAR. Immediate need for the Law Enforcement Center / Jail renovations comprised of nine separate projects. Managed the procurement of the construction manager at risk, including drafting the RFQ, RFP and contract documents. Oversaw the scope definition phase and managed the construction phase of the following projects: replacement of the lightning protection system, security system and fire alarm system, renovation of the ADA-compliant infirmary cell, upgrades of detention grade lighting, replacement of all HVAC units, inmate shower drains and inmate flush valves and repair of the structural concrete panel connections and smoke evacuation system. She worked closely with the Sheriff and the Texas Commission of Jail Standards to coordinate all construction, security and inmate relocations.

**Bastrop County, Precinct 2 and 4 Courthouse Annexes, Smithville and Elgin, TX.** Project Manager, \$2 million, 9,000 SF, CSP. Greenfield built two 4,500-square-foot annexes for multiple offices. They managed project setup, budget, schedule, contractor procurement, and FFE coordination and provided construction administration services. Codi provided construction administration services, including management of requests for information, submittals, architect's supplemental instructions, change requests, site observation and field reports, OAC meetings, utility coordination and general construction administration oversight.



## MIKE BEABER

Project Director

### Summary of Qualifications

Mike Beaber, our Senior Project Manager, has successfully managed over \$3.8 billion in justice projects over the course of 36 years. As the Associate Director of Design and Environmental Services and Standards at the California Department of Corrections and Rehabilitation, Mike managed statewide programs for complex real estate projects while ensuring cost-effectiveness and energy efficiency. Notably, he directed multi-billion-dollar projects for CDCR, demonstrating his capacity for managing substantial budgets and promoting sustainability in construction. Mike's leadership roles for large programs and complex projects further underscores his expertise in justice administration and project management. His dedication to sustainability, justice and efficient project execution shines through his career.

For each project experience, Mike functioned as a correctional security and operational technical specialist in the development of architectural and operational programs, design reviews, site inspections, security systems implementation and integration, facility activation, transitional training and post occupancy evaluations associated with all modifications and expansions of existing prison facilities and the construction of new prison facilities.

### Education

Associate of Arts,  
Administration of Justice,  
Modesto Junior College

### Certifications

OSHA 10-Hour

### Affiliations

Construction Management  
Association of America  
(CMAA)

U.S. Green Building Council  
(USGBC)

Design-Build Institute of  
America (DBIA)

Lean Construction Institute  
(LCI)

### Project Experience

**Adams County, Detention Facility Replacement, Brighton, CO.** Project Director, \$450 million, 423,000 SF, CMAR. Vanir has provided Owner's Representative services for the planning, designing and constructing of the replacement jail. The current facility has exceeded its useful life, leading to overcrowding, safety concerns and structural deterioration caused by water and foundation-related challenges. Presently, we oversee an options analysis phase, aiding the Board of County Commissioners in assessing alternatives for renovation, expansion or the construction of a new facility. This phase encompasses site analysis, funding possibilities and a comprehensive report featuring various studies.

**California Department of Corrections and Rehabilitation, Richard J Donovan Level II Dorm Facilities Infill, San Diego, CA.** Associate Director, \$242 million, Design-Build. This project added a new 792-bed level infill correctional facility on state-owned property. It significantly increased the prison's capacity, contributing to the broader efforts to accommodate the growing inmate population. The project involved the development of the standalone 792-bed facility designed to integrate with the existing correctional infrastructure. Additionally, part of a larger initiative included constructing new housing facilities totaling 2,376 beds at existing prison complexes, demonstrating a considerable investment in expanding and modernizing correctional facilities within the state. Mike's responsibilities included overall program and project management, budget management, master schedule adherence, developing and updating all department master plans required by law and acquiring lands, buildings and related infrastructures.

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*Continued*  
Mike Beaber  
Project Director

**California Department of Corrections and Rehabilitation, Deferred Maintenance & Capital Outlay Program, Statewide, CA.** As the California Department of Corrections, Associate Director of the Design & Environmental Services & Standards Branch, Mike assisted with overseeing the prioritization, planning & construction aspects of CDCR's approximately \$1.2 billion Deferred Maintenance & Capital Outlay Program for 35 Adult Prisons and 42 Conservation Camps.

**California Department of Corrections and Rehabilitation, Healthcare Facility Improvement Plan (HCFIP), Statewide, CA.** Associate Director, \$1.38 billion, Design-Bid-Build. The program included renovation and upgrades to health care facilities at all CDCR adult institutions. Improvements encompass primary and specialty care clinics, health screening rooms at receiving centers, medication distribution rooms, pharmacies, laboratories and medical support spaces. Mike's responsibilities included overall program and project management, budget management, master schedule adherence and change order management.

**California Department of Corrections and Rehabilitation, Mule Creek State Prison, Lone, CA.** Associate Director, \$488 million, Design-Build. This infill development added two semi-autonomous facilities designed to house 1,584 Level II inmates. The expansion includes 550,000 square feet of new construction across 24 individual buildings situated on an 80-acre site adjacent to the existing high-security Mule Creek State Prison. This project was a fast-paced endeavor aimed at addressing the growing needs for inmate accommodation and facility modernization within the state's correctional system. Mike's responsibilities included program and project management, change order management and providing advice and recommendations on policy and procedural issues within the program areas. Mike functioned as a correctional security and operational technical specialist in the development of architectural and operational programs associated with the modifications and expansions of existing prison facilities and the construction of new prison facilities.

**California Department of Corrections and Rehabilitation, Kern Valley State Prison (KVSP) Expansion Project, Delano, CA.** Facility Captain, \$400 million, Design-Bid-Build. The Kern Valley State Prison Expansion project addressed critical overcrowding issues by adding 4,000 beds adjacent to the North Kern State Prison. The expansion project alleviated overcrowding by increasing capacity, thereby improving safety and living conditions for both inmates and staff. The initiative aligns with broader efforts across California to expand and modernize correctional facilities to enhance rehabilitation opportunities and reduce recidivism. Mike's responsibilities included providing expertise and knowledge for security, custody, field operations, inmate classification and prison administration and integrating it into the programming, design and construction review processes to ensure functional and safe prisons for the public, staff and inmates. He also provided support, as needed, to existing field operations pertinent to statewide prison construction standardization issues, including reviews of Section 6.00 submissions and major/minor capital outlay requests.



## SHANNON LOBDELL

Project Manager

### Summary of Qualifications

As a consummate project manager, Shannon has over 17 years of experience working directly as an owner's representative. Her diverse background spans healthcare, government and justice projects. Notably, she was vital in planning and coordinating preconstruction tasks for the Monterey County Facilities, part of the California Department of Corrections and Rehabilitation Realignment Program. Additionally, Shannon spent five years as an Owner's Representative at NASA's Langley Research Center in Hampton, Virginia. For the past six years, she oversaw the \$940 million bond program for Maricopa County's Valleywise Health Projects. Throughout her career, Shannon has successfully managed multi-level construction projects, demonstrating expertise in cost engineering, earned value analysis, cash flow management, takeoffs, progress reporting and performance management. Her work with publicly-funded clients has honed her ability to safeguard project funds while achieving owner goals. Shannon's unwavering strength, resilience, determination and collaborative spirit have impacted all the clients she has served.

### Education

Master of Business Administration, Columbia Southern University

Bachelor of Science, Business Administration with emphasis in Project Management, Columbia Southern University

### Certifications

OSHA 10-Hour

### Affiliations

Construction Management Association of America (CMAA)

U.S. Green Building Council (USGBC)

### Project Experience

**Monterey County Jail Facilities, Monterey, CA.** Assistant Project Manager, \$36 million, Construction Management Services. This project was a California Department of Corrections Rehabilitation Realignment Program component. It involved active participation in preconstruction tasks, client meetings, maintenance of submittal and request for information (RFI) logs, and the timely submission of monthly reports. Additionally, comprehensive tracking of project documentation was a key responsibility.

**GSA Honolulu Courthouse and Federal Building, Honolulu, HI.** Document Control, Administrative Assistant, Design-Bid-Build. Professional PM/CM services for this courthouse and federal building. Assisted project manager in cost estimating and technical analysis for potential change orders. Responsible for a full range of required services, including on-site office mobilization, office equipment, document control using MS Office and owner procedures, all general correspondence, submittals, RFIs, change orders, and all other documentation as required by contract. Created database using Access to process project punch lists, submittals, warranty logs and QA logs and create reports as needed. Posted project RFIs and changes to as-built drawings. Produced monthly progress reports for clients. Completed punch list inspections on residential houses and completed and published weekly meeting minutes.

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Shannon Lobdell  
Project Manager

Lean Construction  
Institute (LCI)

**Valleywise Health, Special Health Care District Expansion Program, Phoenix, AZ.** Project Manager, \$935 million, 1.9 million SF, CMAR. The project is a seven-year program to develop, improve, and expand Valleywise facilities. Valleywise includes Maricopa Medical Center, Arizona Burn Center, Level I Trauma Center, Arizona Children’s Center, two Behavioral Health Facilities, and 13 Family Health Centers. The program includes a replacement of the inpatient hospital, an expansion of behavioral health services, and an expansion and replacement of outpatient health centers. As the first step for this major healthcare program, Vanir provides pre-award programming services. We are working with Valleywise staff and physicians to develop and align objectives for the new facilities, including budget and schedule criteria; roles, relationships and responsibilities; performance expectations; and stakeholder engagement priorities. Following the initial work, our services will include program management; strategic and program planning; health services delivery planning; real estate advisory and land brokerage; transit-oriented development; master site planning; operational design planning; information and clinical technology planning; brand development; community engagement; capital expenditure planning; and project controls.

**Valleywise Behavioral Health Center, Phoenix, AZ.** Project Manager, \$10 million, CMAR. This \$10 million behavioral health center is located next to the New Acute Hospital Tower, which offers supportive mental health treatment. Services include behavioral health, inpatient behavioral health services, adolescent and teen psychosis, integrated behavioral health care, assertive community treatment and mental health assessments and treatment. Shannon was responsible for the following tasks:

- South Wing Tenant Improvement: Renovating the south wing of this building from office space to education space, including classrooms, computer labs, and staff offices.
- AHU Replacement for Building: Replacement of three rooftop air handler units controlling the building.
- Behavioral Health Dietary/Social Club Tenant Improvement: We are renovating the office space into a behavioral health dietary dining/serving area with access to the behavioral health yard and a new social club space for behavioral health patients.
- Behavioral Health Units Duct Replacement Project: All ductworks, VAVs and controls within the behavioral health patient units will be replaced, along with new code-compliant quick-response fire sprinkler heads and associated fire alarm notification devices.



## MARLIN FERYANCE

Senior Preconstruction Manager

### Summary of Qualifications

Marlin Feryance has over 38 years of corrections and security experience. As the Associate Warden of the Design Standards branch with the California Department of Corrections and Rehabilitation he was responsible of assisting in the management of over \$3.3 billion in justice projects which resulted in the addition of over 5,500 new beds for the CDCR. Marlin participated in planning sessions at the governor's office, the California Department of Finance, the Legislative Analyst and the Department of General Services. Marlin was responsible for ensuring that all new construction and renovation projects within the CDCR followed CDCR standards and policies as well as working collaboratively with control agencies to ensure the projects were completed in a timely manner and assisting in controlling cost overruns. Marlin's dedication to the team and the overall success of complicated justice projects underscores his commitment to project management.

### Education

Coursework at the California Department of Corrections and Rehabilitation Academy

### Affiliations

Construction Management Association of America (CMAA)

Lean Construction Institute (LCI)

U.S. Green Building Council (USGBC)

### Project Experience

**California Department of Corrections and Rehabilitation, SVSP – 64-Bed Mental Health Treatment Facility, Soledad, CA.** Senior Custody Representative, \$20 million, 36,700 SF, 64-bed, New Mental Health Building, Design-Bid-Build. This is a licensed Correctional Treatment Center (CTC) for short-term inpatient care for inmates in mental health crises. The building features space for housing and treatment, with areas for private counseling and group therapy. Support areas include food service and storage areas. Infrastructure improvements included installing additional recreation yards. This was the first LEED-certified facility for CDCR, earning a Silver Certification. Marlin was responsible for providing direction in all security aspects of the design and developing the custody staffing package. He assisted with developing the appropriate activation procedures.

**California Department of Corrections and Rehabilitation, California Medical Facility Mental Health Crisis Bed Unit, Vacaville, CA.** Senior Custody Representative, \$33.6 million, 45,000 SF, 64-bed, New Mental Health Building, Design-Bid-Build. This is a licensed Correctional Treatment Center (CTC) for short-term inpatient care for inmates in mental health crises. The building features space for housing and treatment, with areas for private counseling and group therapy. Support areas include food service and storage areas. This project included respiratory isolation cells with sub-utility rooms, a new clinical laboratory, a new observation room, a nurses' station and medication room with a trauma room, a new dental operatory and a dentist's office. Marlin was responsible for providing direction in all security aspects of the design.

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Marlin Feryance

Senior Preconstruction Manager

**California Department of Corrections and Rehabilitation, CMC - 50-Bed Mental Health Crisis Facility, San Luis Obispo, CA.** Senior Custody Representative, \$38.6 million, 45,762 SF, 50-bed, New Mental Health Building, Design-Bid-Build. This is a licensed Correctional Treatment Center (CTC) for short-term inpatient care for inmates in mental health crises. The building features space for housing and treatment, with areas for private counseling and group therapy. Support areas include food service and storage areas. This project included respiratory isolation cells with sub-utility rooms, a new clinical laboratory, a new observation room, a nurses' station and medication room with a trauma room, a new dental operatory and a dentist's office. Marlin was responsible for providing direction in all security aspects of the design.

**California Department of Corrections and Rehabilitation, Infill Program, Statewide, CA.** Senior Custody Representative, \$760.3 million, 802,673 SF, 2,376-bed, Three Level II Dorm Facilities, Design-Build. The medium-security complexes were designed to provide dormitory-style housing, programming requirements for counseling, academic and vocational training, healthcare and family visits. In addition, space was provided for mental health treatment with areas for private counseling and group therapy that were designed with attention to acoustics, views to the exterior and materials that are durable yet therapeutic. Marlin managed security aspects of the programming and design and developed a new standard design for CDCR Level II facilities by removing barriers between the inmates and staff. He supervised the security portion of the design, design review and construction of the Mule Creek State Prison Level II Dorm Complex and the Richard J Donovan Level II Dorm Facility. Marlin also assisted in developing equipment lists and reviewing all proposed equipment for appropriateness in a correctional setting.

**California Department of Corrections and Rehabilitation, CIM - 50-Bed Mental Health Crisis Facility Chino, CA.** Senior Custody Representative, \$141.1 million, 69,000 SF, 50-bed, New Mental Health Building, Design-Bid-Build. This project was to design and construct a standalone, licensed 50-bed MHCF to provide housing, treatment rooms, dining, recreation and staff office space to allow for inmate patients in a crisis mental health state or requiring other levels of licensed mental health care. Marlin managed security aspects of the architectural program and design, participated in developing a new standard design for CDCR Mental Health Crisis facilities, and was responsible for providing direction in all security aspects of the design. This facility provides inmates with enhanced housing programming space and program fixability for future needs. Marlin also participated in the LEED building design to receive a gold rating.



## RICHARD COX, JR.

Senior Construction Manager

### Summary of Qualifications

Richard Cox has extensive experience in the construction industry, with over 44 years of expertise, 18 of which have been dedicated to military and Department of Defense (DOD) construction projects. His comprehensive background includes roles as an engineer, estimator, construction manager and project executive, giving him a thorough understanding of all aspects of construction. Richard has worked on various delivery methods and in various markets, including government, public works, healthcare and private. He is passionate about finding the ideal solutions for his clients and ensuring projects are completed on time and within budget.

### Certifications

Davis Electric Master  
Electrician

Corps of Engineers - QCS/  
RMS Contractors Quality  
Control

OSHA 10-Hour

### Affiliations

Society of American Military  
Engineers (SAME)

Construction Management  
Association of America  
(CMAA)

American Society for  
Engineering Education  
(ASEE)

Lean Construction Institute  
(LCI)

U.S. Green Building Council  
(USGBC)

### Project Experience

**County of Pueblo, Detention Facility, Pueblo, CO.** Project Manager, \$165 million, 188,000 SF, CMAR. Vanir is the owner's representative providing planning, program and construction services. The facility will consist of an 672-bed, two-level housing unit with support space (kitchen, laundry, medical, mental health, property and administrative services) to accommodate expansion of up to 1,000 beds. The project includes Sheriff's Office training space, extensive site work, secure parking and abatement/demolition of the existing detention tower.

**County of Riverside, John J. Benoit Detention Center, Indio, CA.** Senior Construction Manager, Acting Project Director, \$310 million, 600,000 SF, Design-Bid-Build. The facility consists of a new 600,000-SF, Type II operations and detention center to replace and expand the existing Indio Jail for the County of Riverside Sheriff's Department. Vanir is providing program and construction management services for the two-phase project. Phase I consists of building a three-story support facility and a four-story, 1,626-bed housing structure. Phase II includes the demolition of the existing jail, construction of a sally port and landscaping of the grounds. The project was designed to achieve LEED Silver certification.

**Roanoke County Juvenile Detention Center, Roanoke, VA.** Senior Project Manager, \$88 million, 72,000 SF, Design-Bid-Build. The 225-bed facility consists of precast prefab modules for medium and low security, electronics, access controls, security fencing, utilities, staff and visitor parking.

**Federal Bureau of Prisons, FCI Leavenworth Renovation and Utility Upgrades, Ft. Leavenworth, KS.** Senior Project Manager, \$62 million, 112,000 SF, Design-Bid-Build. Project converted 50 four-person cells to two-person cells, new detention doors, security electronics, intercom and camera systems upgrades, along with fire sprinkler, electrical and HVAC replacements.

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Richard Cox, Jr.

Senior Construction Manager

**City of Indio, Public Safety Campus Program (formerly: City of Indio Police Facilities – Fore Station No. 1), Indio, CA.** Senior Project Manager, \$40 million, 36,000 SF, Design-Build. This project consisted of a phased campus development including four buildings on an 8.63-acre site. Phase 1 includes a replacement fire station, a police communications dispatch building and a public safety administration building. Phase 2 includes a replacement police headquarters station.

**US Customs and Border Patrol, Yuma Sector, Control and Command Center, Tempe, AZ.** Senior Project Manager, \$4.5 million, 18,000 SF, Design-Build. Renovation to the existing Control Center at the Yuma Sector Headquarters Building to remove and replace 60 each 43" Monitors with new 50" HD Monitors, new routers, and computer equipment for the Border Fence Camera System. Installed new modular furniture for the Border Patrol surveillance agents and supervisors in the control center. Installed 150 KVA UPS for Camera and Monitor electrical backup.

**US Army Corps of Engineers, F-35 Bomb Build-Up Facility, Luke AFB, AZ.** Senior Project Manager, \$3.5 million, 62,500 SF, Design-Build. Built inside a secure area within Weapons Storage is a 250 X 250 Ft. Structural concrete pad with a 75 X 150 Ft. Pre Engineered Metal Building for a shade Canopy to assemble bombs for the F-35 Aircraft. Facility includes site utilities, roadway improvements, security lighting and a Bath/Admin., within the assembly area.

**US Army Corps of Engineers, Fire Crash Rescue Station and 911 Emergency Operations Center, Dyess AFB, TX.** Senior Construction Manager, \$15.7 Million, Bid Build, 66,000 Sq Ft facility with 11 equipment bays for 22 pieces of Fire Fighting equipment, Structural Steel, Masonry and Stucco Veneer, Structural Standing Seam Roofing, Office space, Commercial kitchen, Dormitory and 10 individual sleeping quarters. Emergency Operations Call center with private offices for supervisors and video wall display in operations center with 6 work/call stations. Site work, landscaping, and parking.

**Gila River Healthcare Arrival Experience, GRHC Bid Build, Tempe, AZ.** Senior Project Manager, \$3 million, 26,000 SF, Design-Bid-Build. Renovation and addition to existing Gila River Indian Community Hospital including new site utilities, phased parking lot renovations and sidewalk replacement for ease of access. Elements included structural concrete for the new addition, structural steel, HVAC, electrical, and additions to the existing fire alarm and sprinkler systems



## TIM HANCOCK | Justice Advisor

Tim Hancock is a highly respected leader in the criminal justice system with over 28 years of experience. Currently serving as the Executive Director of Justice for Vanir, he brings a wealth of expertise and a proven track record of success. Tim oversees the organization’s mission to drive change and positively impact the lives of individuals affected by the criminal justice system, particularly within facilities. Tim possesses a deep knowledge of laws, regulations, funding mechanisms and legislation impacting the justice market.

### Education

Bachelor of Arts, Sociology,  
Point Loma Nazarene  
University

### Project Experience

**County of San Diego, Youth Transition Campus Phase I, San Diego, CA.** Owner, \$210 million, 836,199 SF, Design-Build, LEED Gold.

**County of Los Angeles Internal Services Division, Various Projects, Los Angeles, CA.** Owner Representative Project Lead.

**Federal Bureau of Prisons, Federal Correctional Institution (FCI), Leavenworth, KS.** Justice Advisor, \$461 million, 560,000 SF, Design-Build.



## KELLY JACKSON | Document Control

Kelly Jackson is project coordinator for Vanir’s Arizona office. Kelly has overall experience in administrative support, document control, record management, and project support service. She is a results-driven, self-motivated, well organized, enthusiastic and resourceful administrative assistant/project coordinator with an in-depth understanding of all aspects of project coordination and control. Additionally, Kelly offers exceptional skills in research and schedule management, the profound ability to work in diverse environments and has excellent communication skills.

### Education

Bachelor of Science, Interior  
Architecture, Kansas State  
University

### Project Experience

**Valleywise Health, Special Health Care District Expansion Program, Phoenix, AZ.** Project Coordinator, \$935 million, 1.9 million SF, CMAR. Project consists of a seven-year program to develop, improve and expand Valleywise facilities.

**Krause Interiors, Phoenix, AZ.** Interior Designer. Responsible for programming, space planning, construction documents, construction administration, BOMA calculations and management of lease books, code review, selection of client finishes, submittal approval, furniture bid package, AutoCAD and Revit.

**Pennant Development, Scottsdale, AZ.** Development Manager. Responsible for due diligence, property research, conceptual site planning, code research, lease exhibits, permitting, city utility coordination, pay application requests, loan advance requests, project documentation, RFI and change order logs, submittal log and invoicing.



## BEN SABATI | Estimating/ Value Engineering Lead

**Ben leads Vanir's cost estimating team with over 44 years of construction estimating and value engineering experience.** He has provided approximately \$6 billion of cost estimating/cost control services on criminal justice, educational, healthcare, transportation and infrastructure/utility projects. His responsibilities have included a wide variety of condition assessment and cost-related activities, including take-off, pricing, budgeting, purchasing, constructability review, value engineering and bidding.

### Education

Master of Science, Civil Engineering, Pahlavi University, Iran

Undergraduate Studies, Construction Management, San Jose State University

### Project Experience

**County of San Diego, Youth Transition Campus Phase I, San Diego, CA.** \$210 million, 836,199 SF, LEED Gold.

**City of Los Angeles, Police Administration Building, Los Angeles, CA.** \$234 million, 500,000 SF, LEED Gold.

**Other Projects:** CDCR Capital Outlay Program, CDCR Health Care Facility Improvement Program, CDCR Infill Program, CDCR Reentry Program, Hays County Jail, Pueblo County Detention Center

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## ESTIMATING/VALUE ENGINEERING TEAM



## ERICK ESTOQUE *Senior Electrical Estimator | 30+ Years Project Experience*

**Pueblo County, Detention Center, Pueblo, CO.** \$165 million, 188,000 SF, CMAR.

**San Luis Obispo County, Sheriff and Cal Fire Co-Located Dispatch Center, Templeton, CA.** \$25 million, 18,000 SF, LEED Silver.

**Other Projects:** Mendocino County Jail Expansion, San Diego County Youth Transition Campus, Judicial County of California Sonora Courthouse, James A. Musick Detention Facility



## TODD GREER *Senior Mechanical Estimator | 29+ Years Project Experience*

**Hays County, Public Safety Bond Program, Jail Expansion and Renovation, San Marcos, TX.** \$65.1 million, 132,000 SF.

**Pueblo County, Detention Center, Pueblo, CO.** \$165 million, 188,000 SF, CMAR.

**Other Projects:** Riverside County East County Detention Center, CDCR Central California Women's Facility, CDCR CSP Corcoran-ASU, CDCR CSP Sacramento-PSU, CDCR DeWitt Nelson Conversion, CDCR Northern CA Reentry Facility, South Placer Adult Correctional Facility, James A. Musick Detention Facility, Tulare South County Detention Center

# Solutions for Success



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340 East Palm Lane, Suite 330

Phoenix, AZ 85004

T 480-921-0333